



## Culture, Heritage and Libraries Committee

**Date:** WEDNESDAY, 22 SEPTEMBER 2021

**Time:** 1.45 pm

**Venue:** VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

<b>Members:</b>	Deputy Wendy Hyde (Chair)	Vivienne Littlechild
	Jeremy Simons (Deputy Chairman)	Deputy Edward Lord
	Munsur Ali	Alderman & Sheriff Professor Michael Mainelli
	Randall Anderson	Andrew Mayer
	Matthew Bell	Jeremy Mayhew
	John Bennett	Wendy Mead
	Peter Bennett	Deputy Barbara Newman
	Deputy David Bradshaw	Graham Packham (Ex-Officio Member)
	Thomas Clementi	John Petrie
	Mary Durcan	Judith Pleasance
	Deputy Kevin Everett	Henrika Priest
	Tracey Graham	Deputy Richard Regan
	Alderman David Graves	Deputy Dr Giles Shilson
	Caroline Haines	Deputy Tom Sleigh (Ex-Officio Member)
	The Revd Stephen Haines	James Tumbridge
	Graeme Harrower	Mark Wheatley
	Deputy Tom Hoffman	Dawn Wright
	Ann Holmes	

**Enquiries:** Ben Dunleavy  
[ben.dunleavy@cityoflondon.gov.uk](mailto:ben.dunleavy@cityoflondon.gov.uk)

### Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:  
<https://youtu.be/e4kro735YKQ>

This meeting will be a virtual meeting and therefore will not take place in a physical location. Any views reached by the Committee today will have to be considered the Director of Innovation and Growth after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters. This process reflects the current position in respect of the

holding of formal Local Authority meetings and the Court of Common Council's decision of 15th April 2021 to continue with virtual meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available on line via the City Corporation's webpages.

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

**John Barradell**  
**Town Clerk and Chief Executive**

# **AGENDA**

## **Part 1 - Public Agenda**

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the previous meeting held on Monday, 19 July 2021.

**For Decision**  
(Pages 7 - 14)

4. **FORWARD PLAN**

Members are asked to note the Committee's forward plan.

**For Information**  
(Pages 15 - 16)

5. **CHIEF OFFICERS' REOPENING UPDATE**

Chief Officers to be heard.

**For Information**

6. **CAI RECOMMENDATIONS TO THE COMMITTEE**

Report of the Director of Innovation & Growth.

**For Decision**  
(Pages 17 - 22)

7. **DESTINATION CITY: STRATEGIC REVIEW**

Report of the Director of Innovation and Growth.

**For Decision**  
(Pages 23 - 32)

8. **LIBRARY MANAGEMENT SYSTEM**

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

**For Decision**

(Pages 33 - 44)

9. **BARBICAN & COMMUNITY LIBRARIES - LIBRARY STRATEGY**

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

**For Information**  
(Pages 45 - 62)

10. **KEATS200 BICENTENARY PROGRAMME UPDATE**

Principal Curator of Keats House to be heard.

**For Information**

11. **REPORT OF ACTION TAKEN**

Report of the Town Clerk.

**For Information**  
(Pages 63 - 64)

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

13. **ANY OTHER BUSINESS THE CHAIR 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 agree the non-public minutes of the previous meeting held on Monday, 19 July 2021.

**For Decision**  
(Pages 65 - 66)

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

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

This page is intentionally left blank

## CULTURE, HERITAGE AND LIBRARIES COMMITTEE

**Monday, 19 July 2021**

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at  
Virtual meeting on Monday, 19 July 2021 at 11.30 am

### **Present**

#### **Members:**

Deputy Wendy Hyde (Chair)	Alderman & Sheriff Professor Michael Mainelli
Jeremy Simons (Deputy Chairman)	Andrew Mayer
Munsur Ali	Jeremy Mayhew
John Bennett	Wendy Mead
Peter Bennett	Deputy Barbara Newman
Deputy David Bradshaw	John Petrie
Tracey Graham	Judith Pleasance
Alderman David Graves	Deputy Dr Giles Shilson
Graeme Harrower	Deputy Tom Sleigh (Ex-Officio Member)
Deputy Tom Hoffman	James Tumbridge
Ann Holmes	Mark Wheatley
Vivienne Littlechild	Dawn Wright
Deputy Edward Lord	

### **In Attendance**

#### **Officers:**

Ben Dunleavy	- Town Clerk's Department
Nick Bodger	- Culture and Visitor Development Director, Innovation and Growth
Elizabeth Scott	- Head of Guildhall Art Gallery, Innovation and Growth
Laurie Miller-Zutshi	- Innovation and Growth
Carol Boswarthack	- Community and Children's Services
Colin Buttery	- Director of Open Spaces
Christopher Earlie	- Head of Tower Bridge, Open Spaces Department
Aqib Hussain	- Chamberlain's Department
Julie Mayer	- Town Clerk's Department
Julia Pridham	- Town Clerk's Department
Charlotte Scott	- Town Clerk's Department
Rob Shakespeare	- Open Spaces Department
Leanne O'Boyle	- Innovation and Growth
Emily Rimington	- Comptroller and City Solicitor's Department
Gemma Stokley	- Town Clerk's Department
Graham Nickless	- CHB - Accountancy

1. **APOLOGIES**  
Apologies were received from David Bradshaw, Tjies Broeke, Mary Durcan, Graham Packham and Henrika Priest.
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**  
There were none.
3. **MINUTES**  
RESOLVED, that – the public minutes and non-public summary of the meeting held on 14 June 2021 be agreed as a correct record.
4. **MINUTES - BENEFICES SUB-COMMITTEE**  
RESOLVED, that – the minutes of the Benefices Sub-Committee meeting held on 2 June 2021 be received.
5. **FORWARD PLAN**  
The Committee's forward plan was noted.
6. **CHIEF OFFICERS' REOPENING UPDATE**  
Chief Officers were heard in respect of the updates on re-opening City attractions and services. The following updates were noted:

Head of Tower Bridge & the Monument

City of London (COL) visitor attractions all remained in close contact with each other in the run up to 19 July. The latest visitor attraction data received shows a significant public appetite for the retention of social distancing measures, with 40% of respondents saying they would not visit without some measures in place. On this basis, the general guidance from the Association of Leading Visitor Attractions (ALVA) is to retain social distancing measures to maximise business in line with visitor confidence. All City of London attractions will follow minimum public health requirements, but the intention is to retain the majority of measures so as to retain visitor confidence after 19 July. There will be periodic reviews, with the potential for phasing down this approach in line with guidance and public appetite. The first of these reviews is likely to take place in August. The reinvigoration of business is an important part of the return to normal, and this can only happen by responding appropriately and responsibly to visitor sentiment.

A recent meeting of UK attractions covered a number of these points, with most attractions saying it was their intention to retain many of the measures. Discussions around face coverings involved how to manage and message the government's 'recommend and encourage' approach. Attractions also discussed the ability to manage 'walk-up' visitors, with COL attractions to continue to offer flexibility on this approach, offering pre-booking as well as walk-ups. Many attractions, including Tower Bridge, have already seen a spike in bookings prior to 19 July.



Tower Bridge will retain most measures, with a few exceptions. The 'encourage and recommend' approach to face coverings will be adopted. Messaging on this will be key, especially to provide support for staff when communicating with visitors. Capacity at the Bridge will be increased by 40%, which will keep capacity within previous distancing guidelines. Cash transactions in the gift shop will be restarted. Tower Bridge reopened on 17 May and saw 2,000 visitors in the first week, and over 6,000 visitors during half-term. This has helped to restart the income generation of City Bridge Trusts through admissions and retail. Weekly figures have grown to about 4,000 per week

A Member asked for more information on what social distancing measures should and shouldn't be kept. The Head of Tower Bridge replied that the intention is to maintain all social distancing measures, including bookings and walk-ups. There is a constant review of visitor feedback.

#### Head of Guildhall Art Gallery

The Gallery will retain all social distancing measures, including offering both a booking system and walk-ups. There will be a constant review of feedback, and introducing changes one at a time. The change this time is to adopt the 'recommend and encourage' approach to the wearing of face coverings. The next change will be to increase capacity from August, having learnt from visitor movement through the Noel Coward exhibition.

#### Principal Curator, Keats House

Keats House is following a similar approach to that followed elsewhere, and has benefited from the advice and support of other departments. The Keats House garden is to reopen with unlimited access. Pre-booking for access to the house is being retained, but with increased numbers available. They will also be introducing the ability for people to walk-up, within capacity. The capacity of the house is 24 people. The sentiment received from visitor feedback is that people feel safer with some measures in place. Social distancing markers around the house will be removed, but will remain in communications. Measures such as contactless payment, protective screens, sanitisers and advice to wear face coverings will also remain. The measures will be reviewed continuously.

#### Director of the London Metropolitan Archives

The London Metropolitan Archives (LMA) remain open to pre-booked researchers who wish to consult original archives. They are fully booked for July, and bookings are open for August and September. They intend to open access to microfilm in August. Advice to wear face coverings will remain. The Archives also offer additional days for researchers to view large-scale plans, for which the Archives needs to make special arrangements to produce in a COVID-safe manner. The Archives have provided access to a team of researchers from the Infected Blood Inquiry, who have been consulting archives for some years.

LMA's outdoor football exhibition, A Capital Game, moved from Guildhall Yard to Aldgate Square in mid-June and closed on 15 July. The Archives were

pleased that the Lord Mayor was able to attend. The display was produced in collaboration with the City's Cultural and Visitor Development team.

Guildhall Library and the Small Business Research and Enterprise Centre also continue to be open to pre-booked users. The Business Centre has provided advice and encouragement to small and medium sized enterprises who have applied to the City of London's Recovery Grant Fund.

#### Head of Barbican & Community Libraries

A message to customers was sent last week, and posted online, to say that the libraries will resume normal hours from 19 July. Visits to the library will cease to be time-limited. Soft furniture and study spaces have been restored. Hand sanitiser dispensers have been left in place, and visiting customers have been asked to continue to scan the QR code for the Test and Trace app when entering the library. Paper Test and Trace forms are also available. Some concerns have been raised over the lack of a mandatory requirement for customers to wear face coverings. This has been raised with the Department for Digital, Culture, Media, and Sport (DCMS), who have confirmed that public libraries will not be an exception to the lifting of the mandatory requirement to wear face coverings in public spaces. Therefore, the libraries can only recommend that customers wear them, and this message is being pushed.

The rising number of self-isolation cases could affect the staffing of libraries, and so customers are being asked to check that the library is open before they visit. This has been put on the departmental risk register and the COVID Pandemic Plan has been updated so that staff are aware of how to proceed and the priority order of closing services.

Responses from customers to the measures enacted have been generally positive.

Members asked the origin of the data that departments were relying on regarding visitor support for retention of restrictions, and whether the feedback that is being gathered from visitors to COL attractions is being fed back to the government. The Head of Tower Bridge replied that the data originates from ALVA, to which the majority of UK visitor attractions belong. ALVA have been conducting regular visitor sentiment surveys since the start of lockdown. The data has been gathered from the majority of UK attractions. The data applies to the whole of the UK, and so may differ from conditions in London, but COL attractions are comparing the overall UK data to data that is gathered onsite. ALVA also acts as a lobbying service for the industry, and feeds the data back to DCMS. It was also mentioned that many of the measures are not enforceable; for example, hand sanitiser dispensers are provided, but it is up to visitors to use it. The minimum of public health requirements are being followed, and there is some flexibility on how this is approached.

#### Head of Cultural Programming and Partnerships

The Head of Cultural Programming and Partnerships provided an overview of the Outdoor Arts Programme planned for the upcoming months. There are

around 40 events planned between July and November. The theme of the programme is 'A Thing of Beauty', commemorating the bicentenary of the death of John Keats and the recurring theme of beauty throughout his work.

Members praised the line-up of events and congratulated the Officers involved. A Member asked how the programme organisers are prepared for potential changes at a time when the pandemic situation is changing quickly. In response, an Officer said that all events go through the Significant External Events Group process to ensure that they follow guidance and that events can be delivered safely. The Group contains officers from various departments, including the City of London Police and the Public Health team. A Standard Operating Plan is also being developed, in association with Hackney, to provide clear guidance for events delivered in the City.

Members expressed concern that the programme was not being marketed as effectively as it might be to City Residents. The Culture and Visitor Development Director replied that they have been late in marketing because they did not know until recently if they would be able to go ahead with some of the planned events. This means that most of the marketing has been digital.

City of London residents are being targeted through the usual communication channels. The Programme has worked with the Community and Children's Services Department to engage with these audiences, not least through estate newsletters.

A Member asked if there was a formal process for residents to approach officers to suggest their own events and also if there could be a 'Coming Soon' advertisement in newsletters and on Ward notice boards for upcoming events.

Members commented that there needed to be improved efforts made to engage with residents, especially those who are not estate-based. A Member suggested that events could be marketed through the weekly email bulletin circulated by the Barbican Estate Office. The Culture and Visitor Development Director replied that the newsletter is sent information and that residents were as much of a priority as other audiences.

There is a corporate newsletter in which events are featured, but that requires residents to be aware of it and to sign up. The Events Team is unable to use electoral databases held by the Corporation for marketing purposes.

A Member asked if using resident databases could be explored further as an option.

A Member expressed concern about the gap between the proposals and the communication. He also questioned the interpretation of what constituted advertising on-street. He felt information about the Corporation's own cultural activities was within the bounds of what was acceptable. He asked if Officers could come back with a renewed approach to their communications.

## **7. CAI RECOMMENDATIONS TO THE COMMITTEE**

Members considered a report of the Director of Innovation & Growth in respect of the City Arts Initiative Recommendations to the Culture, Heritage and Libraries Committee.

RESOLVED, that – Members ratify the City Arts Initiative’s recommendations in relation to the proposals as follows:

1. City of London Corporation - Festival Garden Entrance Sculptures: approve subject to planning permission, access requirements being met, and a sufficient maintenance fund being established
2. Westbrook Gallery – Lions Trail 2021: approve subject to final permissions being granted by Highways and relevant public liability insurance being put in place by the applicant
3. Natalie Robinson - Reflection (Totally Thames): approve subject to relevant authorisations being granted from officers managing Walbrook Wharf and the additional recommendations outlined below.
4. DP9 – The Garden of Floating Words: approve subject to maintenance being funded by the owners of the sculpture.
5. Keats Foundation - Keats Memorial Bust: approve in principle subject to final designs being approved by delegated authority and a satisfactory maintenance fund being raised by the applicants.
6. Culture Mile and Brookfield - Play Totems: noting that the application is privately funded and will likely be installed on private land and would therefore not require your Committee’s approval but, delegating authority to the CAI to approve final visuals should any part of the installation appear on the public highway.

8. **CULTURE AND COMMERCE TASKFORCE: APPROVAL OF ACTION PLAN**  
Members considered a report of the Director of Innovation and Growth on the Culture and Commerce Taskforce: Action Plan.

RESOLVED, that – Members approve the City Corporation’s Fuelling Creative Renewal action plan as detailed within this report, noting that the five projects identified as appropriate for the City Corporation to lead will have significant involvement and/or leadership from across City Corporation departments and teams, and the five projects that will not be pursued by the City Corporation.

9. **THE WALK: LITTLE AMAL**  
Members received a presentation from the Head of Cultural Programming and Partnerships on the chance for the City of London to host a stage of the ‘The Walk: Little Amal’ project, a giant puppet travelling across Europe to focus attention on the needs of young refugees. The project and the chance to host has support from the Chair and Deputy Chair of the Policy and Resources Committee.

RESOLVED, that – Members approve the hosting of ‘The Walk: Little Amal’.

10. **PRINTED VERSION OF THE CITY OF LONDON CORPORATION POCKET BOOK**  
This item was withdrawn from the agenda before the meeting.

**11. KEATS HOUSE RISK MANAGEMENT REPORT**

Members received a report of the Director of Open Spaces relative to the Keats House Risk Management.

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

**12. THE MONUMENT - FULL YEAR 2020/21 PERFORMANCE REPORT**

Members received a report of the Head of Tower Bridge relative to the Monument to the Great Fire of London Full Year Performance April 2020 to March 2021.

Members heard that the Monument has been closed throughout the pandemic. Expenditure has been reduced, and it has benefited from the furlough scheme. The closure has allowed necessary maintenance work to be done. The Monument has remained digitally open with activities available on the website, which has allowed continuation of its education provision. There have been high levels of participation.

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

**13. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

Members received a report of the Town Clerk relative to decisions taken under urgency.

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

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

A Member asked why the item on the Pocket Book had been withdrawn from the agenda. The Chair responded that it would be returning to the Committee at a later date.

A Member complimented the masonry work of Thomas Clark Collins on the Festival Gardens Entrance Sculptures in the CAI recommendations.

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

There was none.

**16. EXCLUSION OF THE PUBLIC**

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

**17. NON-PUBLIC MINUTES**

RESOLVED, that – the non-public minutes of the previous meeting held on 14 June 2021 be agreed as a correct record.

18. **NON-PUBLIC MINUTES - BENEFICES SUB-COMMITTEE**  
RESOLVED, that – the draft non-public minutes of the Benefices Sub Committee held on 2 June 2021 be received.
19. **CHARITIES REVIEW RECOMMENDATIONS - GUILDHALL LIBRARY CENTENARY FUND (206950)**  
Members received a report on the Corporate Charities Review recommendations for the Guildhall Library Centenary Fund.
20. **TOWER BRIDGE - FULL YEAR 2020/21 PERFORMANCE REPORT**  
Members received a report from the Head of Tower Bridge relative to the Tower Bridge 2020/21 Performance Report.
21. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were none.
22. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There was none.
23. **CONFIDENTIAL MINUTES**  
RESOLVED, that – the confidential minutes of the meeting held on 14 June 2021 be agreed as a correct record.

**The meeting ended at 12.58 pm**

-----  
Chairman

**Contact Officer: Ben Dunleavy**  
**tel. no.: 020 7332 1427**  
**ben.dunleavy@cityoflondon.gov.uk**

**Culture, Heritage and Libraries Committee Forward Plan 2021/22**

22.09.2021	CAI Recommendations to the Committee	Innovation & Growth	Decision
	Destination City: Strategic Review	Innovation & Growth	Decision
	Keats200 Bicentenary Programme Update	Open Spaces	Information
	Library Strategy	Libraries	Information
15.11.2021	CAI Recommendations to the Committee	Innovation & Growth	Decision
	City Information Centre: Annual Report	Innovation & Growth	Information
	Promotion of outdoor arts events to the City's residential communities	Innovation & Growth	Information
	CHL Revenue and Capital Budgets 2022/23	Chamberlain's	Decision
	Keats House Mid-Year Performance Update	Open Spaces	Information
31.01.2022	CAI Recommendations to the Committee	Innovation & Growth	Decision
	Central Grants Programme: Inspiring London Through Culture Recommendations to the Committee	Innovation & Growth	Information
	City Outdoor Arts Programme: 2021 Performance Evaluation Report	Innovation & Growth	Information
	Keats House Trustees Annual Report and Financial Statements for the year ended 31 March 2021	Chamberlain's	Information
	Guildhall Library Centenary Fund Trustees Annual Report and Financial Statements for the year ended 31 March 2021	Chamberlain's	Information
21.03.2022	CAI Recommendations to the Committee	Innovation & Growth	Decision
	City Outdoor Arts Programme: Request for five-years' continuance of funding (2025/26 to 2029/30)	Innovation & Growth	Decision

<b>Postponed Items</b>			
18.05.2020	Barbican and Community Libraries Digital/E-Services	DCCS	Information
19.07.2021	Open Spaces Department Divisional Risk Report	Open Spaces	Decision

This page is intentionally left blank



<b>Committee(s)</b>	<b>Dated:</b>
<b>Culture, Heritage and Libraries – For Decision</b>	22 September 2021
<b>Subject:</b> City Arts Initiative: recommendations to the Culture, Heritage & Libraries Committee	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>3, 7 and 10</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Damian Nussbaum, Director of Innovation and Growth	<b>For Decision</b>
<b>Report author:</b> Nick Bodger, Cultural and Visitor Development Director	

## Summary

This report presents the recommendations of the City Arts Initiative (CAI) which met on 22 July 2021. At this meeting, the CAI considered public art proposal 1:

### 1. Australia High Commission – David Greybeard

#### Recommendation(s)

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

- Ratify the City Arts Initiative's recommendations in relation to proposal 1 above as follows:
  - **Australia High Commission – David Greybeard:** approve subject to permission from the landowner and ongoing consultation with Highways and Planning.

## **Main Report**

### **Background**

1. The City Arts Initiative (CAI) was established to improve the management of public art in the City. It provides advice to your Committee on proposals for new public art. Included in its remit is the maintenance of the City's existing public art and decommissioning.
2. The CAI comprises elected Members drawn from your Committee and relevant officers across Planning, Highways, and Open Spaces. Officers with specific expertise in the visual arts are also included.
3. At your Committee in June 2021, Members reconfirmed that those occupying the roles of Chair and Deputy on the Culture, Heritage and Libraries Committee should have permanent seats on the CAI. They also reconfirmed the permanent seat for the Chair of the Sculpture in the City Partner Board. Your Committee also elected Barbara Newman and Dawn Wright to serve for the 2021/22 committee year.
4. All applications are funded by external sources unless otherwise stated. Apart from officer time handling enquiries and managing the installations, there are no resource implications other than where specifically noted.

### **Current Position**

5. The CAI met on 22 July 2021 to consider the proposal outlined below.
6. Further background information is available in appendix 1. Full details of applications are available on request from the Director of Innovation and Growth.

### **Proposals**

#### **Australia High Commission – David Greybeard**

7. The CAI received an application from Cultural and Visitor Development and the Australia High Commission.
8. The proposal requests the temporary installation of the artwork *David Greybeard* to mark [UK/Australia Season](#). The project will be delivered in partnership with your Outdoor Arts Team and *A Thing of Beauty*.
9. UK/Australia Season is the first time the Australian Government and the British Council have collaborated on a reciprocal season. It aims to celebrate

ties between the countries.

10. The sculpture was created by Lisa Roet. Installation in the City would be the UK premiere of the work. Further information can be found in Appendix 1.
11. It will be installed at the end of October in the lead up to COP26. It will remain in situ for up to three weeks. Officers are working with departments to determine suitable sites.
12. The proposal is funded by the Australian High Commission. Additional sponsorship has been provided by the artist and the Outdoor Arts budget.
- 13. The CAI recommended this application be approved subject to permission from the landowner and ongoing consultation with Highways and Planning.**

### **Corporate & Strategic Implications**

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

### **Conclusion**

15. This report summarises the discussions of the CAI. It presents recommendations in relation to applications considered on 22 July 2021.

### **Appendices**

- Appendix 1: CAI Application Notes and Images, 22 July 2021

### **Background Papers**

Full details of the applications received by the CAI are available on request from the Director of Innovation and Growth.

### **Nick Bodger**

Cultural and Visitor Development Director

T: 020 7332 3263

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

This page is intentionally left blank

## APPENDIX 1 : CAI IMAGES, 22 JULY 2021

### ABOUT THE ARTWORK

**DAVID GREYBEARD**, by artist Lisa Roet, is a 9m h x 12m w x 12m d lightweight sculpture made from a finely spun metallic material, fabricated in Melbourne by [Airena](#).

The collaboration between the artist and ethologist is a celebration of the exceptional work of Dr Jane Goodall and the Jane Goodall Institute globally.

This sculpture was created to celebrate the 60-year anniversary of Dr Jane Goodall's ground-breaking scientific research into chimpanzees at Gombe National Park, Tanzania.

With the advent of global environmental issues and social change, the David Greybeard project stands to represent all species welcoming the viewer in a gesture of inclusion and reconciliation.

Based on the image of Jane's gentle muse, David Greybeard, the sculpture was created by artist Lisa Roet, to raise awareness around human's relationship with nature and our closest animal relative, while drawing attention to the conservation efforts of the Jane Goodall Institute. Roet acknowledges UNESCO's call for the preservation of the Great Ape, seen as the umbrella species for the rainforest systems with deforestation the greatest threat to our environment through global warming.

<https://www.davidgreybeard.com/>

David Greybeard premiered in Melbourne in 2020 and is set to go on a world tour including London, Glasgow and Paris. The installation in the City of London would be the UK premiere for the work. The work would be presented at the end of October in the lead up to COP26 before travelling to Glasgow.

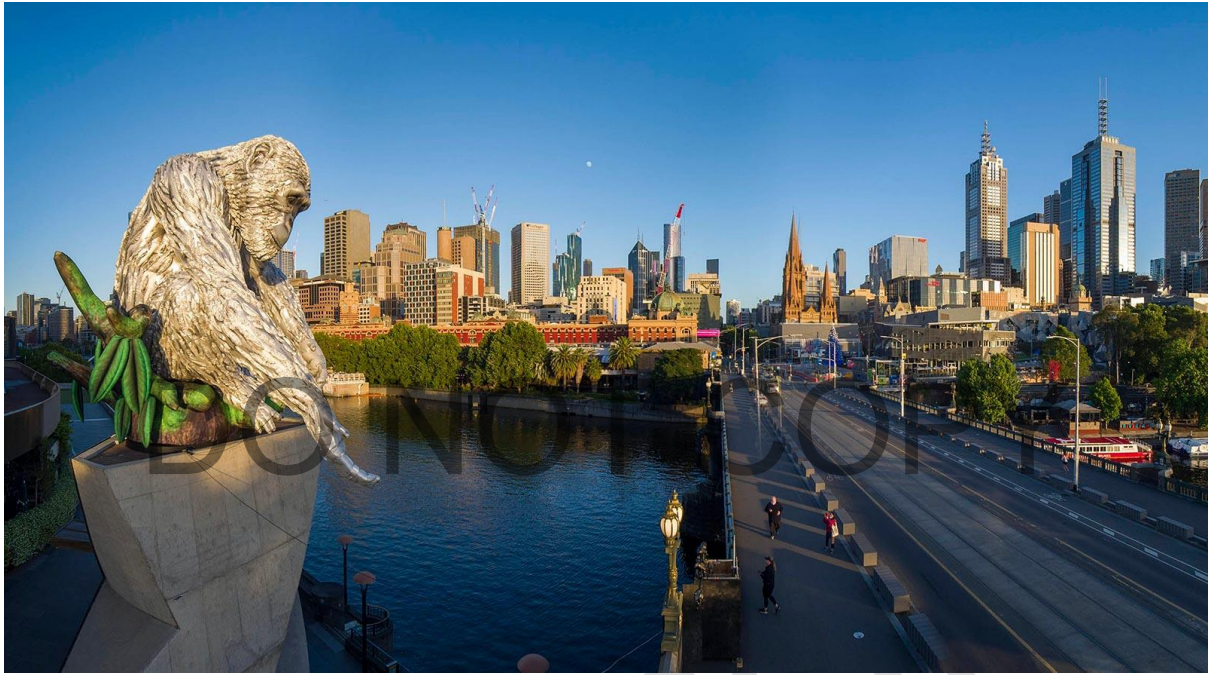
For over two decades Lisa Roet has won acclaim in Australia and internationally for her powerful investigations into the complex interface between humans and our simian relatives.

Drawing inspiration from a myriad of sources including residencies at major international zoos, field studies of apes living in the forests of Borneo and most recently through her own heart surgery, Lisa's multidisciplinary approach to her work has challenged, and continues to challenge, fundamental scientific and behavioural theories relating to human evolution and creationism, language and communication, science and art and the relationship between humans and 'other' primates.

Since her first show at Querhouse Gallery, Berlin in 1992, Lisa has been represented by galleries in Australia, Belgium and the USA, has held over twenty-five solo exhibitions and has participated in more than fifty group exhibitions internationally and within Australia.

<https://www.lisaroet.com/>  
<https://www.davidgreybeard.com/>





<b>Committee(s)</b>	<b>Dated:</b>
<b>Policy and Resources</b> – For Decision	16 September 2021
<b>Culture, Heritage and Libraries</b> – For Decision	22 September 2021
<b>Subject:</b> Destination City: Strategic Review – programme overview and governance proposals	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	2, 3, 4, 7-10
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Damian Nussbaum, Director of Innovation & Growth	<b>For Decision</b>
<b>Report author:</b> Nick Bodger, Cultural and Visitor Development Director	

## Summary

This report provides Members with an overview of *Destination City - Strategic Review*, a programme of work which sets out a renewed vision for the Square Mile to become the world’s most attractive destination for workers, residents and visitors.

Included in the report are proposals for governance of the project, identifying the formal committees and informal consultative groups that will be engaged throughout.

Stakeholders across the City will be consulted during the review to gather evidence, test proposals and embed a shared vision for growth. The governance proposal aims to facilitate a fast-paced and agile project that can best equip the Corporation to swiftly develop an ambitious and long-term plan.

## Recommendation(s)

Members of Policy and Resources and Culture, Heritage and Libraries are asked to:

- Agree the approach to the strategic review and approve the governance arrangements, noting that they will be formally submitted to Court of Common Council for ratification at its October 2021 meeting.

## Main Report

### Background

1. The pandemic continues to create a rapidly changing socioeconomic and cultural landscape. Over the coming years, destinations will need to be even more compelling places to visit, work and invest. The City therefore needs to build on its strengths, but also challenge itself to be more innovative, inclusive and sustainable.
2. The Recovery Taskforce's report *Square Mile: Future City* provided a blueprint for medium-term recovery from COVID-19. One focus was on creating a vibrant offer, and included a commitment to a strategic review of the City's offer.
3. This will build on key existing strategies including the Visitor Strategy 2019-23 and Cultural Strategy 2018-22, as well as the Transport Strategy and the Climate Action Plan.

### Current Position

4. The *Destination City - Strategic Review* aims to assess and benchmark the City's current offer as a destination for workers, visitors and residents. Setting out the vision for the City's future offer, the key output from this work will be a set of specific, detailed and evidence-based recommendations to deliver this. A summary overview document is provided in Appendix 1.
5. The review will provide findings and conclusions for Members to consider, focusing on three key deliverables:
  - a. **A new vision for the City as a destination:** ambitious and wide-ranging, this will provide a touchstone for prioritising activities and embedding a shared vision for growth, covering both internal stakeholders and external partners.
  - b. **Recommendations for developing the City's offer as a destination:** improving the City's offer and appeal, this will identify specific activities and actions that will boost the City's draw as a destination with a range of audiences, immediately and over the next five years.
  - c. **Recommendations for promoting the City's offer as a destination:** this will set out recommendations and strategies for showcasing the City's appeal to a range of new and existing target groups.



6. The review will span all the elements that make for an attractive destination, engaging with numerous sectors including retail, hospitality, culture and heritage, and the night-time economy.
7. Numerous business areas across the City Corporation will be consulted to gather evidence and co-create a shared vision, while testing the feasibility and implications of proposed activities.
8. External engagement and relationship building will also be an integral pillar of the programme. Interviews and workshops with stakeholders will identify the City's strengths, as well as new activities for development. This work will be underpinned by research exploring innovations in other global destinations.
9. The review will be led by Danny Lopez, founding head of London & Partners and former Consul General in New York. Danny will be working on a pro bono basis. A summary CV is provided in Appendix 2. He will be supported by Kate Keating who has extensive experience in marketing.
10. A final report outlining the findings of the review (detailed in paragraph 4) will be presented to committees in December for approval.

### **Governance Arrangements**

11. It is proposed that the two primary Committees with responsibility for the strategic review are:
  - a. Policy & Resources Committee (noting its responsibility for the City Corporation's overall policies, strategic priorities, and resource allocation); and
  - b. Culture, Heritage and Libraries Committee (noting its responsibility for the City Corporation's current culture and visitor strategies).
12. Where there are implications for other Committees, it is suggested that their perspectives are reflected by their Chairs serving in an ex-officio capacity on Policy & Resources and Culture Heritage and Libraries. Wider engagement with other relevant Chairs will be provided during the programme to ensure that their Committees' interests are considered against the emerging proposals. In addition, the final recommendations will be taken to Court for approval.
13. The Chairs and Deputy Chairs of Policy & Resources and Culture Heritage and Libraries will ensure there is oversight as the Review progresses.
14. The review will establish short and medium term actions that can be deployed from early 2022. By delivering the project at pace, it will equip the City with an

offer that reflects the evolving needs of City businesses and their consumers in a radically changed economic and social landscape. It is hoped that governance arrangements would provide the maximum opportunity to facilitate Member engagement, whilst also enabling swift and impactful project delivery.

15. It is therefore requested that this committee approves the governance arrangements outlined above so that they can be presented to the Court of Common Council at their October meeting for ratification.

### **Corporate & Strategic Implications**

- **Strategic implications:** this goes to the heart of the Corporate Plan in underpinning the aim of having a vibrant and thriving City. The outputs are also likely to provide an update and assess the existing 2018-22 Cultural Strategy and 2019-23 Visitor Strategy which were both created prior to the pandemic.
- **Resource and financial implications:** funding has already been agreed for the delivery of the project. The outcomes of the project will inform a subsequent review of resources across Cultural and Visitor Development. This will be sent to Culture, Heritage and Libraries Committee at a later stage.
- **Legal implications:** no legal implications have been identified at this stage. This will be kept under review.
- **Risk implications:** At this stage in the project, no significant risks have been identified. This will be kept under review.
- **Equalities implications:** underpinning the review will be diversity and inclusion. At this stage in the project, no negative equalities implications have been identified. This will be kept under review and equalities analysis will be carried out if necessary, to ensure negative impacts can be mitigated and opportunities for positive impacts exploited.
- **Climate implications:** this will be fully in line with the Climate Action Strategy and will look to drive the implementation of the actions that Members have agreed.
- **Security implications:** there are no security implications which have been identified at this stage in the project. This will be kept under review.

### **Conclusion**

16. The City is unique, combining a rich history with a huge capacity for re-invention. It has faced countless challenges in the past and has always emerged as a global destination of choice. These unprecedented times have

reshaped what our audiences want and the City needs to act fast to remain competitive.

## **Appendices**

**Appendix 1:** Destination City – Scope

**Appendix 2:** Summary CV - Danny Lopez

**Nick Bodger**

Cultural and Visitor Development Director

T: 020 7332 3263

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

This page is intentionally left blank

## Appendix 1: Destination City: Outline Scope

### Project purpose and scope

To assess the City of London's offer and promotion as a destination and develop a set of recommendations, to ensure it is:

- One of the world's most attractive destinations for workers, residents and visitors – both business and leisure, domestic and international.
- A globally desirable location destination of choice for businesses, across financial and professional services, creative industries, and the leisure sector.

In the context of the post-pandemic environment, and longer term adaptation to new ways of working, this project will aim to identify what destinations need to offer to stand out as compelling places to visit, work and locate in. Within that context, we seek to outline what existing strengths the City needs to build on and what new offers need to be developed.

This project will assess and benchmark the City's existing offer and current strengths, as well as its distinctive characteristics. Looking to the future, this piece of work will outline new activities for development and set out an overarching ambitious and achievable vision. From this vision, the project will set out the steps needed to roll out a successful implementation, with clear goals and clarity on the resources required.

Encompassing both the City's offer and its promotion to different audiences, the scope of this project will span all the elements that make for an attractive offer, including retail and hospitality; attractions and culture; heritage and architecture; and leisure.

Aligned with destination purpose, the work will need to review and segment target groups within the recommendations. It is important that this project can outline an implementation strategy that will deliver tangible results. An example is the delivery of increased footfall and spend, including during evenings and weekend. Another is supporting the return of workers to City offices as businesses adjust to new ways of working. And cutting across all of the project's recommendations will be a need to improve the attractiveness and perception of the City as destination of choice.

Partnership working will be key to developing the City's offer as a destination. Building on existing collaborations and developing new ones with stakeholders across business, leisure, retail and culture.

### Deliverables

Setting out the vision for the City's future offer as a destination, the key output from this work will be a set of specific, detailed and evidence-based recommendations that set out a clear roadmap of activities.

- **The vision for the City as a destination:** Ambitious and wide-ranging, this will provide a touchstone for prioritising activities and unifying internal stakeholders and external partners. Drawing on the City's rich and exciting past, and inspiring its dynamic future. It will draw out the City as innovative, inclusive and sustainable. The evidence-base underpinning this will need to assess the City current offer, benchmark against comparator areas in London, the UK and internationally, while learning from others. The project will look at the contribution made both

directly and indirectly by the destination economy – and set ambitious but achievable goals for what this could become in the future.

- **Recommendations for developing the City's offer as a destination:** Improving the City's offer and appeal in the immediate and medium term, this work will identify specific activities and actions that will boost the City's draw as a destination. It will build on existing strengths such as the distinct nature of the City. However, we need to be creative and have an appetite for change which is why we want to develop new types of products targeted at key groups (eg young workers, international visitors etc) while supporting and enabling creative and leisure providers.

- **Recommendations for promoting the City's offer as a destination:** Effective promotion of the City's offer will be key. This work will set out recommendations and strategies for showcasing the City's appeal to target groups. This will include value propositions for each and how to reach these groups. These recommendations will need to be fully specified in terms of how they can be delivered and resourced. This will include targeted actions for the City of London Corporation – and, critically, how we can work in partnership to amplify reach and impact. Consultation with stakeholders and partners will be crucial across the project delivery, to ensure we have shared common goals and joint initiatives in place to deliver. Finally, it will be important to set out how best all recommendations can be monitored and evaluated in the short, medium and long term.

The City is unique. It combines a rich history spanning centuries with a unique capacity for re-invention. It has faced countless challenges in the past and has always emerged as a global destination of choice. Now, more than ever, as a post-Covid world and an un-precedented digital transformation reshape what our key audiences want, the City needs to act, and act fast.

This project will deliver an ambitious vision and set out a series of recommendations that will have a long-lasting impact on the City's future. The City of London Corporation recognises the importance of this work and looks forward to supporting the process throughout.

## Appendix 2: Danny Lopez – Summary CV

---

### Present:

- **Glasswall Solutions – CEO:**

A British cyber security software company employing 50 people (45 in the UK / 5 in the US). Glasswall's clients include defence and intelligence agencies, as well as commercial organisations on both sides of the Atlantic. Chaired by former ICAP founder Michael Spencer, now Lord Spencer.

The company successfully raised a £18M Series A in December 2020

- **Innovate Finance – Board Member**

Innovate Finance is the independent not-for-profit industry body representing the UK's global FinTech community.

- **FinTech Collective - Advisory Role**

A highly successful US-based venture capital firm specialising in early stage fintech investments, which includes London companies. Their three funds to date total circa \$400M.

### Previous:

- **British Consul-General to New York (2011-2016)**

Hosted the official launch for the GREAT campaign in 2012, as well as numerous events promoting the visitor, culture and investment economy.

- **London & Partners - CEO – (2009-2011)**

Launched London & Partners and became its first CEO at a crucial time, pre-Olympics.

- **Public Diplomacy Board - Member (2007-2009)**

Represented UK Trade and Investment alongside the CEO of the British Council, the Chair of Visit Britain and senior Foreign and Commonwealth Office staff.

- **UK Trade and Investment – Managing Director of Marketing (2006-2009)**

Responsible for the development and roll-out of the two largest trade and investment global campaigns prior to the GREAT campaign, 'Hit the world running' and 'Take it to the World'. Both were adopted throughout the global Foreign and Commonwealth Office network.

- **Barclays – Head of Inward Investment Unit (2004-2005)**

This page is intentionally left blank



<b>Committees:</b>  Culture Heritage and Libraries – for decision  Community and Children’s Service Committee - for information  Digital Sub – for information	<b>Dates:</b>  22 September 2021 24 September 2021 5 November 2021
<b>Subject:</b> Library Management System <b>Unique Project Identifier:</b> <i>PV ID confirmed post CPB via PMO.</i>	<b>Gateway 2:</b> <b>Project Proposal</b> Regular
<b>Report of:</b> Director of Community & Children's Services <b>Report Author:</b> Sarah Greenwood	<b>For Decision</b>
<h1 style="text-align: center;">PUBLIC</h1>	

**Explanatory Note for Members:** The Corporate Projects Board discussed this report on 1 September and agreed that the project may or may not require capital funding dependent upon the outcome of the procurement process. The Board agreed that the project should proceed under delegation until such a time that it was determined whether the project would reach the thresholds of the gateway process. Proceeding under delegation means that all usual Gateway reports are submitted to the Director who may then choose to share the reports with Committee for information.

## Recommendations

<b>1. Next steps and requested decisions</b>	<p><b>Project Description:</b> IT system designed to manage the records of the Barbican and Community libraries including stock details, availability, fines, payments and membership details.</p> <p><b>Next Gateway:</b> Gateway 3/4 - Options Appraisal (Regular)</p> <p><b>Next Steps:</b> Development of Requirements Document/specification and soft market testing, with development of procurement options using existing local risk funding resources.</p> <p><b>Funding Source:</b> potential capital funding from central City Fund reserves (dependent upon procurement process) and revenue funding from Department of Community and Children’s Services local risk budget. A bid for allocation of potential capital funding of £20k will be made through the next capital bids round.</p>
--	--

	<p>Existing local risk funding will be used to progress the project to the next Gateway.</p> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"><li>1. Note the total estimated cost of the project of up to £325,000 (including one off capital of £50k (of which £30k will be met through local risk) and ongoing revenue of £275k pa)</li><li>2. Approval for a staff cost budget of £1,500 to proceed to the next Gateway to be funded from within existing local risk resources.</li></ol>												
<p><b>2. Resource requirements to reach next Gateway</b></p>	<table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Staff costs</td><td>Development of required specification, Market engagement and options appraisal</td><td>Existing Local risk funding</td><td>£1,500</td></tr><tr><td><b>Total</b></td><td></td><td></td><td></td></tr></table> <p><b>Costed Risk Provision requested for this Gateway: None</b> (as detailed in the Risk Register – Appendix 2)</p>	Item	Reason	Funds/ Source of Funding	Cost (£)	Staff costs	Development of required specification, Market engagement and options appraisal	Existing Local risk funding	£1,500	<b>Total</b>			
Item	Reason	Funds/ Source of Funding	Cost (£)										
Staff costs	Development of required specification, Market engagement and options appraisal	Existing Local risk funding	£1,500										
<b>Total</b>													
<p><b>3. Governance arrangements</b></p>	<ol style="list-style-type: none"><li>1. Culture Heritage and Libraries Committee is responsible for oversight of library services within the City.</li><li>2. The project board consists of Carol Boswarthack, the Head of Barbican and Community Libraries (the Senior Responsible Officer), Jonathan Gibbs, the Operations and IT Librarian and with additional representation from IT, Comptroller and City Solicitor and City Procurement. The project will be managed by the Commissioning Manager Sarah Greenwood.</li><li>3. The Digital Services Sub (Finance) committee will also receive Gateway reports for information and the City Procurement IT Category Board will sign off the Options report prior to Gateway 5</li></ol>												

### **Project Summary**

<p><b>4. Context</b></p>	<ol style="list-style-type: none"> <li>1. The City of London Corporation (CoLC) has a statutory duty to provide a “comprehensive and efficient” public library</li> </ol>
--------------------------	---

	<p>service including the free loan of books to those who live, work or study within the area. The legislation governing the City's library provision is <a href="#">The Public Libraries and Museums Act 1964</a> (amended by the Local Government Act 1972) .</p> <p>2. Barbican and Community Libraries use a library management system to manage its library activities including a library catalogue, stock availability, overdue items, fines and payments and membership details. The library management system is the backbone of the library service and enables service users to have joined up services. The system integrates with the e-books contract, the public network and the self-service kiosks. The catalogue function is also used by Guildhall Library and London Metropolitan Archives and it also provides a gateway to online resources for users of the Small Business Research and Enterprise Centre.</p> <p>3. The seven year contract for the current solution (provided by Sirsi Dynix) ends in July 2022 and cannot be extended. A compliant procurement exercise must now be completed for an IT solution post July 2022.</p>
<b>5. Brief description of project</b>	<p>1. The project is the commissioning and procurement of a new contract to provide an IT system designed to manage the records and functions of the Barbican and Community Libraries Service including library catalogue, stock availability, fines and payments and membership details. The Library Management System will integrate with the e-books contract, the public network and the self-service kiosks.</p> <p>2. The project is also inclusive of scoping requirements, developing and designing an appropriate specification and mobilisation and migration of data (if required) to the new system.</p>
<b>6. Consequences if project not approved</b>	<p>All public library authorities use an automated Library Management System as this is the most efficient way of running a modern public library service. Without a library management system, the CoLC would be unable to deliver its statutory functions. To meet basic requirements of maintaining a catalogue the CoLC would need to develop another database solution and employ additional staff to manage it. All the automated functions including stock management, loans, overdue notices, reservations and fine and payments would also require alternative solutions.</p>
<b>7. SMART project objectives</b>	<p>1. The system enables the CoLC to deliver its library services.</p> <p>2. The system has proven capability and capacity to manage the current (and future potential) requirements of library users including flexibility to respond to changing Government, Covid and technological requirements</p>

	<p>3. The system enables a safe and professional experience for library staff and users with co-ordination of all records in relation to stock</p> <p>4. The solution can be configured to meet local and national reporting requirements and City data intelligence</p> <p>5. The system supports flexible working on a variety of devices</p>
<b>8. Key benefits</b>	<p>1. The system meets agreed modern library requirements and identified good practice</p> <p>2. Safe and professional experience for service users and staff with co-ordination of all records in relation to stock</p>
<b>1. Project category</b>	5. Other priority developments
<b>2. Project priority</b>	A. Essential
<b>3. Notable exclusions</b>	N/A

### Options Appraisal

<b>4. Overview of options</b>	<p>1. Sharing a system with one or more other local authorities (e.g. the London Libraries Consortium)</p> <p>2. Open tender (including through a framework)</p> <p>3. Direct award through a framework</p> <p>4. Not utilise a software solution - whilst this remains an option, it would not meet any of the regulatory requirements and therefore has essentially been discounted as a credible option</p> <p>All options will be considered during the City's procurement process and development of the options appraisal form PT3</p>
-------------------------------	--

### Project Planning

<b>5. Delivery period and key dates</b>	<p><b>Overall project:</b> A timeframe of 10 months to allow for commissioning and procurement activity, and potential migration of data to a new system should the current supplier not be successful in the tender process.</p> <p><b>Key dates:</b></p> <p>Capital Bid Round submission for capital funding: Summer 2021</p> <p>Gateway 3/4: November 2021</p> <p>Invitation to tender: December 2021</p> <p>Selection of contractor: March 2022</p> <p>Data Migration: March 2022 – July 2022 (period may not be required if existing supplier is winning bidder)</p> <p>New system go live : July 2022</p>
---	---

	<p>Gateway 6: October 2022</p> <p><b>Other works dates to coordinate:</b> Potential other IT system changes (to be confirmed with IT colleagues).</p>
<b>6. Risk implications</b>	<p><b>Overall project risk:</b> Medium</p> <p>Key risks include</p> <p>Contractual: the City's contract is too small and there are no bids for the contract</p> <p>Technological: the system is not sufficiently flexible to meet future statutory or City of London requirements, the system is not mobilised adequately in time for the contract to be required</p> <p>Financial: insufficient capital funding to enable the contract to proceed (capital funding is only required if the current provider is not the provider of the new contract).</p> <p>Further information is available within the Risk Register (Appendix 2)</p>
<b>7. Stakeholders and consultees</b>	<ol style="list-style-type: none"> <li>1. Barbican and Community Libraries staff working within DCCS</li> <li>2. Library users</li> <li>3. Third party providers including eBooks and Public Network providers</li> <li>4. IT - Business Partner and Infrastructure Architect (engaged via IT PMO)</li> <li>5. City Procurement – Procurement Operations Manager and IT Category Board</li> <li>6. Comptroller and City Solicitor (via City Procurement)</li> <li>7. Chamberlains</li> </ol>

### **Resource Implications**

<b>8. Total estimated cost</b>	<p><b>Likely cost range (excluding risk):</b></p> <p>Lower range estimate: £0 one-off/capital + £25k of annual revenue costs of the current system but no capital/data migration costs if current provider is the successful bidder.</p> <p>Upper Range estimate: £50k one-off/capital (consisting of a capital bid of £20k and £30k met through local risk) and ongoing revenue of £55k pa which would be contained within existing local risk resources. Estimated upper range costs are based on the framework estimated contract costs and assume migration to a new system is required. Should the current provider be the winning bidder for the tender, no one-off/capital costs would be incurred and no capital funding would be required. To this end, a speculative capital bid will be made in 2021 (as part of the 2022/23 annual capital bid round) for potential one-off/capital funding of £20k, the need for which is</p>
--------------------------------	--

	<p>entirely dependent upon the outcome of the procurement process.</p> <p>As a system is undoubtedly required, work completed at this stage is not abortive and funded entirely through existing local risk budgets.</p> <table><tr><td></td><td></td></tr><tr><td>One-Off/Capital Costs:</td><td>£50,000</td></tr><tr><td>System Capital costs (initial training, data migration</td><td>£20,000</td></tr><tr><td>Internal Project Management and migration etc</td><td>£30,000</td></tr><tr><td>Revenue Costs:</td><td>£275,000</td></tr><tr><td>System revenue costs (5 years)</td><td>£275,000</td></tr><tr><td>Total (5 year whole life cost)</td><td>£325,000</td></tr></table>				One-Off/Capital Costs:	£50,000	System Capital costs (initial training, data migration	£20,000	Internal Project Management and migration etc	£30,000	Revenue Costs:	£275,000	System revenue costs (5 years)	£275,000	Total (5 year whole life cost)	£325,000		
One-Off/Capital Costs:	£50,000																	
System Capital costs (initial training, data migration	£20,000																	
Internal Project Management and migration etc	£30,000																	
Revenue Costs:	£275,000																	
System revenue costs (5 years)	£275,000																	
Total (5 year whole life cost)	£325,000																	
9. Funding strategy	Choose 1:	Choose 1:																
	Partial funding confirmed	Internal - Funded wholly by City's own resource																
	<table><tr><td>Funds/Sources of Funding</td><td>Cost (£)</td></tr><tr><td>Central funding (if required) from City Fund Reserves to be requested via the 2022/23 annual capital bid process</td><td>£20,000</td></tr><tr><td></td><td></td></tr><tr><td>Staff costs from existing local risk resources</td><td>£30,000</td></tr><tr><td>Total One-off/Capital</td><td>£50,000</td></tr><tr><td>Local risk revenue funding (ongoing revenue costs)</td><td>£275,000</td></tr><tr><td></td><td></td></tr><tr><td>Total (5 year whole life) cost</td><td>£325,000</td></tr></table>		Funds/Sources of Funding	Cost (£)	Central funding (if required) from City Fund Reserves to be requested via the 2022/23 annual capital bid process	£20,000			Staff costs from existing local risk resources	£30,000	Total One-off/Capital	£50,000	Local risk revenue funding (ongoing revenue costs)	£275,000			Total (5 year whole life) cost	£325,000
	Funds/Sources of Funding	Cost (£)																
	Central funding (if required) from City Fund Reserves to be requested via the 2022/23 annual capital bid process	£20,000																
	Staff costs from existing local risk resources	£30,000																
	Total One-off/Capital	£50,000																
	Local risk revenue funding (ongoing revenue costs)	£275,000																
Total (5 year whole life) cost	£325,000																	
<p>Should the existing system service provider be the preferred supplier, there would be no one-off/capital costs. However, if the procurement process identifies an alternative provider then central funding from City Fund reserves would be required for the cost of transitioning to a new system. Therefore, a capital bid will be submitted as part of the 2022/23 annual capital bid process to cover this eventuality, which would materialise in 2022.</p> <p>The pre-gateway 5 costs will all be met from within existing local risk resources</p>																		
10. Investment appraisal	<p>An options appraisal will be considered by City Procurement in line with the City Procurement Code. In order to ensure value</p>																	

	for money the steering group will consider a longer contract period.
<b>11. Procurement strategy/route to market</b>	The project is included within the City Procurement's sourcing plan for 2021/22 and a PT 2 (procurement request form) has been submitted. Potential routes to market include the use of a call off framework, open tender or a joint procurement within another Local Authority and more details will be included at Gateway 3/4.
<b>12. Legal implications</b>	<p>A Data Protection Impact Assessment and Data Processing Agreements will be completed as part of the procurement process to ensure the solution is compliant with GDPR</p> <p>The specification will include the relevant statutory requirements for social work practice, data submissions to Government bodies and data security.</p> <p>The Comptroller and City Solicitor will be included within the steering group to draw up legally compliant terms and conditions and the procurement process will be led by City Procurement to be compliant with all Public Contracting Regulations as outlined in the City's Procurement Code</p>
<b>13. Corporate property implications</b>	None
<b>14. Traffic implications</b>	None
<b>15. Sustainability and energy implications</b>	None
<b>16. IS implications</b>	<p>The specification for the service will include all IS requirements including hosting and security. An Opportunity Outline form for the IS Project Management Office has been completed and submitted to identify IS resources for the procurement.</p> <p>An IS representative is on the Project Board and has supported the development of the Gateway documents.</p>
<b>17. Equality Impact Assessment</b>	An equality impact assessment will be undertaken
<b>18. Data Protection Impact Assessment</b>	The risk to personal data is high and a data protection impact assessment will be undertaken

## Appendices

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

### **Contact**

<b>Report Author</b>	Sarah Greenwood
<b>Email Address</b>	Sarah.greenwood@cityoflondon.gov.uk
<b>Telephone Number</b>	020 7332 3594



# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	<A unique project number will travel with the project, and will incorporate a Department lead, within. Will be generated via Project Vision by CPO after CPB>	<b>[1b] Departmental Reference Number</b>	N/A
<b>[2] Core Project Name</b>	Library Management System		
<b>[3] Programme Affiliation</b> (if applicable)	Not applicable		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Andrew Carter (Director DCCS)
<b>[5] Senior Responsible Officer</b>	Carol Boswarthack (Assistant Director)
<b>[6] Project Manager</b>	Sarah Greenwood, Commissioning Manager

Description and purpose					
<b>[7] Project Description</b>					
IT system designed to manage the records of the Barbican and Community libraries including stock details, availability, fines and payments and membership details. The Library Management System will integrate with the e-books contract, the public network and the self service kiosks.					
<b>[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?</b>					
The contract for the current library management system is due to expire in July 2022					
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>					
[3] People have equal opportunities to enrich their lives and those of others and reach their full potential. 4. Communities are cohesive and have the facilities they need					
<b>[10] What is the link to the departmental business plan objectives?</b>					
<b>Potential</b> - People of all ages are prepared to flourish in a rapidly changing world through exceptional education, cultural and creative learning and skills which link to the world of work <b>Independence, Involvement and Choice</b> - People of all ages can live independently, play a role in their communities and exercise choice over their services					
<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	Y	<b>Member:</b> Project developed from Member initiation	N	<b>Corporate:</b> Project developed as a large scale Corporate initiative	N
<b>Mandatory:</b> Compliance with legislation, policy and audit		<b>Sustainability:</b> Essential for business continuity	Y	<b>Improvement:</b> New opportunity/ idea that leads to improvement	N

<b>Project Benchmarking:</b>
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b>
1) The system meets agreed modern library requirements and identified good practice
2) Safe and professional experience for service users and staff with co-ordination of all records in relation to stock
<b>[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)</b>
<b>[14] What is the expected delivery cost of this project (range values)[£] £120k including initial capital funding</b>
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>
£25k pa included within 14 above
<b>[16] What are the expected sources of funding for this project?</b>
Revenue: confirmed within current local risk budget Potential capital costs of up to £ 40k to be sought during annual capital bid round
<b>[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?</b>
- Lower Range estimate: contract start – March 2022 – to allow for a 4 month contract negotiation/data migration and mobilisation period - existing contract expires in July 2022

<b>Project Impact:</b>
<b>[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?</b>
Not implementing a replacement social care case management system would mean the City could not discharge its statutory functions – this could lead to reputational risks
<b>[19] Who has been actively consulted to develop this project to this stage?</b>
Chamberlains: Finance
Officer Name: Mark Jarvis
Chamberlains: Procurement
Officer Name: Loredana Sandhu/Kayleigh Rippe (to be confirmed via PT2 process)
IT
Officer Name: Matt Cox (Business Partner). Other IT resources to be allocated after Opportunity Outline Submitted
HR
Officer Name: N/A
Communications
Officer Name: N/A
Corporate Property
Officer Name: N/A
External
N/A
<b>[20] Is this project being delivered internally on behalf of another department?</b>
<b>No</b>
Client
Department: N/A
Supplier
Department: N/A
Supplier
Department: N/A
Project Design Manager
Department: N/A
Design/Delivery handover to Supplier
Gateway stage: N/A

City of London: Projects Procedure Corporate Risks Register

Project name:

Library Management System

Unique project identifier:

TBA

Total est cost (exc risk)

£0

<b>PM's overall risk rating</b> <b>Avg risk pre-mitigation</b> <b>Avg risk post-mitigation</b> <b>Red risks (open)</b> <b>Amber risks (open)</b> <b>Green risks (open)</b>	<b>Medium</b>	<i>Corporate Risk Matrix score table</i>				
	<b>8.0</b>	<b>Minor impact</b>	<b>Serious impact</b>	<b>Major impact</b>	<b>Extreme impact</b>	
	<b>5.2</b>	<b>Likely</b>	<b>4</b>	<b>8</b>	<b>16</b>	<b>32</b>
	<b>0</b>	<b>Possible</b>	<b>3</b>	<b>6</b>	<b>12</b>	<b>24</b>
	<b>4</b>	<b>Unlikely</b>	<b>2</b>	<b>4</b>	<b>8</b>	<b>16</b>
	<b>1</b>	<b>Rare</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>8</b>

Costed risks identified (All)	£0.00	0%	Costed risk as % of total estimated cost of project
Costed risk pre-mitigation (open)	£0.00	0%	" "
Costed risk post-mitigation (open)	£0.00	0%	" "
Costed Risk Provision requested	£0.00	0%	CRP as % of total estimated cost of project

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	0	0.0	£0.00	0	0	0
(2) Financial	1	8.0	£0.00	0	1	0
(3) Reputation	0	0.0	£0.00	0	0	0
(4) Contractual/Partnership	1	8.0	£0.00	0	1	0
(5) H&S/Wellbeing	0	0.0	£0.00	0	0	0
(6) Safeguarding	1	8.0	£0.00	0	1	0
(7) Innovation	0	0.0	£0.00	0	0	0
(8) Technology	2	8.0	£0.00	0	1	1
(9) Environmental	0	0.0	£0.00	0	0	0
(10) Physical	0	0.0	£0.00	0	0	0

Issues (open)		0	Open Issues		Extreme	Major	Serious	Minor
All Issues		0	All Issues		0	0	0	0
Cost to resolve all issues (on completion)		£0.00	Total CRP used to date		£0.00			

This page is intentionally left blank

<b>Committee:</b>	<b>Dated:</b>
Culture Heritage and Libraries Community and Children's Services	<b>22/09/2021</b> <b>24/09/2021</b>
<b>Subject:</b> Barbican & Community Libraries – Library Strategy	<b>Public</b>
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	<b>2, 3, 4, 9 and 12</b>
Does this proposal require extra revenue and/or capital spending?	<b>N</b>
If so, how much?	<b>N/A</b>
What is the source of Funding?	<b>Revenue funding</b>
Has this Funding Source been agreed with the Chamberlain's Department?	<b>Y</b>
<b>Report of:</b> Andrew Carter, Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Carol Boswarthack, Head of Barbican & Community Libraries	

## Summary

Prior to the onset of the COVID-19 pandemic, significant work had been put into a new strategy for the City's three lending libraries. This strategy is now complete, and clearly sets out the priorities for the section. The strategy adequately reflects the requirements of the Corporate Plan and the Department of Community and Children's Services (DCCS) Business Plan.

Over the course of the pandemic, staff adopted the strategy's vision and principles, and this has greatly contributed to the section's subsequent innovative, successful and well-appreciated work for all its communities.

## Recommendation

Members are asked to:

- Note this report

## Main Report

### Background

1. The City of London has three lending libraries: Barbican Library; Shoe Lane Library; and Artizan Street Library and Community Centre. Together these comprise Barbican & Community Libraries (B&CL).
2. Public libraries are a statutory service and the Public Libraries and Museums Act 1964 provides for the free lending of books. In recent years, the Department for Digital, Culture, Media & Sport (DCMS) Library Taskforce has

redefined libraries as community hubs with trusted staff, offering safe, neutral community spaces to all customers. As such, our lending libraries are perfectly positioned to carry out a range of services and activities that have a positive impact on many aspects of our customers' lives, including their health and wellbeing. In addition to the provision of comprehensive lending stock, modern library priorities include social inclusion and social mobility, alongside the more traditional activities of promoting reading for pleasure, supporting literacy and learning and providing access to culture. Public computers with internet access and a range of Microsoft products are standard in all UK public libraries.

3. The City's libraries lend digital and physical stock: eBooks, eAudiobooks, eMagazines and eComics are available to download, alongside other digital services such as language learning, streaming music and video and online reference tools. The majority of these services are also accessible remotely.
4. Our libraries are well used, with around 23,000 members who borrowed 421,962 physical items of stock in 2019/20, the last full year prior to the COVID-19 pandemic. Most of our members are City workers.
5. Since around 2009, there has been significant joined-up working between the lending libraries and colleagues within the DCCS, especially around working with children and families. In 2017, the Department of Culture, Heritage and Libraries was disbanded and B&CL moved to the Department of Community and Children's Services (DCCS). Since that time, library staff have worked to further embed the priorities of the Department and have reinvented the service as community hubs.
6. A library strategy is key to ensuring that our revised vision and priorities are embedded in all we do, and work on this strategy began in 2019. All B&CL staff were encouraged to help shape the strategy and, throughout 2019, the Head of B&CL ran several staff workshops in all three libraries to examine the current situation, future ambitions, challenges and solutions to achieving these ambitions.

### **Current Position**

7. This strategy is informed by information from the regular B&CL Public Library Users' Survey, comments and suggestions received from service users, and the output of the staff workshops. It addresses the requirements of the Corporate Plan and the Departmental Business Plan.
8. At the heart of the strategy are a set of principles which staff will use to shape our services. The principles are:

We aim to provide:

- a library service that inspires and delights all our customers
- a service that delivers the aims of the City of London Corporation and the business objectives of the DCCS
- a service that celebrates diversity and promotes equality

- a service that actively works with partners to provide enhanced services for all our customers
  - a sustainable, efficient, responsive and relevant public library service that provides value for money, enhances lives and actively engages with all our customers, regardless of age, race, gender, or physical and mental ability
  - services that are co-produced with customers wherever possible
  - library buildings that are safe, neutral and welcoming to all
  - a full enquiries service carried out by expert, fully trained staff
  - the very best stock, customer services, activities and events
  - technology that enhances the effective delivery of our services.
9. The strategy also addresses a number of challenges currently facing the library service, along with potential solutions to these challenges.
10. The strategy was written by the B&CL Senior Management Team comprising the Head of B&CL and the two Principal Librarians (Barbican Library, and Shoe Lane and Artizan Street Libraries). Full consultation with colleagues in the Corporate Strategy and Performance Team took place.
11. Although work on the strategy started prior to work on the Target Operating Model (TOM), the strategy addresses many of the TOM principles, including but not exclusive to, greater efficiency, tackling silos and working more corporately.
12. During the COVID-19 pandemic, the Section benefitted greatly from the work that had already taken place on this strategy. One example is that plans around better digital engagement were already well-developed and, consequently, the challenge to staff to create “a Library Without Walls” was enthusiastically accepted: our first digital events and services were available online within a week of the libraries closing in March 2020. Throughout the pandemic, the range of diverse online activities for customers of all ages continued to develop. Additionally, a full enquiries service was maintained throughout, and customers were able to request and receive essential remote, digital skills training.

### **Corporate & Strategic Implications**

13. Strategic implications – The Library Strategy is relevant to the following City key priorities (Corporate Plan 2018–23):
- 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 DCCS 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.

14. The vision of B&CL is to help individuals and communities live their best lives by supporting:

- reading and literacy
- health and wellbeing
- social mobility
- social interaction
- culture and creativity.

15. Financial implications – N/A

16. Resource implications – N/A

17. Legal implications – N/A

18. Risk implications – N/A

19. Equalities implications – N/A

20. Climate implications – N/A

21. Security implications – N/A

## **Conclusion**

22. This new strategy for B&CL clearly sets out the priorities for the libraries and is closely aligned to the Corporate Plan. It will assist the staff to continue to shape a modern and efficient service which is relevant to all its communities.

## **Appendices**

- Appendix 1 – Barbican & Community Libraries Library Strategy 2021–2023

## **Carol Boswarthack**

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

T: 020 7332 1123

E: [carol.boswarthack@cityoflondon.gov.uk](mailto:carol.boswarthack@cityoflondon.gov.uk)





## **CITY OF LONDON CORPORATION**

### **Department of Community and Children's Services**

Barbican &  
Community  
**LIBRARIES**

### **Library Strategy 2021–2023**

## **Foreword from the Chairmen of the Culture Heritage and Libraries and Community and Children's Services Committees**

Welcome to the Barbican & Community Libraries Strategy. This document aims to transform your view of what a modern, vibrant library service can achieve and, in doing so, we hope to destroy a few myths and challenge stereotypes.

Our lending library service is agile and proactive. It is constantly evolving and developing to anticipate and meet the needs of all our service users – current and potential. Throughout the COVID-19 pandemic, our library staff provided customers of all ages with a range of new and imaginative digital services alongside COVID-safe physical services, many of which were described as “a lifeline” by our customers.

We are immensely proud of our three lending libraries which offer all our City of London communities new and innovative services alongside all the much-loved traditional ones.

Wendy Hyde  
Chairman of Culture  
Heritage and Libraries Committee



Ruby Sayed  
Chairman of  
Community and Children's  
Services Committee



## Introduction



Barbican & Community Libraries is the service name for the City's three lending libraries. These are:

### **Barbican Library**

Situated on level 2 of the Barbican Centre, this is a major London library and the City's largest public library. It has a separate children's library and contains one of the UK's biggest and best-used public music libraries.

### **Shoe Lane Library**

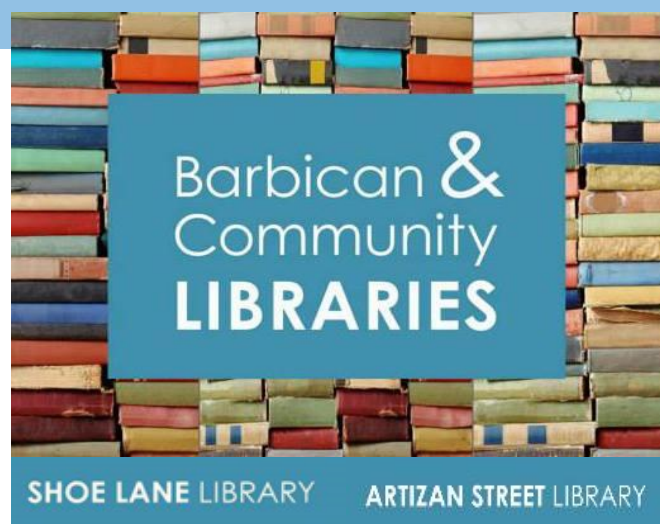
Shoe Lane Library is a popular and well-used library, housed in the Deloitte building in the heart of the City's business district.

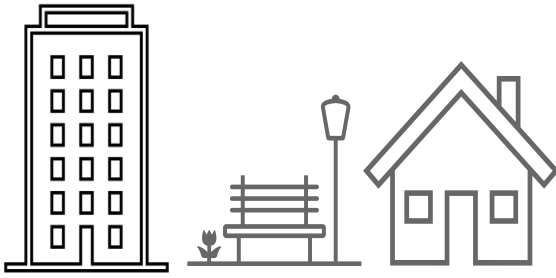
### **Artizan Street Library and Community Centre**

This is the City's newest library, located in the east of the City. It has four hireable rooms and the staff provide a public library, a community centre and frontline housing services to the local community.

This strategy sets out the City of London Corporation's (City Corporation) vision, approach and commitment to the provision of its lending libraries.

## Our Customers





The City has a small residential population of 7,700 <sup>[1]</sup>

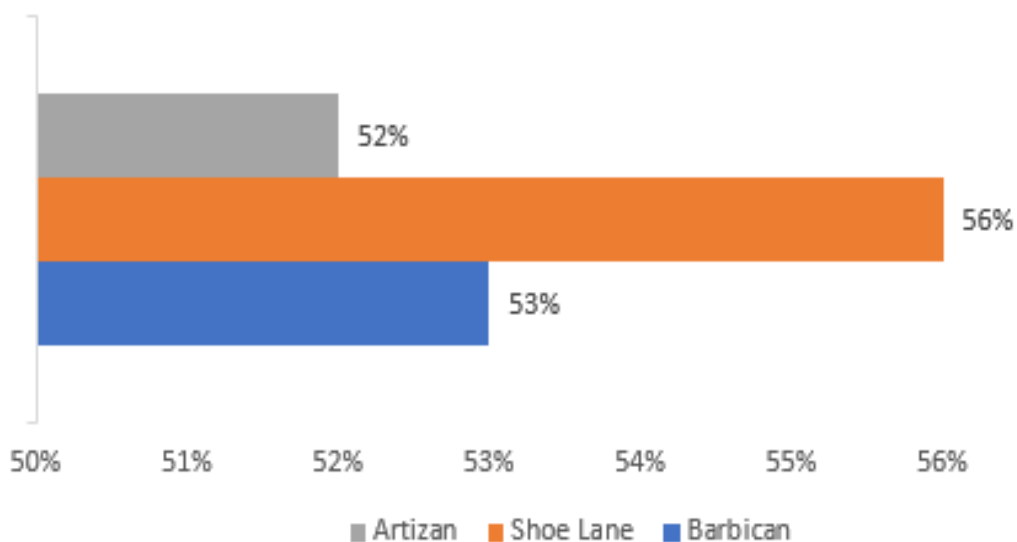


Most of our c.23,000 library members are aged between 25–64

We also serve residents from fringe boroughs, students and visitors to the City



## Slightly more men than women are members of our libraries



<sup>[1]</sup> <https://www.london.gov.uk/in-my-area/city-london>

## Our Vision



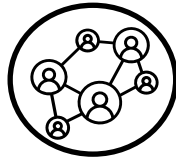
To help individuals and communities to live their best lives by supporting:



Reading and  
Literacy



Health and  
wellbeing



Social  
Mobility



Equality and  
Diversity



Culture &  
Creativity



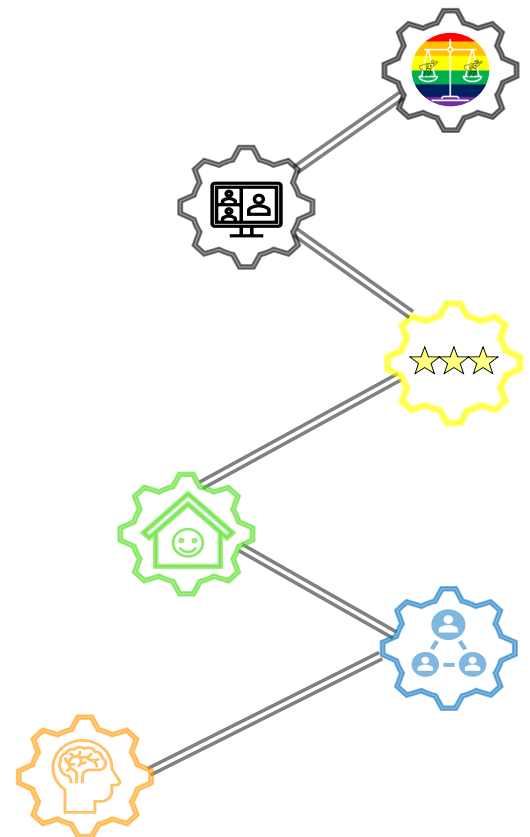
Social  
Interaction

## Our Principles



We aim to provide:

- a library service that inspires and delights all our customers
- a service that delivers the aims of the City of London Corporation and the business objectives of the Department of Community and Children's Services
- a service that celebrates diversity and promotes equality
- a service that actively works with partners to provide enhanced services for all our customers
- a sustainable, efficient, responsive and relevant public library service that provides value for money, enhances lives and actively engages with all our customers regardless of age, race, gender, or physical and mental ability
- services that are co-produced with customers wherever possible
- library buildings that are safe, neutral and welcoming to all
- a full enquiries service carried out by expert, fully trained staff
- the very best stock, customer services, activities and events
- technology that enhances the effective delivery of our services.





People tell us they use our libraries for many different reasons including:

## Borrowing books, CDs and DVDs

Including downloading/streaming from our extensive digital offer.



## Supporting formal education and informal lifelong learning

Library talks, events, exhibitions and activities are provided for people of all ages and interests alongside comprehensive book stock. Our extensive services include free use of library computers providing access to the Internet, IT assistance and training, and much more.



## Supporting their own health and wellbeing

Including smoking cessation, weight management, health checks, and Dragon Café in the City – a partnership with Business Healthy and Mental Fight Club that provides innovative and diverse wellbeing activities to residents and City Workers.



## Combatting loneliness (social inclusion)

Public libraries provide a shared space where people feel they belong, are comfortable visiting on their own, and can access help at their own pace. In 2017, the City of London Corporation published a report, *Improving Social Wellbeing in the City of London*<sup>[2]</sup> in which a Libraries First approach to social inclusion was formally adopted.



## Access to culture and recreation to achieve a healthy work–life balance

Our offer also includes a Music Library with expert staff, music scores and CDs for loan, listening booths, practice pianos, services to local choirs and orchestras and high-profile exhibitions. It has received four “Excellence” awards from the International Association of Music Librarians, Archives and Documentation Centres. All our libraries have reading groups, and all offer a programme of talks, activities and events.



Our services for children, young people and families are heavily used and highly valued and all our libraries offer a wide range of children’s centre services.



Our highly trained staff provide a full information and enquiries service at all locations.





## 1. The Public Libraries and Museums Act 1964

<https://www.legislation.gov.uk/ukpga/1964/75> (amended by the Local Government Act 1972) provides the statutory framework for local authorities to provide a “comprehensive and efficient” public library service including the free loan of books to those who live, work or study within the area. Government responsibility for public libraries sits with the Department for Digital, Culture, Media & Sport (DCMS). Arts Council England is the development agency for libraries in England but has no budgetary responsibilities for them.

## 2. Independent Library Report for England 2014

This research was carried out by Sir William Sieghart on behalf of DCMS. Sir William said:

“Libraries are, let us not forget, a golden thread throughout our lives. The library does more than simply loan books. It underpins every community. It is not just a place for self-improvement, but the supplier of an infrastructure for life and learning, from babies to old age, offering support, help, education, and encouraging a love of reading. Whether you wish to apply for a job, or seek housing benefit, or understand your pension rights or the health solutions available to you, or learn to read, the library can assist.”

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/388989/Independent\\_Library\\_Report-18\\_December.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/388989/Independent_Library_Report-18_December.pdf)

## 3. National Priorities

Libraries Connected (formerly The Society of Chief Librarians) has redefined the modern British public library service through four Universal Library Offers which demonstrate the power of libraries to enrich the lives of individuals and their communities. These offers are: Books and Reading; Culture and Creativity; Digital & Information; and Health and Wellbeing.

The offers are underpinned by the Children’s Promise and Six Steps. The goal of The Children’s Promise is that every child and young person in libraries is inspired to read for pleasure, has access to a diverse range of materials, can engage in a variety of digital activities, and can take part in activities that improve their wellbeing. Six Steps is the commitment to around two million blind and partially sighted people in the UK who, like everyone else, need library and information services to support their daily lives.

## 4. Wider Social Outcomes

Our libraries actively work to address wider social outcomes including:

1. social inclusion, reducing loneliness and building communities
2. improving people’s health and wellbeing
3. improving social mobility, literacy/digital literacy and equal opportunities for all
4. promoting equality and diversity

We do this by providing individuals and communities with access to world-class libraries that are:

- well-stocked
- well-equipped
- fit for the future
- appropriately staffed.

Public libraries have always been 'street corner universities' supporting formal and informal lifelong learning, and our libraries are constantly expanding the offer. In addition to books and DVDs on a wide variety of subjects, our libraries offer free WiFi; free access to the Internet and a range of Microsoft Office products to assist with job searching and job applications; self-help and English for Speakers of Other Languages (ESOL) collections; English conversation classes; CV workshops; and digital training opportunities.

## 5. Local Priorities

**The City of London Corporation's Corporate Plan (2018–2023)** sets out three aims and 12 outcomes that inform all work carried out by City of London departments.

With our emphasis on supporting personal empowerment and our libraries being active community hubs, most of the work carried out by Barbican & Community Libraries is relevant to the aim **Contribute to a flourishing society**. However, our libraries also contribute to the achievement of all three aims and many of the 12 outcomes.

Aim	Outcome	Barbican & Community Libraries' contribution
<b>Contribute to a flourishing society</b>	People are safe and feel safe	Our libraries provide a safe, neutral community space for people to browse, socialise, study, search for work or just be. Staff working with children and vulnerable adults are regularly Disclosure and Barring Service (DBS) checked.
	People enjoy good health and wellbeing	Our libraries offer a wide range of items and health and wellbeing-themed collections for loan and/or download. All our libraries provide a varied programme of events and activities to support the health and wellbeing of people of all ages.
	People have equal opportunities to enrich their lives and reach their full potential	Our libraries support formal and informal lifelong learning via a wide range of items for loan, including dedicated self-help collections. Our libraries offer opportunities to learn new things and new skills via a programme of activities for all ages.



		<p>Our libraries support social mobility with a wide range of books, events and access to the Internet.</p> <p>Our libraries support digital inclusion by providing computers for public use and access to the Internet, free of charge. All libraries provide support and training for people with low/no digital skills.</p>
	Communities are cohesive and have the facilities they need	<p>Our libraries and community centres are friendly, welcoming spaces with trained staff, and are well equipped for the needs of all our communities. We carry out an in-depth consultation with our customers every three years and act on the results.</p> <p>We evaluate services and events for satisfaction and impact and make changes as required.</p> <p>We collect informal as well as formal comments and use these to shape our services.</p> <p>Wherever possible, we seek to co-produce services.</p>
<b>Shape outstanding environments</b>	Businesses are trusted and socially and environmentally responsible.	We provide a range of volunteering opportunities for City workers, including literacy support, coding tuition and supporting STEAM (Science, Technology, Engineering, Arts, Mathematics) education activities.
	We are a global hub for innovation in finance and professional services, commerce and culture.	<p>Our libraries provide access to the world's best literature, art and music via a comprehensive stock of fiction and non-fiction books, CDs, DVDs and music and video streaming services. Barbican Library hosts the library of the Society of Technical Analysts.</p> <p>Barbican Library has two major art exhibition programmes.</p> <p>Our Music Library has received four Excellence Awards from the International Association of Music Libraries, Archives and Documentation Centres</p>
	We have access to the skills and talent we need.	We employ talented, skilled and appropriately qualified staff.

<p><b>Support a thriving economy</b></p>	<p>We are digitally and physically well-connected and responsive.</p>	<p>We provide free Wi-Fi in all libraries along with public computers, free access to the Internet and a range of Microsoft products.</p> <p>Library members can access their accounts remotely, 24/7, reserve items and renew loans. They can also download eBooks, eAudiobooks, eMagazines and eComics, access a range of online digital resources and stream music and video anywhere and at any time.</p> <p>Our libraries are an active part of the wider London Libraries network and the nationwide Libraries Connected network.</p>
	<p>We inspire enterprise, excellence, creativity and collaboration.</p>	<p>In Barbican Library, we have two regular exhibition programmes. Our foyer exhibitions feature the work of amateur and semi-professional artists, individuals and collectives, highlighting a variety of art forms. Our Music Library has received four Excellence Awards from the International Association of Music Libraries, Archives and Documentation Centres, most recently for its high-profile exhibitions which are regularly featured in national media.</p> <p>Our Dragon Café in the City project is produced in collaboration with Mental Fight Club and Business Healthy.</p>



Challenges	Solutions
Financial challenges	<p>We will constantly:</p> <ul style="list-style-type: none"> <li>• investigate ways of doing things differently</li> <li>• operate as part of a consortium wherever possible</li> <li>• address alternative methods of service delivery</li> <li>• seek out alternative ways of generating income.</li> </ul>
IT: we have a complex network that sometimes does not deliver	We will continue to work closely with corporate IT and commissioned providers to find appropriate solutions.
A lack of specialist skills in marketing, business planning and performance management	We will restructure to ensure that skill gaps are filled. Wherever possible, we will think corporately and access assistance from elsewhere in the Department of Community and Children's Services and other departments in the City of London.
Shrinking staff capacity and lack of planning time, contributing to a fear of being overwhelmed	<p>We will make good use of the Corporate Plan to be clear about our priorities, and these will be reflected in our team plans and individual staff objectives.</p> <p>We will make good use of time management tools and skills.</p> <p>We will share skills across Barbican &amp; Community Libraries to avoid duplication and increase efficiency.</p> <p>We will ensure parity and equality in working practices across all three sites.</p> <p>We will continue to invest in skilful line management.</p> <p>We will continue to make good use of volunteers to support staff and provide additional services.</p>
Silo working	We will ensure better sharing of skills/work across Barbican & Community Libraries, and better adherence to our own policies and procedures.
When we try to be all things to all people, we are in danger of forgetting the core service	We will develop a better portfolio approach to services which will be reflected in our business plan and team plans.
The inaccurate stereotype of libraries and librarians is damaging and negative. Consequently, many people do not understand what a vibrant, modern library service can offer and believe our services are not for them	<p>We will concentrate on better marketing of our services, using segmentation as appropriate.</p> <p>We will ask for advice from experts within the Department and the wider City Corporation.</p> <p>Staff at all levels will take every opportunity to act as advocates for our services.</p> <p>We will provide tours/service presentations for Members and officers.</p>

Hard-to-reach communities – people not engaging	We will address hard-to-reach groups through business planning and SMART team plan objectives.
Persuading more residents to use the services	<p>We will ensure that our services are relevant to the needs of our residents.</p> <p>We will concentrate on better marketing of services to residents.</p> <p>We will seek out every opportunity to co-produce services with residents.</p> <p>We will make best use of resident groups wherever possible.</p>
Constantly changing customer needs and expectations	<p>We will continue to work to stay relevant and responsive to customer needs.</p> <p>We will make good use of professional skills and survey/evaluation data to address changing needs.</p> <p>We will continue to collect formal and informal comments and act on them.</p> <p>We will tell customers how we have responded to their comments/requests, making good use of all communication channels, including social media.</p>
There is a national decline in traditional library services, borne out by a fall in adult loans. We need to work to reverse these trends.	<p>We will continue to ensure that all libraries have a varied and interesting reader development programme which is detailed in their business plans.</p> <p>We will continue to invest in reader development staff training.</p> <p>We will continue to work with other UK public libraries, regionally and nationally, to promote reading for pleasure.</p>

## Further Reading and Relevant Research

There are three notable pieces of research which have informed the current direction for British Public Libraries:

### **1. *Envisioning the Library of the Future***

This research was commissioned by the Arts Council and conducted by Ipsos MORI and Shared Intelligence in 2012–2013. The seven key findings can be summarised as follows:

1. There is still a stated need for public libraries.
2. The core purpose of libraries is to enable people to access, explore and enjoy reading and knowledge.
3. The services we provide must be relevant to the communities we serve.
4. Success depends on community engagement, enablement and co-production.
5. Libraries have to secure other funding streams.
6. There are leadership challenges and general staff upskilling is needed.
7. Communication and knowledge sharing needs to improve.

Link to full report: [https://www.artscouncil.org.uk/sites/default/files/download-file/Envisioning\\_the\\_library\\_of\\_the\\_future\\_phases\\_1\\_and\\_2\\_full\\_report.pdf](https://www.artscouncil.org.uk/sites/default/files/download-file/Envisioning_the_library_of_the_future_phases_1_and_2_full_report.pdf)

### **2. *Independent Library Report for England***

This research was carried out by Sir William Sieghart on behalf of the Department for Digital, Culture, Media & Sport (DCMS) in 2014. The report supports the findings of the *Envisioning the Library of the Future* report and makes three recommendations:

1. The provision of a national digital resource for libraries, to be delivered in partnership with local authorities
2. The setting up of a task and finish force, led by local government, in partnership with other bodies involved in the library sector, to provide a strategic framework for England.
3. The task force, to work with local authorities, to help them improve, revitalise and if necessary, change their local library service, while encouraging, appropriate to each library, increased community involvement.

Sir William said:

“Libraries are, let us not forget, a golden thread throughout our lives. The library does more than simply loan books. It underpins every community. It is not just a place for self-improvement, but the supplier of an infrastructure for life and learning, from babies to old age, offering support, help, education, and encouraging a love of reading. Whether you wish to apply for a job, or seek housing benefit, or understand your pension rights or the health solutions available to you, or learn to read, the library can assist.”

Link to full report:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/388989/Independent\\_Library\\_Report-18\\_December.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/388989/Independent_Library_Report-18_December.pdf)

### **3. Libraries Deliver: Ambition for Public Libraries in England 2016 to 2021**

This report was written by the Libraries Taskforce, a group established within DCMS as a direct outcome of the *Independent Library Report for England*.

It outlined a vision for public libraries as vital community hubs – bringing people together and giving them access to the services and support they need to help them live better lives. The ambition described is for everyone to:

- choose to use libraries, because they see clear benefits and positive outcomes from doing so
- understand what library services offer, and how they can make the most of what's available to them
- be introduced to new ideas and opportunities, then given confidence and quick and easy access to tools, skills and information they need to improve their quality of life
- receive trusted guidance through the evolving information landscape, and build the skills needed to thrive in a changing world.

It also listed seven outcomes that are critical to the individuals and communities in their areas, which library services make strong contributions to. These are:

1. cultural and creative enrichment
2. increased reading and literacy
3. improved digital access and literacy
4. helping everyone achieve their full potential
5. healthier and happier lives
6. greater prosperity
7. stronger, more resilient communities.

Link to full report: <https://www.gov.uk/government/publications/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021>

<b>Committee:</b> Culture, Heritage and Libraries Committee	<b>Date:</b> 22 September 2021
<b>Subject:</b> Report of Action Taken	<b>Public</b>
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	<b>3, 7 and 10</b>
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
<b>Report of:</b> The Town Clerk & Chief Executive	<b>For Information</b>
<b>Report author:</b> Ben Dunleavy, Committee & Members Services Officer	

## Summary:

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

## Recommendation

Members are asked to note the report.

## Main Report

### **Request for Decision Under Urgency (Standing Order 41A) – 1. City of London Corporation – Every Can Counts: Recycling Week**

1. The CAI received an application from the City Corporation's Cleansing Department. The proposal requests the temporary installation of a rainbow made from over 2000 recycled drinks cans. The proposed location is Festival Gardens. Officers in Highways and City Gardens are being consulted to secure relevant permissions.
2. The activation is delivered in partnership with Every Can Counts (ECC), a not-for-profit campaign. Their work raises awareness of the benefits of recycling drink cans. ECC is funding the installation.
3. This application is timed to coincide with the National Recycle Week, 20-26 September 2021. As the next regular Committee meeting was on 22 September 2021, an urgent decision was thus required in order to install the artwork in time.

4. The Town Clerk therefore agreed, in consultation with the Chair and Deputy Chair of your Committee, to ratify the CAI's recommendation to approve the installation of **Every Can Counts**, subject to ongoing consultation with Highways and City Gardens.

**Ben Dunleavy**

Committee & Members Services Officer

E: [Ben.Dunleavy@cityoflondon.gov.uk](mailto:Ben.Dunleavy@cityoflondon.gov.uk)



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

Document is Restricted

This page is intentionally left blank