



Culture, Heritage and Libraries Committee

Date: MONDAY, 18 JULY 2022

Time: 11.00 am

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Wendy Hyde (Chair)	Alderman Professor Michael Mainelli
Munsur Ali (Deputy Chairman)	Antony Manchester
Caroline Addy	Andrew Mayer
Jamel Banda	Wendy Mead
Brendan Barns	Eamonn Mullally
Matthew Bell	Deborah Oliver
Emily Benn	Deputy Graham Packham (Ex-Officio Member)
Deputy Mark Bostock	Judith Pleasance
James Bromiley-Davis	Deputy Nighat Qureishi
Deputy Graeme Doshi-Smith	Alpa Raja
John Foley	Anett Rideg
Alderman David Graves	David Sales
John Griffiths	Ian Seaton
Jason Groves	Tom Sleight (Ex-Officio Member)
Deputy Madush Gupta	Mark Wheatley
Caroline Haines	Dawn Wright
Jaspreet Hodgson	Irem Yerdelen
Frankie Leach	

Enquiries: Ben Dunleavy
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https://youtu.be/GDC5Cp_LlIk

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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 16 May 2022.

For Decision
(Pages 5 - 10)

4. **FORWARD PLAN**

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

For Information
(Pages 11 - 12)

5. **CULTURE MILE**

Report of the Executive Director of Innovation and Growth.

For Information
(Pages 13 - 28)

6. **UPDATE: BECKFORD & CASS STATUES INTERPRETATION PROJECT**

Report of the Director of Innovation and Growth.

For Information
(Pages 29 - 36)

7. **CENTRAL GRANTS UNIT - ANNUAL REPORT**

Report of the Managing Director of BHE and Chief Charities Officer.

For Information
(Pages 37 - 58)

8. **REVENUE OUTTURN - 2021/22**

Joint Report of the Chamberlain, Deputy Town Clerk, Director of Innovation and Growth, Executive Director of Environment and the Director of Community and Children's Services.

For Information
(Pages 59 - 70)

9. **LIBRARY MANAGEMENT SYSTEM**

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

For Information
(Pages 71 - 92)

10. **MONUMENT 2021/22 FULL YEAR PERFORMANCE REPORT**

Report of the Director of Natural Environment.

For Information
(Pages 93 - 98)

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

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

13. **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

14. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting held on 16 May 2022.

For Decision
(Pages 99 - 100)

15. **DESTINATION CITY - NEXT STEPS ON IMPLEMENTATION**

Report of the Executive Director of Innovation and Growth.

For Decision
(Pages 101 - 106)

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**

Part 3 - Confidential Agenda

18. **ROLE UPDATE**

Joint Report of the CEO of the Barbican Centre, the Chief Operating Officer & Acting Deputy Chief Executive and the Executive Director of Innovation and Growth.

For Decision

CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Monday, 16 May 2022

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 16 May 2022 at 11.00 am

Present

Members:

Wendy Hyde (Chair)
Caroline Addy
Jamel Banda
Emily Benn
Deputy Mark Bostock
James Bromiley-Davis
John Foley
John Griffiths
Jason Groves
Deputy Madush Gupta
Jaspreet Hodgson
Frankie Leach

Alderman Professor Michael Mainelli
Antony Manchester
Wendy Mead
Deborah Oliver
Judith Pleasance
Alpa Raja
Anett Rideg
David Sales
Ian Seaton
Mark Wheatley
Dawn Wright
Irem Yerdelen

In Attendance (virtually)

Tom Sleigh and Andy Mayer

Officers:

Ben Dunleavy	- Town Clerk's Department
Nick Bodger	- Culture and Visitor Development Director, Innovation & Growth
Carol Boswarthack	- Community and Children's Services
Matthew Cooper	- Town Clerk's Department
Damian Nussbaum	- Director of Innovation & Growth
Rob Shakespeare	- Keats House, Open Spaces Department
Mark Jarvis	- Chamberlain's Department
Laurie Miller-Zutshi	- Town Clerk's Department
Christopher Rumbles	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Munsur Ali, Alderman David Graves and Deputy Nighat Qureishi.

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

There were none.

3. **ORDER OF THE COURT**

The Committee received the Order of the Court of Common Council dated 20 April 2022 for the Culture, Heritage and Libraries Committee.

4. **ELECTION OF A CHAIR**

The Committee proceeded to elect a Chair in accordance with Standing Order No. 29. The Town Clerk informed the Committee that Wendy Hyde, as the only Member expressing their willingness to serve was therefore duly elected as Chairman for the ensuing year and took the Chair.

RESOLVED – That Wendy Hyde be elected Chair of the Culture, Heritage and Libraries Committee for the ensuing year.

5. **ELECTION OF A DEPUTY CHAIR**

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

As multiple expressions of interest were received, a ballot of Members was undertaken and Munsur Ali, upon receiving a majority of votes cast, was duly elected as Deputy Chair for the ensuing year.

RESOLVED – That Munsur Ali be elected Deputy Chairman of the Culture, Heritage and Libraries Committee for the ensuing year.

6. **MINUTES**

The public minutes and non-public summary of the meeting held on 31 January 2022 were approved as a correct record.

7. **FORWARD PLAN**

The Committee's forward plan was noted.

8. **APPOINTMENT OF KEATS HOUSE CONSULTATIVE COMMITTEES AND CITY ARTS INITIATIVE**

Members considered a report of the Town Clerk & Chief Executive in respect of the appointment, composition and terms of reference of the Keats House Consultative Committee, and the appointment of representatives to the City Arts Initiative.

Members agreed that, as the Chair had a place on the City Arts Initiative both as Chair of the Committee and Chair of the Statues, additional places should be allocated from the Committee.

RESOLVED, that –

1. the appointment, composition and terms of reference of the Keats House Consultative Committee be agreed and the following Members be appointed to the Committee, with the Chair and Deputy Chair as ex-officio Members:
 - John Griffiths
 - Frances Leach
2. the following Members be appointed to the City Arts Initiative:

- Jason Groves
- Madesh Gupta
- Judith Pleasance
- Anett Ridigg

9. **CITY ARTS INITIATIVE: RECOMMENDATIONS TO THE CULTURE, HERITAGE & LIBRARIES 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 recommendations in relation to proposals 1 and 2 in the report as follows:

- Sculpture in the City – 11th Edition: approve subject to ongoing consultation and permissions from landowners, Highways and Planning.
- London Festival of Architecture - Mobile Arboretum: approve subject to ongoing consultation and permissions from Highways and Planning.

10. **CITY OUTDOOR ARTS PROGRAMME 2021/22 - ANNUAL REPORT**

Members received a report of the Director of Innovation & Growth relative to the City Outdoor Arts Programme.

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

11. **LONDON METROPOLITAN ARCHIVES: STRATEGIC DIRECTION**

Members received a report of the Director of the London Metropolitan Archives (LMA) relative to the strategic direction of the Archive.

The following points were discussed:

- In response to a query from a Member, the Director of the LMA said that considerable thought was being put into the LMA's physical space.
- Members asked how the LMA could work to engage with the local community. In reply, the Director said that there were looking at opportunities to expand work in this area.
- The Director was seeking to link up with other City institutions to work on strategic objectives. They would consider the most effective way for the Committee to support the LMA with the Chair.
- A Member suggested that the Library of Congress in Washington D.C. was a good example to consider

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

12. **ARTIZAN STREET LIBRARY TRANSFORMATION PROJECT**

Members received a report of the Director of Community and Children's Services relative to the Artizan Street Library Transformation Project.

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

13. **DRAFT DCCS BUSINESS PLAN FOR 2022/23***

Members received a report of the Director of Community and Children's Services relative to the draft Department of Community and Children's Services Business Plan for 2022/23.

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

14. **END OF YEAR UPDATE REPORT FOR KEATS HOUSE CHARITY 2021/22**

Members received a report of the Executive Director, Environment Department relative to the a end of year update for the Keats House Charity.

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

15. **REPORT OF ACTION TAKEN***

Members received a report of the Town Clerk & Chief Executive in respect of the decisions taken under urgency procedures since the committee's last meeting.

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

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

A Member asked if now was a suitable time to consider a wider cultural strategy plan for the City of London. An officer replied that the Culture Mile was the coordination group for that area, and it was suggested that an overview of the Culture Mile could be presented to Members at the next meeting. The Town Clerk confirmed that, following the Governance Review as agreed in December 2021, the Culture Mile fell under the Committee's remit.

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

There was none.

18. **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.

19. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 31 January 2022 were agreed as a correct record.

20. **DESTINATION CITY - CITY ENVOY NETWORK AND MAJOR EVENTS 2022 AND 2023**

Members received a report of the Director of Innovation & Growth relative to the Destination City: City Envoy Network and the Major Events for 2022/23.

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

There was one question in the non-public session.

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

There was no other business

23. CONFIDENTIAL MINUTES

The confidential minutes of the meeting held on 31 January 2022 were agreed as a correct record.

The meeting ended at 12.59 pm

Chairman

Contact Officer: Ben Dunleavy
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Culture, Heritage and Libraries Committee Forward Plan 2022/23

18.07.2022	Central Grants Programme: Inspiring London Through Culture Recommendations to the Committee	Innovation & Growth	Information
	<i>Destination City: Next Steps</i>	<i>Innovation & Growth</i>	<i>Decision</i>
	<i>Update on Beckford & Cass Statues</i>	<i>Innovation & Growth</i>	<i>Information</i>
	<i>Culture Mile</i>	<i>Innovation & Growth</i>	<i>Information</i>
	<i>Culture, Heritage and Libraries Revenue Outturn 2021-22</i>	<i>Chamberlains</i>	<i>Information</i>
	<i>Library Management System</i>	<i>CCS</i>	<i>Information</i>
	Monument 2021/22 Full Year Performance Report	Open Spaces	Information

19.09.2022	CAI Recommendations to the Committee	Innovation & Growth	Decision
	<i>Keats House Collections Development Policy</i>	<i>Open Spaces</i>	<i>Decision</i>
	<i>Keats Community Library - licence to operate (tbc)</i>	<i>Open Spaces</i>	<i>Decision</i>
	<i>Artizan Street Library Rent Exemption Proposal</i>	<i>CCS</i>	<i>Decision</i>

14.11.2022	CAI Recommendations to the Committee	Innovation & Growth	Decision
	<i>Keats House Charity – mid year performance update</i>	<i>Open Spaces</i>	<i>Information</i>
	<i>Keats House miscellaneous policies to support Museum Accreditation</i>	<i>Open Spaces</i>	<i>tbc</i>
	<i>LMA Update</i>	<i>LMA</i>	<i>tbc</i>

*Italicised items are new additions or amendments to the workplan since the last meeting

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Committee(s)	Dated:
Culture, Heritage & Libraries – for information	16/07/22
Subject: Culture Mile	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	7, 10
Does this proposal require extra revenue and/or capital spending?	N
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
Report of: Damian Nussbaum, Director Innovation & Growth	For Information
Report author: Tim Jones, Culture Mile Manager	

Summary

This report provides details of the inception, development, achievements and current status of the Culture Mile project.

Recommendations

Members are asked to note the report.

Background

1. Culture Mile is a flagship cultural district project which has been funded by the City Corporation from 2012. It was originally established as a partnership between the City Corporation, the Barbican Centre, the Guildhall School of Music & Drama, the London Symphony Orchestra and the Museum of London.
2. Culture Mile was set up to create a 'world-class destination for culture and learning' in the heart of London. Practical activity to build the cultural district has been underway for the past 5 years and the project has reached the halfway point of the 10-year strategy.
3. Since its inception, Culture Mile has brought an expanding network of organisations into new collaborations based on culture, creativity, learning and place in order to deliver on a clear set of outcomes: **Transform the area; Boost the local economy; Convening connections; Social mobility and Creative citizenship.**

4. Culture Mile's footprint stretches from Farringdon to Moorgate, focusing on this as the 'visitor destination zone' in which the founding cultural partners are located. This part of the City is undergoing significant transformation through the realisation of a series of major projects (see Appendix 1). These projects, to be realised between 2017 and 2028, amount to an approximate (and largely confirmed) City Corporation investment of between £300m and £400m in the Culture Mile area (excluding £200m investment in the Elizabeth Line in 2017, and of an estimated total of between £400m and £500m).
5. Culture Mile was conceived and developed in response to several clear factors that still stand:
 - the low-quality experience of travelling to and from the area's cultural venues
 - the transformative effect of the opening of the Elizabeth Line on the area between Farringdon and Moorgate
 - the concern to manage the consequences of Brexit and the need for the City to remain competitive as a place to do business
 - the significant degree of City Corporation investment concentrated in the area
 - the global trend of cultural districts being rapidly developed in major cities worldwide, supporting the 'war for talent' and increasing competition in the international tourism visitor economy
 - the aims and priorities of the Corporate Plan 2018-23.
6. Culture Mile was thus articulated in 2012 as a cultural hub which would advance the City Corporation's ambition to develop the area between Barbican and Farringdon into a focal point for cultural activities. The City Corporation first expressed this policy priority in the *Cultural Strategy 2012-2017*, subsequently stating in *Visit the City: Visitor strategy and action plan for the City of London 2013-2017* the aim to "develop a cultural hub across the Barbican, Museum of London, Guildhall School and Milton Court campuses to promote the City's cultural pre-eminence, animating this area to drive footfall and enhance the visitor experience".
7. From the first stages, the cultural hub was conceived as an opportunity to bring disciplines and organisations together into powerful collaborations for a common cause. The link between the expertise of the cultural partners and City public realm has been particularly important in this regard, positioning the project as a 'cultural placemaking' initiative. It has been working beyond the confines of the cultural sector and establishing how the strength of the City's cultural offer can contribute value in a range of areas such as local economic growth, social mobility and business success – within its vision to create a great place and destination.
8. It was agreed that public realm investment should be focussed into a specific area in the Square Mile – that which contained the major cultural organisations – so that over time a distinct difference could be made, and the area's unique character revealed.
9. In 2013, the Policy & Resources Committee established a dedicated Cultural Hub Working Party, chaired by the Policy Chair, to oversee the development of

the cultural hub and in 2014 Publica were commissioned to lead the development of the Cultural Hub vision.

10. The City Corporation's Local Plan, adopted in 2015, emphasised the importance of championing culture in the Square Mile, with content that included 'promoting the further improvement of the Barbican area as a cultural quarter of London-wide, national and international significance.' That year the *Vision for the City of London Cultural Hub* was published, outlining a set of values and principles, recommended actions, and a potential geographic footprint for the Cultural Hub. The vision and principles were adopted by the Court of Common Council. During 2015, the Policy & Resources Committee also granted the continuation of the Cultural Hub Working Party, as well as appointing the Assistant Town Clerk to the role of Cultural Hub Director.
11. 2016 focussed on the Cultural Hub's identity. The Working Party made a successful bid to Policy & Resources for funding of £100k to employ a specialist agency to assist the City Corporation and its partners in the development of a dedicated brand, marketing, and communications strategy. Jane Wentworth Associates and Pentagram were appointed to deliver a new brand and identity. The final cost of the exercise was £115,250 with additional resource was funded from monies set aside for Cultural Hub purposes by the Chamberlain. A further £23,000 + VAT was authorised for additional services from JWA and up to £20,000 + VAT was requested to enable the creation of a Culture Mile website and digital presence. This was taken from £0.4m set aside in the 2017/18 Revenue and Capital Budgets for Marketing and other costs connected with the Cultural Hub.
12. Also, in 2016 the Planning and Transportation Committee agreed to approve the allocation of up to £350k for the creation of a Look and Feel Strategy and associated programme, so that specialist input could be procured to ensure that a local public realm design strategy proceeded in tandem with the branding and identity work on the Cultural Hub. Funding came from the Cultural hub funding allocation in the Town Clerk's local risk budget, derived from 2016/16 corporate underspend. Led by creative design studio Fluid and delivered in 2017-18, the final report establishes a set of principles for public realm development in the area and makes recommendations across a range of areas including lighting, wayfinding, public information, public art and place activation, greening and climate resilience, and servicing, infrastructure, and management.
13. The new 'Culture Mile' brand was endorsed by the Cultural Hub Working Party and launched publicly in July 2017. The Working Party were keen to see 'quick wins', so an indicative programme was endorsed by the Working Party in February 2017 and approved by Members in March 2017. The total estimated cost for Phase 1 and development of Phase 2 work was £565,000, to be delivered between July 2017 and December 2018. This funding came from the £5m provision set aside by the Chamberlain from the City Fund for works associated with the Cultural Hub Look and Feel Strategy.
14. From 2017, building on a skeleton staff structure and co-operative/ad-hoc partnership working to date, a paper to the Working Party cemented the Culture

Mile's staffing structure and the long-term approach to inter-organisational collaboration. This took the form of a series of workstreams for the most critical functions, each guided by a core partner organisation or City Corporation department and managed by a senior officer with expert knowledge of that area. Workstreams were defined as: Programming; Marketing; Public Realm; Partnerships; Property; Learning; Community and Communications, with a Culture Mile Manager and Coordinator appointed (in mid-2018) to a central coordinating and enabling role. This approach was designed to be resource efficient, avoid accidental duplication, to bring skillsets and disciplines into routine and regular creative collaboration, and over the long term to support ever closer collaboration between the partnered organisations.

15. In 2018 Culture Mile was further cemented as a Corporation priority through the inclusion in the 2018-2022 City of London Cultural Strategy of the Strategic Objective to "Develop Culture Mile in the northwest of the City which will become an exciting destination for London and act as a catalyst for change across the rest of the Square Mile".
16. In February 2018 Policy & Resources Committee received a paper from the Working Party explaining that underspends had been used to fund Culture Mile to date. It had become increasingly difficult to co-ordinate the range of work across different workstreams using ad-hoc funding, which hampered forward planning and recruitment of staff. Funding was therefore sought, and approved, for revenue funding to enable a core level of support and activity requiring £1.43m per annum for 2018/19 and 2019/20.
17. This revenue funding covered all workstream staffing and activity except Public Realm and Learning. City Public Realm was allocated, through Planning & Transportation/Streets and Walkways Committees, a capital sum of £5m for implementation of the Look and Feel Strategy, and separately, the Education Board allocated a total of £1.45m to the Learning workstream from 2018/19 up to the end of 2022/23. The Learning workstream, known as Culture Mile Learning, was previously the Museum of London's Learning and Engagement Forum, and brings together all 27 City Corporation funded organisations, across the Square Mile and beyond, that have a cultural learning offer.
18. In March 2018, the Policy & Resources Committee approved the ten-year Culture Mile Strategy for 2018-2028, with the vision that "The Square Mile is more than one of the world's most important financial markets: we want to redefine it as a global leader in both commerce and culture." The strategy was based on the funding and objectives agreed by Policy & Resources Committee in February 2018.
19. Culture Mile's activities began in earnest in spring 2018 with an ongoing programme of inspiring creative events in unexpected places, which supported a high-quality experience and welcome for visitors, workers and local communities. Highlights have included:

- Culture Mile's launch event, the *Tunnel Visions* audio-visual experience in the Beech Street Tunnel produced by the Barbican, which attracted an audience of 50,000 over one weekend
 - the Smithfield 150 celebrations (August 2018) led by the Museum of London – 25,000 people experiencing six festival zones over a bank holiday weekend
 - Sound Unbound (May 2019), a Barbican-led celebration of classical and experimental music in 27 stages across the district. 160 events that attracted 9,000 people; 5-star reviews
 - The *Play the Mile* season in summer 2019 which brought an estimated extra 44,000 visitors into the City
 - Winning multiple awards inc. Best Meanwhile Project 2019 from the Developer (for Play Streets), Time Out London Green Space of the Year Award 2021 (for Gaia's Garden) and Real Estate Project of the Year 2021 from the UK Real Estate Investment & Infrastructure Forum (for Gaia's Garden)
20. During 2019/20 the project's activities generated a total of £686k (est.) secondary spend in the district.
21. The Covid-19 pandemic required the cancellation of Culture Mile's plans for outdoor programming in 2020. Despite this, Culture Mile engaged 100,000 people approx. during the 20/21 'lockdown year' and made convincing progress particularly in two areas:
- ***developing cultural participation projects with and by local residents***
Culture Mile created Play Packs for families living in central London who lacked internet access, and have distributed 20,000 of these through food banks, mutual aid groups and community centres. Its Imagine Fund was piloted to support local projects.
 - ***bringing together culture and commerce to work together for the City's recovery***
Following its successful *Creativity: the Commercial Superpower* conference at Mansion House, Culture Mile instigated the Lord Mayor's Culture and Commerce Taskforce and partnered with Culture & Visitor Services and Mansion House to establish how the cultural and FPS sectors can collaborate more effectively and how creativity and culture can be at the heart of the City's recovery from the pandemic. Members of the Culture Mile core team led and facilitated much of the Taskforce's activities and Culture Mile took on the direct delivery of two projects recommended by the Taskforce.
22. As a brand, Culture Mile's recognisability among the public has risen fast – from 26% in 2018 (Smithfield surveys) to 65% (Perception Analysis). As of mid-2022 has a combined reach of 12,500 followers across social media, with 1,400 engaged email subscribers and an average of 2,500 visitors to its website per month.
23. Culture Mile launched in 2017 with 12 further organisations committing to working within the partnership to transform the local area. By 2022, including relationships developed through the independent Culture Mile Business Partnership, that has increased to 84 – a 700% rate of growth over 5 years.

Governance & staffing arrangements

24. Culture Mile's development has been overseen at Member level by the Culture Mile Working Party. The Working Party was chaired by the Policy Chair and met 3 times/year to receive updates on Culture Mile's progress and to debate and make recommendations in relation to alignment with wider Corporation priorities, the potential for strategic support of creative industries businesses in the district, and options for Culture Mile's long term business model. As part of the Lisvane Review, Member oversight of Culture Mile transferred to the Culture, Heritage and Libraries Committee from January 2022.
25. At operational level, the Culture Mile Executive brought together multiple organisational and departmental leads to advise and support delivery. The Culture Mile Executive has been chaired by the Culture Mile Director and since April 2021 by the Director of Innovation & Growth.
26. As befits a multi-disciplinary, inter-organisational project, Culture Mile's staffing structure has been unique in the context of the City Corporation and its partners. Nine workstreams were created in 2018, each with an expert 'workstream lead'. Six of these were sponsored by the cultural partners and three by the City Corporation. The 'central' workstream, led by the Culture Mile Manager, brought these workstreams into regular creative collaboration around defined project outcomes. Given the objectives of the Target Operating Model, Culture Mile has been a powerful model of how cross-organisational working, and collaboration across Corporation Departments, can work effectively.

Financial context

27. In 2018/19 and 2019/20, the investment of £1.43m per annum in Culture Mile's core revenue budget by the Policy & Resources Committee was supplemented by annual awards of £274,500 from the Education Board (for Culture Mile Learning). Project-based investments of £580,000 from the Resource Allocation Subcommittee were made in 2019/20 (for Public Realm projects). In 2019/20 it was calculated that every £1 of City Corporation investment generated an additional £1.17 (cash or in kind) from partners and corporate sector stakeholders.
28. In November 2019, the Policy & Resources Committee considered Culture Mile's core revenue budget funding proposals of £1.378m for 2020/21 and £1.15m for 2021/22 and decided to reduce Culture Mile's 2020/21 Core Revenue Budget to £1m and to provide this for one year. Committee members took the view that Culture Mile should move quickly to a business model which balanced City Corporation investment with external funding and were concerned that bold action was needed to ensure that City Corporation did not become the 'bank of last resort' for the project. The Property and Communities workstreams were discontinued at end March 2020, when the reduction in core revenue funding took effect.
29. In autumn 2020, the team were advised that due to pressures of the Fundamental Review, City Corporation funding would again be reduced

substantially. Proposals to fund Culture Mile over 2 years from 2021/22 – 22/23 to an amount of £424k (plus carry forward requests from other areas totalling £185k) were made to Policy & Resources Committee in January 2021.

30. Central to these proposals, which were accepted, was that Culture Mile would prioritise the creation of an independent business partnership which would campaign for a Business Improvement District to be created in the district from spring 2023 onwards. Achieving success in a BID ballot in spring 2023, it was argued, will unlock resources for placemaking, culture-led activation and other enhancement from outside of the City Corporation within a legally binding and sustainable framework.
31. The 2021/22-2022/23 proposals also required the discontinuation of the Programming workstream (which had become the 'Creative Communities' workstream during the covid lockdowns). This area, which has been led throughout by the Communities & Neighbourhoods team at the Barbican, was repositioned to apply for funding from the Community Infrastructure Levy (CIL) Neighbourhood Fund. In June 2021 we learnt that this £750k funding application to maintain this program to March 2024 was successful and this has enabled it to continue at a level of resourcing increased approximately back to 2018/20 levels.
32. Funding for Culture Mile's activities outside of the City Corporation has come from a variety of sources and has included:
 - Bloomberg LP - £50,000 for delivery of the Creative Exchange programme
 - Brookfield Properties - £56k in each of 20/21 and 21/22 for realisation of digital art commissions
 - Business Partnership - £30k in each of 21/22 and 22/23 to support the BID campaign; £60k in 22/23 to deliver a series of Demonstration Projects
 - Dominvs Group – £4.5k in 21/22 for brokering the partnership that created Gaia's Garden project
 - Foundation for Future London - £50k contribution in 19/20 for the Fusion Prize and £50k in 22/23 for Co-designing Equity in the Public Realm

Current position

33. The rapidly shifting picture in terms of Culture Mile's funding base since 2020 has necessitated a significantly reduced level of outputs (which was compounded by covid, particularly in 2020/21) and a shift to a project model within which Culture Mile's aims are achieved by a set of separate programmes, each led by and accountable to a different body. These activities have remained linked within the brand and are co-promoted through the Culture website and social media channels, and the team continues to meet to explore opportunities for collaboration.
34. Culture Mile has been staffed by a mix of fixed term contracts and permanent staff. All staff in a cross-cutting function – central coordination, partnerships and the marketing and communications are due to come off contract by March 2023. In the lead up to this period these team members are supporting the BID campaign through the production and delivery of a series of 'demonstration

projects' and identifying how the various aspects of Culture Mile can be effectively secured alongside the BID from March 2023 onwards.

35. The areas of activity are:

- The Business Partnership – supporting an independent business partnership which will lead to a ballot for a new Business Improvement District (BID) to be created in the district by spring 2023
Geographical remit: proposed BID footprint (see Appendix 1)
Led by: independent BID Board
Funded by: businesses in the area that have a rateable value greater than £200k (if ballot is approved)
Estimated resource: £2.8m/year approx. (based on a 1% of RV BID multiplier with a cap of £4m on individual businesses)
- Creative Communities – strengthening connections with and between neighbours and the heritage and culture on their doorstep
Geographical remit: whole Square Mile and neighbouring wards in adjacent boroughs
Led by: Barbican Centre's Communities & Neighbourhoods Team
Funded by: CIL Neighbourhood Fund (to March 2024)
Estimated resource: £750k total approx.
- Creative Learning – producing world class cultural learning experiences to develop the 'fusion' of creative, communication, thinking and organisational skills among young people that today's employers need
Geographical remit: whole Square Mile and beyond
Led by: Culture Mile Learning at the Museum of London, which brings together 27 organisations that have a cultural learning offer, and which are funded by the City Corporation
Funded by: Education Board (currently until end March 2023)
Resource: £247,500/year
- Creative Spaces – transforming the public realm with an emphasis on arts and creativity
Geographical remit: Culture Mile area
Led by: Department of Environment
Funded by: RASC / Streets & Walkways /Planning and Transportation Committees
Resource: £12m total ringfenced for delivery of Smithfield public realm transformation; further project funding drawn down for other projects by Committee approval
- Outdoor Arts – activating public spaces in the district with performances and installations
Geographical remit: Culture Mile area
Led by: Destination Team
Funded by: City Corporation Growth Fund for Destination City, external funding TBC
Resource: TBD

36. Not included in this list is Cross-Sector Collaboration, an activity area which ran from 2017-22 and which has been designed to strengthen the area's credentials as a place to do business and enable deeper collaboration on shared priorities across culture and commerce. This area has been responsible for a series of significant initiatives including the Creative Enterprise and Innovation Report of 2019, co-leadership of the Lord Mayor's Culture & Commerce Taskforce during the pandemic, and Creative Exchange, a programme sharing skills and knowledge between the cultural and commercial sectors, entirely funded by Bloomberg LP.

Corporate and Strategic Implications

37. Throughout its existence Culture Mile has contributed steadily and often distinctively to a range of outcomes in the City Corporation Corporate Plan 2018-23, particularly 7 (*We are a global hub for innovation in finance and professional services, commerce and culture*) and 10 (*We inspire enterprise, excellence, creativity and collaboration*).
38. There has been significant challenge to and change within each of the Culture Mile partners since the project's public launch in 2017. Among the most significant shifts is the City Corporation's adoption of the Destination City strategy in spring 2022 and the recasting of its Culture & Visitor Services as the Destination Team. The Destination City agenda clearly shares Culture Mile's bold ambitions for the City to be recognised as a high-quality leisure destination. It is therefore important to ensure that the learning and insights around destination development built up over the past 5 years among the Culture Mile team can be taken on board, and that the bold strategic opportunities around how Culture Mile contributes to the Square Mile wider destination agenda are properly established.
39. Cross-coordination between the multiple major projects underway in the area (and listed in Appendix 1) have taken place at officer level within the Smithfield Area Advisory Group and the Barbican Area Advisory Group. These groups meet every 6 weeks and, with their focus on sharing intelligence and identifying efficiencies, have a valuable collaborative purpose for the senior officers involved. They were chaired by the Assistant Town Clerk until his departure at end March 2022; a replacement chair is yet to be identified. In the interim they are chaired by the Markets Co-location Programme Existing Sites Lead (for Smithfield) and by the Culture Mile Manager (for Barbican).

Conclusion

40. This paper has summarised the unique and complex nature of the Culture Mile project to date. Members are asked to note the significant progress this major cultural placemaking initiative since its launch in 2017, and the substantial City Corporation investment to date both in Culture Mile and in the multiple projects that are being delivered in this part of the City over the coming years.

41. The case for a joined up and creative approach to transforming this area into a major destination for the City's cultural and learning offers remains as strong as ever and has arguably been further strengthened by the challenges the City has faced in the years since Culture Mile was first imagined – particularly Brexit and covid. Culture Mile stands ready to play its part in the new Destination City approach. It can offer a creatively compelling, character-rich area that responds to the public's fast-moving expectations about how they want to experience culture in cities, it can continue support the success of our major cultural partners, and it can provide a unique offer that exemplifies the City Corporation's dual status as a major cultural patron and steward of a globally important financial centre.

Appendices

- Appendix 1 – Culture Mile's location and major projects.
- Appendix 2 – Useful links

Contact

Tim Jones

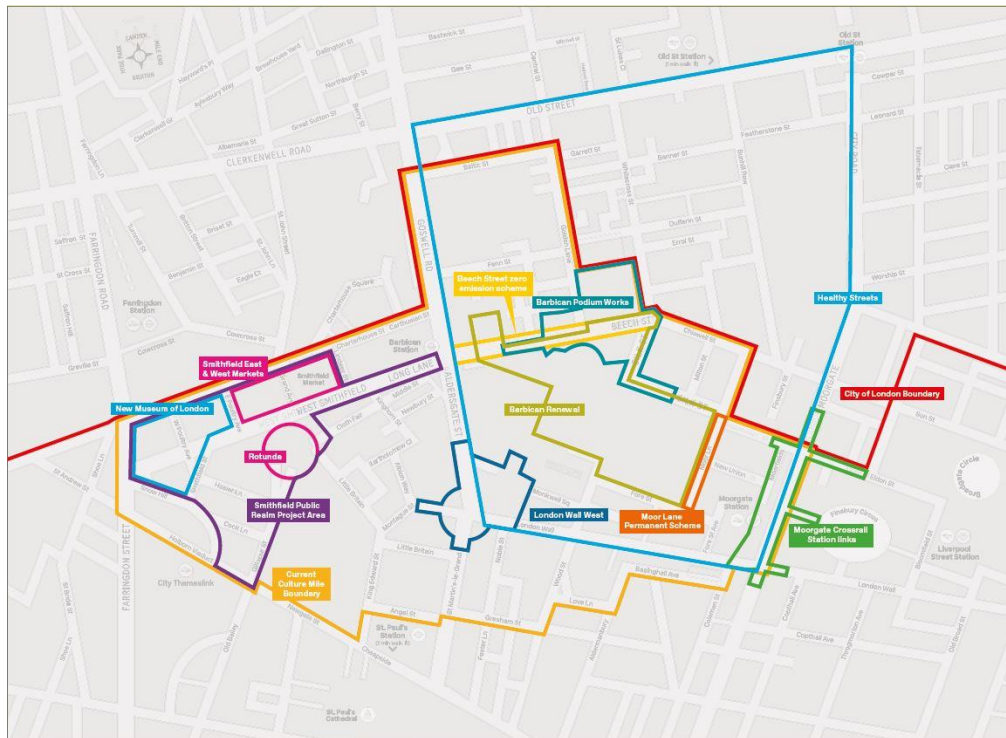
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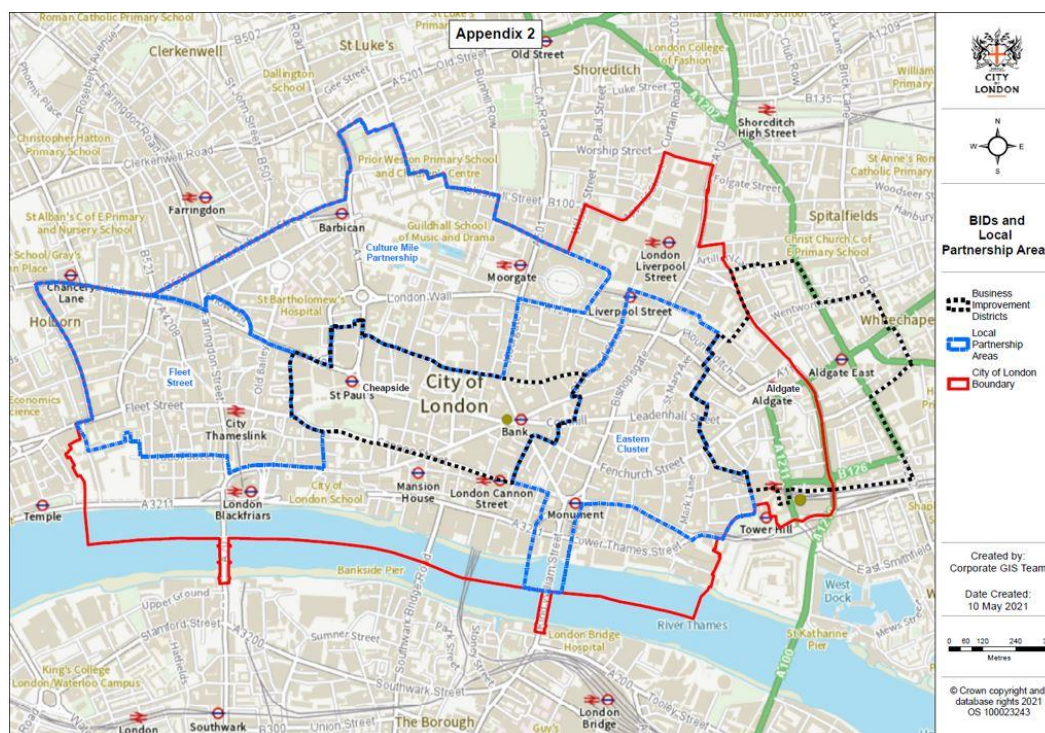
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APPENDIX 1: Culture Mile's location and major projects

Map showing the Culture Mile boundary (in gold), the northern City of London boundary (in red) and location of the area's major projects



Map showing the proposed boundary of the Culture Mile Business Improvement District (alongside boundary of the other City BIDs)



Major projects recently completed or scheduled in the area:

Figures include Section 106, Section 278 and On Street Parking Reserve allocations (for public realm), and exclude minor projects, third party schemes (except for Barts Heritage) and the City Corporation's 2017 contribution of £200m to the Elizabeth Line – most of which, when in the City, passes through Culture Mile.

Project	City Corporation investment	External investment	Total to date
The relocation of the Museum of London to the west end of Smithfield Market buildings (by 2026) – which will double the amount of public space in the Museum, attract 2m people/year and welcome 160k schoolchildren annually.	£197m	£140m	£337m
Barbican Renewal (timescale TBD) – a major upgrading of facilities and infrastructure– supporting sustainability, climate action and shifts in cultural production and consumption.	£50m – 150m (indicative construction budget, which is subject to approval from Members)	-	£50m – 150m
London Wall West – office buildings with significant cultural components plus public realm and heritage improvements (demolition anticipated in 2024; timescale thereafter TBD).	£17m to date (support for planning application and demolition costs)	-	£17m
Smithfield Markets East & West Buildings and Rotunda - transformation into a centre for creative industries and food (est. by 2028, subject to Parliamentary assent, financing, planning).	£250k, with future financial commitment subject to budgeting and confirmation	-	£250k
A range of public realm improvements, inc. Moor Lane (2021-23), Barbican podium works Phase 2 (2021-24), Smithfield Public Realm (2024-28), and a series of public realm enhancements around Moorgate.	£34m total approx.	-	£34m

Barbican Exhibition Halls (2021) – health & safety works prior to determining future use of these buildings in line with the Barbican and Culture Mile strategies.	£1.5m	-	£1.5m
Barts Heritage - opening up the Grade-I listed North Wing of St Barts Hospital for year-round public use including a programme of heritage-based wellbeing activities.	-	£8.75m fundraising target (£7.77m/89% secured so far)	£8.75m
TOTALS	£300m – 400m	£148.75m	£450m – 550m

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APPENDIX 2: USEFUL LINKS

[Culture Mile Strategy](#)

[Culture Mile website](#)

[Culture Mile Look and Feel Strategy](#)

[Annual Report 2020-21](#)

[Annual Report 2021-22](#)

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Committee(s): Policy & Resources – For Information Culture, Heritage and Libraries – For Information	Dated: 7 July 2022 18 July 2022
Subject: Update: Beckford & Cass Statues Interpretation Project	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 4, 10
Does this proposal require extra revenue and/or capital spending?	N
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
Report of: Damian Nussbaum, Director Innovation & Growth	For Information
Report authors: Elizabeth Scott, Head of Gallery & Amphitheatre	

Summary

This report provides an interim update to the Beckford and Cass Statues Interpretation Project.

On 17 February 2022 Policy & Resources Committee approved the proposal for a co-creation/collaborative approach across age groups to develop the statues' interpretation. This proposal was also endorsed by Members of CHL and included a recommendation that officers work with an intergenerational panel and a separate youth panel.

Delivery of this next phase is now underway. Following a competitive selection process, Culture& have been appointed. Culture& is a leading Black led arts and education charity. They work in partnership with institutions and artists to develop programmes that promote diversity in the workforce and expand audiences.

To provide information in the interim, temporary signs have been produced and are currently on display alongside the statues. These enable visitors to Guildhall to understand the historical context of the statues and learn about plans for interpretation.

Progress has also been made in relation to how external partners educate visitors about the statues and their historical context, with City of London Guides now including these topics during their tours of the Great Hall.

Recommendation(s)

Members of the Policy & Resources Committee (P&R) and Culture, Heritage, and Libraries Committee (CHL) are asked to:

- Note the contents of this report

Main Report

Background

1. In October 2021, the Court of Common Council endorsed the recommendation of the Statues Working Group to retain the William Beckford and John Cass statues in Guildhall. This recommendation instructed officers to work collaboratively with the City Arts Initiative, in consultation with all relevant stakeholders, to develop appropriate explanatory plaques to be placed alongside them.
2. This report relates specifically to the actions endorsed by Court to arrange wording for the plaques and deliver further content using QR coding so that further information is available for those who wish to seek it. All other actions within the Court report, including arrangements for educational activities are being, or will be, considered separately by relevant officers and Committees.
3. Officers presented options to Members of the CHL Committee over two separate meetings in December and January.
4. At these meetings, Members raised concerns requesting that statue consultation panels not be limited to youth audiences.
5. Members also raised concerns around the use of QR codes which, it felt, are likely to be superseded in a short space of time by technological advances.
6. The agreed approach was subsequently endorsed by CHL in January and approved by P&R in February. The proposal is as follows:
 - a. Officers and a consultant work with a youth panel and intergenerational panel to examine and interpret the two statues. These groups will be representative, including special educational needs and disability (SEND) communities, additionally amplifying the voices of those whose lives are most affected by Beckford and Cass's legacy today.
 - b. Both panels work with the consultant and Head of Gallery to commission contemporary artists to create artistic responses to the statues (to include a poet but which may also include other art forms).
 - c. The plaques, located on the monument or on the wall near them, combine information, stating why the statue is present in Guildhall and discussing the subject's involvement in the Transatlantic Slave Trade alongside a poetic response (as per item 6b above).
 - d. A QR code be featured on the plaque which links to further information about the historical context of the statues, as well as further artistic responses. These are hosted on the City Corporation's website (on the Gallery's and/or Great Hall's webpages).

- e. Officers with the City Surveyor and Historic England to agree a high-quality plaque design that is fabricated but could be easily updated in a cost-effective way as and when required.
7. At February P&R, it was also requested that temporary signs be installed at both Cass and Beckford statues. This would provide interim information on the statues and their historical context in Guildhall.

Current Position

8. Sufficient time must be given for the development, consultation and commissioning process which must be treated with appropriate sensitivity due to the nature of the project and the Grade I listed setting. However, interim informative devices have been introduced.
9. In time for Court of Common Council in March, officers designed and installed temporary, freestanding signs next to the Cass and Beckford statue at Guildhall (see appendix 1). These included information on:
- a. The significance of the Transatlantic Slave Trade within the City's history
 - b. The connection between the subject of each statue (e.g. Beckford or Cass), the City and the Transatlantic Slave Trade.
 - c. Plans for future interpretation of the Beckford and Cass statues.
 - d. The City Corporation 's commitment to equality, inclusivity and diversity and tackling slavery and racism in all its forms.
10. To support the interpretation of these statues, officers have also been engaging with City of London Guides who regularly conduct tours of the Great Hall. Since April, they have been including content on the Beckford statue in their tours and its historical context within the City of London.
11. One of the artistic responses is also underway. A performance by artists Enam Gbewonyo and Liz Gre has been co-commissioned between Guildhall Art Gallery and Arts&Heritage. The performance takes audiences on a journey through space and time. The physical act of the performance is to reanimate the past lives of The Guildhall, unearthing the part(s) it played in the legacies of slavery and colonisation. It premiered at an evening event in Guildhall on 8 April and will be filmed in June. The performance will be one of the artistic responses made available via the QR code on the plaques.
12. Delivery for the future interpretation of the statues is also underway. Following a competitive selection process, Culture& has been appointed. Culture& is a leading Black led arts and education charity devoted to diversifying the arts.
13. They deliver their aims through partnerships with world class arts and heritage organisations. Programmes are aimed at expanding underserved audiences.
14. Culture& has experience working in partnership with the City Corporation and its institutions, including LMA and Keats House. They have also worked with organisations across the sector, including Museum of London, Tate, and

Sotheby's.

15. Culture& will help to recruit intergenerational panel members and youth panel members. They will also coordinate and work with the youth panel and intergenerational panel to deliver the plaques (from content development and commissioning the poet, to creation and graphic design). They will also design the governance structure, and build in areas of support to develop participants during the programme.
16. While the installation of temporary signs could be introduced swiftly, it is anticipated that any more permanent fixtures will take longer to implement, due to the Grade I listed setting and depending on the approach agreed with City Surveyor's and Historic England.
17. Costs for this programme of work to date were taken out of Culture and Visitor Services local risk budget for the 2021/22 financial year. To deliver the next phase of the project, a carry forward request has been made.
18. Culture& have proposed a 9-12 month timeline. Whilst the City Corporation is keen to progress swiftly, it is mindful that the project must move forward at an appropriate pace for the participants to ensure trust is built. Therefore, officers have sought the experience and expertise of the invited consultants to propose this timetable. This will enable the plaques to be produced with a focus on inclusivity and with suitable sensitivity. The Listed Building Consent application process will take eight weeks.

Corporate & Strategic Implications

- **Strategic implications** include alignment with the Corporate Plan at outcomes 3, 4, and 10 in that the proposals:
 - Provide access to world-class heritage, culture and learning to people of all ages, abilities, and backgrounds.
 - Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.
 - Protect, curate and promote world-class heritage assets, cultural experiences and events.

The proposals also align with the theme of inclusion in the City Corporation's Recovery Strategy [*Square Mile: Future City*](#). They note that collaboration should be at the heart of what museums do, and that the statues' histories should be debated through a genuinely inclusive and ethical approach if the City Corporation is to successfully engage the next generation and the communities it serves.

- **Financial implications:** Work to date has been met by the Cultural and Visitor Services local risk budget in the budget year 2021/22. A request for a carryover of £30,000 to the 2022/23 year has been submitted. Some funding towards fabrication and installation of the plaques is included in this figure but the full cost of this may only be accurately estimated once the content of the plaques (including the artistic responses) has been determined. This may require a modest bid for funding later this financial year.

- **Resource implications:** Gallery staff were stretched during the first period of the project due to other major initiatives. Between January and March 2022, the Gallery was closed for essential maintenance. The Gallery also launched a major temporary exhibition.
- **Legal implications:** an application for Listed Building Consent will need to be submitted via the City Surveyor's department to enable the installation of the plaques, subject to their format and fixtures.
- **Risk implications:** sufficient time must be given for the development and commissioning process. This process must be treated with appropriate sensitivity (e.g., other similar projects have taken 12 months and are still ongoing). Temporary freestanding signs have been placed in front of both statues which give the statues context and explain the re-interpretation project until the permanent plaques are ready for installation.
- **Equalities implications:** the proposals consider the opportunity to engage with communities across the spectrum. Additionally they aim to commission artists who will consider Black experiences and amplify the voices of those whose lives are most affected by Beckford and Cass's legacy today.
- **Climate implications:** none
- **Security implications:** none

Conclusion

19. This report provides an interim update to the Beckford and Cass Statues Interpretation Project. Interim plaques have been placed at the Guildhall to inform the public about the statues and their future interpretation. This next phase will bring in the voices of intergenerational communities to co-create the content of plaques and any artistic output.

Appendices

- Appendix 1: Design of temporary plaques for Beckford and Cass statues

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In the 17th and 18th centuries London dominated the British trade in enslaved people, with the City of London providing the finance to facilitate trade with the plantation colonies. Between 1660 and 1690 the Guildhall was the meeting place

of 15 Lord Mayors of London, 25 Sheriffs and 38 Aldermen of the City of London who were shareholders in the Royal Africa Company. These connections to the slave trade increased during the 18th century.

John Francis Moore (1725–1809) **Monument to Sir William Beckford**

William Beckford (1709–1770) is described as the “uncrowned king of Jamaica” and amassed a considerable fortune as the sole owner of over 20,000 acres of plantations and 3,000 slaves on the island. He was twice Lord Mayor of London (1762 and 1769), as well as MP for the City of London.

This statue of William Beckford, the only Lord Mayor to have a statue in Guildhall, was commissioned by the City of London Corporation in 1770 to memorialise his speech petitioning George III. His speech, admonishing the King, was heralded as a noble declaration of the rights of the people and Beckford became the hero of political reformers. Doubts were later cast on whether in fact he spoke the words which are inscribed at the base of the monument.

Future of the Statue

Following an initial process of reflection, discussion, and a public consultation, in October 2021 the Court of Common Council – the City of London Corporation’s primary decision-making body – decided to keep and explain the statue of Beckford in its current position.

The City Corporation will work with a youth and intergenerational panel to create plaques which recontextualise and reinterpret the statue. The plaque will also include a poem, especially commissioned as part of the project.

The City Corporation is committed to equality, inclusivity and diversity and to tackling slavery and racism in all its forms. Alongside addressing the statues, the City Corporation is also taking action to improve diversity and inclusion by hosting educational and cultural events that directly address the context of the statues and the contemporary issues they raise.

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of 15 Lord Mayors of London, 25 Sheriffs and 38 Aldermen of the City of London who were shareholders in the Royal Africa Company. These connections to the slave trade increased during the 18th century.

Louis Francois Roubiliac (1702–1762)

Sir John Cass

'John Cass (1661–1718) was a London businessman, a Member of Parliament for the City, and the founder of a charity school in Portsoken ward, Aldgate. He built on the fortune that his father, Thomas Cass, had amassed by operating as a major building contractor to the Ordnance Board, the government body in charge of the defence of the realm and the supply of munitions' (Ogborn, 2021). In 1705 he became an assistant in the Royal African Company and subsequently achieved greater prominence in City circles. He was actively engaged in the company's trading operations until August 1708, established the school that until recently bore his name in 1711 and pursued a successful career in both City and national politics. He was knighted in 1712.

The Sir John Cass Foundation commissioned the original statue in 1751. It stood for many years on Aldgate High Street, before being relocated to the John Cass Institute (now London Metropolitan University) in Jewry Street in 1869. The statue was relocated to the Guildhall in 1980 where it was placed on permanent loan to the City Corporation. A fibreglass replica replaced the original at London Metropolitan University, where it has stood since 1998.

Future of the Statue

Following an initial process of reflection, discussion, and a public consultation, in October 2021 the Court of Common Council – the City of London Corporation's primary decision-making body – decided to keep and explain the statue of Cass in its current position.

The City Corporation will work with a youth and intergenerational panel to create plaques which recontextualise and reinterpret the statue. The plaque will also include a poem, especially commissioned as part of the project.

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Ogborn, M. (2021) Sir John Cass: the Royal African Company and the Slave Trade 1705–1718

1751 | Lead | No. 4415 | On loan from The Portal Trust



Committee(s): Culture, Heritage and Libraries Committee	Dated: 16/07/2022
Subject: Central Grants Unit – Annual Report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2,3,4,9, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	N
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
Report of: Managing Director of BHE and Chief Charities Officer	For Information
Report author: Jack Joslin, Head of the Central Grants Unit	

Summary

This annual report provides an update on the work of the Central Grants Unit (CGU). The report includes the outcomes of the four Central Grants Programme (CGP) grant themes delivered in 2021/22 and an overview of additional work overseen by the Unit. The report also pays specific attention to the Inspiring London through Culture theme of the CGP and highlights other cultural grants awarded in the 2021/22 financial year.

Recommendations:

- a) To note the Central Grants Unit Annual Report

Main Report

Background

1. In March 2018 the Resource Allocation Sub-Committee and Policy and Resources Committee met and both agreed to support the implementation of the CGP and CGU on a permanent basis from the 1st April 2018.
2. The CGU is co-located with the City Bridge Trust (CBT) team within the BHE Institution in order to facilitate consistency of approach and harmonise service standards across grant-making activities by the City Corporation (in its various capacities, including as trustee of a number of charities which form part of the CGP). A full report on the activities of the CGP over the last year is part of this Agenda.
3. The CGU supports the ambitions of the 'role-modelling' pillar of the Joint Philanthropy Strategy, approved in May 2018, by enabling a more joined up,

consistent and ultimately impactful approach to all grant-making taking place across the City of London Corporation.

4. A number of small charities of which the City Corporation is trustee, or where the majority of trustees are appointed through the Corporation, are administered through the CGU in a manner consistent with their charitable objects and governing documents, it being considered in each case to be in the charity's best interests for their most efficient administration and effective application of funds to do so, these matters being kept under review in the normal way. Consistent with the powers of a charity trustee to recover the reasonable costs and expenses of administering their charity, in each case these costs are recovered from each of the charities operating as part of the CGU.

Overview of the work of the CGU

5. The CGU Team has continued to respond to the disruptions wrought by Covid-19 and has maintained good relationships with grantees, providing flexibility on projects and giving advice where required.
6. The CGU has maintained its existing deadlines across all programmes to ensure that organisations still have access to support and could plan projects for the future. The dates for each grant round are stated below:

Enjoying Green Spaces and the Natural Environment – 11 October 2021

Inspiring London Through Culture – 5 November 2021

Stronger Communities – Applications received year round

CIL Neighbourhood Fund – Applications received year round

7. The CGP & CIL Neighbourhood Fund websites has been updated to create a more accessible environment for applicants and improve the user experience.
8. The table below outlines the total number of grants and donations awarded from the Central Grants Unit in 2021/21.

12 Month Grant Period April 2020 – March 2021		
Funding Programmes	Number of Grants	Amount Awarded
Education & Employment	0	0
Inspiring London through Culture	10	£86,313
Enjoying Green Spaces and the Natural Environment	8	£76,300
Stronger Communities	7	£66,009
Combined Relief of Poverty Charity (Stronger Communities)	1	£60,000
CIL Neighbourhood Fund	20	£2,050,344
International Disaster Fund	6	£375,000
Emanuel Hospital Charity	2	£442,584
Total	54	£3,156,550

Central Grants Programme

9. The CGP has run successful grant programmes this year. The CGU has worked collaboratively with departments across CoLC to ensure that grant opportunities are well publicised. The CGU provides support to applicants throughout the year.
10. Further details of the other CGP Themes, their performance and the grants awarded, rejected, and withdrawn can be found at **Appendix 1**.

Inspiring London through Culture

11. The *Inspiring London Through Culture* grant assessment panel met on 2 February 2022 comprising City Corporation officers, the Cultural and Visitor Development Director (chair), your Chair and Deputy Chairman and external assessors. Panel members unable to attend were invited to send comments which were then considered as part of the assessment process at the meeting.
12. For this *Inspiring London through Culture* funding application round, the CGU received 18 applications totalling £166,218. This was another popular round and likely reflects the financial hardship faced by many City cultural and creative sector operatives.
13. One of the three City's Cash Grants Programmes, the Inspiring London through Culture programme, remains one of the most in demand themes under the Central Grants Programme. The panel had used their expertise to prioritise decisions this year as the programme was heavily over-subscribed.
14. The budget for *Inspiring London through Culture* was £76,600 for 2021/22. At the February grant panel, a total of £86,313 grants were approved. The programme benefitted from an underspend in the *Stronger Communities* programme to provide an additional grant to support City of London Communities.

Community Infrastructure Levy Neighbourhood Fund (CILNF)

15. The CILNF Launched on 1st September 2020. Since opening it has attracted a lot of interest and the CGU deals regularly with enquiries about the fund and what it can support. In May, the neighbourhood portion of the City CIL stood at £5.8 million in available funds.
16. The City CILNF, Members and Officers have worked together to provide £2,050,344 in funding to City communities in 2021/22. A breakdown of all of the grants awarded, rejected and withdrawn can be viewed at **Appendix 2**.

17. It should be noted by the Committee that 9 projects totalling £900,139 that were supported through the City CILNF in 2021/22 had a culture or heritage focus.

The Corporate Charities (CC) Review

18. In 2020 the CGU became directly involved in the CC Review and in implementing outcomes provides grant making and management support for the Emanuel Hospital charity (EH) (206952). The CGU has supported EH to implement new strategic policies and refresh administration arrangements to support the charity achieving maximum impact from its funds.
19. The CGU has oversight of the CC Review, working in collaboration with the Charity Finance Team and City Solicitors. The project is in its implementation stages. The CGU will be taking on further grant making and management services to City of London Corporate Charities and continue to provide support and advice to departments on Charity matters. This supports the objectives of the Joint Philanthropy strategy in 'role modelling' best practice' in grant making and Charity management.

General

20. The CGU is responsible to the Philanthropy Director to ensure that the CGU is reflecting the aspirations of the City Corporation's Joint Philanthropy Strategy and role-modelling best practice in grant making across its programmes, advice and support. Ongoing work is planned through the development of a Centre for Charitable Excellence to increase collaboration with and support for other departments and ensure role modelling of best practice in philanthropy and charitable activity.

Conclusion

21. Although operating in a changing environment, the CGU has continued to provide support to communities to access funding for an increasing range of projects, supporting green space management, cultural activity, community development and capital infrastructure. The CGP continues to role-model best practice in grant making and works collaboratively across CoLC to ensure the grants awarded make the maximum impact. A considerable amount of funding has been awarded to Culture and Heritage Projects in the financial year 2021/22.

Appendix 1 – Overview of GGP & Approved, Rejected and Withdrawn Grants 2021/22

Appendix 2 – CIL Neighbourhood Fund – Approved, Rejected and Withdrawn Grants 2021/22

Background Papers:

- Policy and Resources Committee, January 2017, 'Review and Reclassification of Former Finance Grants Sub-Committee Grants'.
- Policy and Resources Committee, March 2018, 'Central Grants Programme Review'

Jack Joslin

Head of Central Grants Unit

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Appendix 1 – Overview of CGP - Grants Approved, Withdrawn & Rejected

Education and Employment

- The Education and Employment theme of the Central Grants Programme is responsible for the distribution of funds from the City Educational Trust Fund (290840) and The City of London Corporation Combined Education Charity (312836). Grant decisions for this programme are made by the Education Board.
- The CC Review has undertaken a review of these two education charities and has submitted proposals to the relevant Committees for improved policy and administration arrangements in the best interests of each charity.
- CC Review proposals for the two education charities¹ that the CGU administers as part of the CGP were submitted to the Community and Children's Services Committee on 11 June 2021 and the Education Board on 1 July 2021 and were approved.
- The CGU will play a pivotal role in developing policy for and administering the proposed grant programmes with support from the CC Review Working Group. The proposal will release at least £4.4m in funding over the next 4 years. The CGU is working with the City of London Education Strategy Team to formulate proposals to be taken to the Education Board for consideration in June 2022.

Inspiring London through Culture

- One of the three City's Cash Grants Programmes, the Inspiring London through Culture programme, remains one of the most in demand themes under the Central Grants Programme. The panel had used their expertise to prioritise decisions this year as the programme was heavily over-subscribed.

¹ City Educational Trust Fund (290840) and City of London Corporation Combined Education Charity (312836)

- The budget for *Inspiring London through Culture* was £76,600 for 2021/22. At the February grant panel, a total of £86,313 grants were approved. The programme benefitted from an underspend in the *Stronger Communities* programme to provide an additional grant to support City of London Communities.
- This approach was approved at the Culture Heritage and Libraries Committee in March 2021. A new application deadline for 2022/23 has been set for November, with decisions in February 2023.

Stronger Communities

- The Stronger Communities Programme is funded from City's Cash and from the City of London Corporation Combined Relief of Poverty Charity (1073660).
- The City's Cash Grants Budget for the *Stronger Communities* Programme was £76,600 for 2021/22.
- 1 Grant was awarded in 2020/21 through the City of London Combined Relief of Poverty Charity in June 2021 to support the First Love Foundation over 12 months to provide food parcels and associated project costs of delivering a bespoke foodbank and advice service for beneficiaries in the City of London and in bordering boroughs.
- The CGU is undertaking further work with DCCS Officers to explore ways to promote the *Stronger Communities* Fund further.

Enjoying Green Spaces and the Natural Environment

- This programme is funded solely from City's Cash. *Enjoying Green Spaces and the Natural Environment* delivered one funding round in 2021/22. The grant budget for the funding round was £76,600 in 2021/22. The October grant awarded 8 grants totalling £76,300.

- This grant programme is also heavily oversubscribed, and the panel needed to use their expertise to prioritise applications this year. The CGU will continue to offer one funding round a year, with the next deadline for this programme in October 2022.

Approved Grants

ID/Ref	CoL Programmes	Organisation Name	Grant Amount	Project Description
18962	Enjoying Green Spaces & the Natural Environment	Aldersbrook Families Association	£10,100	£10,100 for the boundary safety fence, self-closing entrance gate, emergency access gate, double litter bin, benches, entrance signage, safety signage and play area disclaimer and age advice signage.
18955	Enjoying Green Spaces & the Natural Environment	Capital Kids Cricket	£12,134	£12,134 towards cricket, educational and exercise activities with girls and their families in West Ham Park.
18960	Enjoying Green Spaces & the Natural Environment	Epping Forest Conservation Volunteers	£3,300	£3,300 towards the purchase of tree removing tools to be used over a two-year period.
18951	Enjoying Green Spaces & the Natural Environment	Hampstead Garden Suburb Residents Association	£7,500	£7,500 to support the overall costs of improvements to the Hampstead Heath Extension Playground.
18953	Enjoying Green Spaces & the Natural Environment	London Natural History Society	£8,900	A grant of £8,900 over 2.5-year to map and monitor the flora, fungi, and lichens of a sample of representative habitats in Hampstead Heath.

18958	Enjoying Green Spaces & the Natural Environment	People's Trust for Endangered Species	£13,400	£13,400 over three years towards mapping, recording and DNA analysis of crab apple trees on City of London Corporation green spaces.
18964	Enjoying Green Spaces & the Natural Environment	Queens Crescent Community Association (QCCA)	£11,066	£11,066 to deliver GO Heath! project activities to encourage women and children from the BAME communities of Gospel Oak to visit Hampstead Heath.
18963	Enjoying Green Spaces & the Natural Environment	Tinder Sticks CIC	£9,900	£9,900 for the project costs to deliver wellbeing nature connection activities in Epping Forests.
Enjoying Green Spaces & the Natural Environment Sub Total			£76,300	<i>8 grants</i>
19007	Inspiring London through Culture	Avant Garde Dance Company	£9,970	£9,970 to cover the performance, workshop, and associated project costs of delivering contemporary hip-hop performances in the City of London.
19005	Inspiring London through Culture	Baluji Music Foundation	£10,000	£10,000 towards the costs of world music performances in the City of London in the Summer of 2022 by the Inner Vision Orchestra.
18988	Inspiring London through Culture	London Arts and Health Forum	£7,000	£7,000 for a project that develop an arts and wellbeing hub in the city. Open to all communities and workers.
18998	Inspiring London through Culture	London Youth Choirs	£6,062	£6,062 for London Youth Choir to bring 4 'pop-up' performances to the City, enabling young people to experience the City through song.
18999	Inspiring London through Culture	Mental Fight Club	£9,787	£9,787 to deliver a pilot engagement programme, involving two events to revive cultural interest in the City's churches and improve wellbeing
19002	Inspiring London through Culture	Mousetrap Theatre Projects	£4,144	£4,144 to support subsidised trips to top London theatre shows for low-income families based in the City of London.

18994	Inspiring London through Culture	Open City Architecture	£9,550	£9,550 for the delivery of a programme engaging primary school children with design professionals and the City's architecture to encourage them to think about their own heritage, sense of belonging and future opportunities in this arena.
19001	Inspiring London through Culture	The Arab British Centre	£9,800	£9,800 for delivery of SAFAR Film Festival @ Barbican Centre, Summer 2022: Screenings, Industry Development Programme, Young SAFAR Programme and Ticket Scheme.
18956	Inspiring London through Culture	The Baytree Centre	£10,000	£10,000 to support the running costs of delivering educational and cultural visits to the City of London to support the integration of migrant women and girls.
19003	Inspiring London through Culture	The Experimental Weave Lab (TEWL)	£10,000	£10,000 towards the cost of resident stipends, under the condition the organisation recruits a third member to its board.
Inspiring London through Culture Sub Total			£86,313	<i>10 grants</i>
19198	Stronger Communities	Age UK City of London	£9,991	£9,991 to support the health, wellbeing and social support to older Black and Minority Ethnic women on Mansell Street estate
18508	Stronger Communities	Barbican Association	£20,000	£20,000 to contribute to the costs associated with the preparatory design/costing work for a community room in the Barbican Library to support bid to CILN Fund.
19052	Stronger Communities	Coney	£9,878	£9,878 towards workshops targeting Middlesex Estate residents, exploring the pandemic's impact on mental health, towards the co-creation of a public artwork.
18908	Stronger Communities	Forget me not project	£10,000	£10,000 towards fortnightly workshops engaging City of London residents in an upcycling/recycling project aiming to reduce household waste.

18854	Stronger Communities	Golden Lane Estate Residents' Association	£2,800	£2,800 towards the costs of the 2021 summer fair.
19244	Stronger Communities	Mental Fight Club	£10,000	£10,000 towards Dragon Cafe in the City providing free, accessible creative wellbeing events to support and empower those with mental ill health.
18870	Stronger Communities	St Philip's Church, Avondale Square	£3,340	£3,340 towards a series of summer workshops for children from the Avondale Square Estate.
Stronger Communities Sub Total			£66,009	<i>7 grants</i>

18826	Stronger Communities Combined Relief of Poverty Charity	First Love Foundation	£60,000	£60,000 over 12 months for a project worker (FT), provision of food parcels and associated project costs of delivering a bespoke foodbank and advice service for beneficiaries in the City of London and in bordering boroughs.
Stronger Communities Combined Relief of Poverty Sub Total			£60,000	<i>1 grant</i>
TOTAL			£288,622	<i>26 grants</i>

Applications Withdrawn and Rejected

Ref	CoL Programmes	Organisation Name	Type/Status	Request Amount	Project Title
18950	Enjoying Green Spaces & the Natural Environment	Butterfly Conservation	Rejected	£6,108	A ground-breaking project testing new approaches to butterfly and moth conservation in a major urban landscape, engaging with local communities.
18967	Enjoying Green Spaces & the Natural Environment	Downlands Trust	Rejected	£14,954	Biodiversity enhancement in the South London Downs National Nature Reserve
18959	Enjoying Green Spaces & the Natural Environment	Epping Forest Field Centre	Rejected	£12,420	To connect communities and increase positive engagement with nature and wildlife in Epping Forest, through planned and pop-up events.
18957	Enjoying Green Spaces & the Natural Environment	Epping Playground Association	Rejected	£10,000	Refurbishment of a children's play space adjoining forest land to encourage outdoor activity and enjoyment of green spaces.
18965	Enjoying Green Spaces & the Natural Environment	Hampstead and Highgate Angling Association	Rejected	£10,000	Free angling tuition for children and those with disabilities on Hampstead Heath
18968	Enjoying Green Spaces & the Natural Environment	Heath Hands	Rejected	£14,000	This project will engage volunteers to help survey precious habitats and monitor threatened wildlife on Hampstead Heath and Highgate Wood.

18952	Enjoying Green Spaces & the Natural Environment	Kentish Town St Martin with St Andrew	Rejected	£3,000	To set up a Green Fingers conservation group to support conservation on Hampstead Heath and in St Martin's church garden.
18954	Enjoying Green Spaces & the Natural Environment	London School of Mosaic	Rejected	£15,000	Create and install a unique, culturally significant 20m2 mosaic map on Hampstead Heath depicting the Heath's landmarks, flora and fauna.
18961	Enjoying Green Spaces & the Natural Environment	Umoja Health Forum	Rejected	£14,500	A programme of activities on Hampstead Heath to boost the mental and physical wellbeing of the local Black African community.
19009	Inspiring London through Culture	4TY Ltd	Rejected	£9,128	To create installations in the windows of local businesses using visuals and live music to display London's migrant culture.
19006	Inspiring London through Culture	City Music Foundation	Rejected	£10,000	'Piece of Mind' - a relaxing series of free monthly lunchtime recitals of words and music in Barts Great Hall
19004	Inspiring London through Culture	Eat Club	Rejected	£4,140	Facilitate interactive youth visits to City institutions that integrate a curated meal experience, cooked and shared with local, cultural experts.
18995	Inspiring London through Culture	Enabling Enterprise	Rejected	£10,000	To create a collaborative network of 12 Arts-based youth organisations that build their beneficiaries' essential skills, including teamwork and problem-solving.

18996	Inspiring London through Culture	Kanlungan Filipino Consortium	Rejected	£10,000	The project aims to hone and exhibit the Filipino culture and heritage through an exhibition, performances, food, and grassroots activities.
18966	Inspiring London through Culture	Keynote Opera	Rejected	£7,632	A performance of a new chamber opera 'A Silver Spoon' (composer Lisa Logan), at St Giles of Cripplegate Church, Barbican.
19008	Inspiring London through Culture	London Symphony Orchestra	Rejected	£9,473	Barbican at 40: LSO mini festival of community performances and new music celebrating the Barbican's 40th anniversary in March 2022.
18997	Inspiring London through Culture	SIMPLICIOUS Good Living CIC	Rejected	£10,000	Transformation of the Royal Exchange through design, fashion and performance
19000	Inspiring London through Culture	The British Pilgrimage Trust CIO	Rejected	£9,600	To develop four 1-day City pilgrimage routes celebrating cultural heritage around the themes of Royalty, Martyrdom/Slavery, Becket and City Walls.
18987	Inspiring London through Culture	Youth & community connexions	Rejected	£9,940	Within this project we will run 12 drama scratch nights once a month, each night will revolve around culture.
18879	Stronger Communities	Dulwich Sports Club Ltd	Rejected	£10,000	To install a new boiler for the facility as well as making improvements to the toilets and changing facilities.
18907	Stronger Communities	EFA London	Withdrawn	£9,981	ESOL for Work: English & Employability Courses for Migrants in Southwark

18931	Stronger Communities	Good work good future	Rejected	£3,000	Company van Billboard and transportation marketing promotional too provide opportunities for our communities for interaction
18867	Stronger Communities	JS Community Association	Rejected	£3,000	A project to build capacity, skills and well-being of BAME community. We provide advice, advocacy, NHS visits, health improvement and IT training
18844	Stronger Communities	Simply Beauty Pamper Services C.I.C	Rejected	£3,000	A pilot project, group training session for 16-24 yr olds to gain an accredited Beauty Qualification and raise aspirations.
18829	Stronger Communities	St Luke's Parochial Trust	Rejected	£10,000	St Luke's Over 55s Programme - supporting older residents living in EC1 affected by poor health, loneliness or poverty
19109	Stronger Communities	The Reanella Trust	Rejected	£10,000	The project will be an online course aimed at residents which will aid in maintaining mental health and build resilience.
18846	Stronger Communities	Ultra Education C.I.C	Withdrawn	£10,000	Asset-based project that brings diverse young people and residents together in the community for improved understanding, connections and wellbeing.

Appendix 2 – CIL Neighbourhood Grants – Approved, Rejected & Withdrawn

Approved Grants

ID/Ref	Organisation Name	Grant Amount	Project Description
18506	Age UK City of London	£48,171.00	£48,171 over two years (£23,847; £24,324) towards the salary and associated costs of a Coordinator role, plus the costs of delivering a range of activities.
18557	Barbican Centre Trust Limited	£191,067.00	£191,067 over 12 months to deliver a Creative Communities programme, collaborating with partners across the City to strengthen connections with and between neighbours and the culture on their doorstep; future funding for this work is conditional on receipt and approval of sufficient monitoring and evaluation.
18919	Barbican Centre Trust Limited	£39,663.00	£39,663 Funding towards the cost of increasing project delivery for the Creative Communities programme within its first year.
18847	City Property Association Limited	£100,000.00	£100,000 over two years (£50,000; £50,000) to support the One City project, the City of London's digital community. Funding for year two is conditional on the CPA providing significant evidence of the impact of this work.
18948	CurvingRoad	£24,000.00	£24,000 in one year to support two weekend festivals of performances and exhibitions featuring 20 artists from the Square Mile and beyond.

18616	Fleet Street Sundial CIC	£31,250.00	£31,250 over five years (£23,250; £5,600; £800; £800; £800) to create the Fleet Street Sundial Artwork with its associated information plaques and to upgrade the website and provide ongoing maintenance on the condition that the Head of the Central Grants Unit must provide final approval of the installation's design.
18558	Globe Studios Limited	£198,633.00	£198,633 over two years (£131,816; £66,817) to develop a creative studio and architecture/design library alongside a regular schedule of public, private and corporate creative classes.
18863	Golden Lane Estate Residents' Association	£50,000.00	£50,000 to improve cycle parking and accessibility for residents and visitors on the Golden Lane estate.
18896	Historical Royal Palaces	£300,000.00	£300,000 over one year for the hard-landscaping and infrastructure that will enable the Platinum Jubilee 'Superbloom' celebration.
18614	Learning Through The Arts	£49,984.00	£49,984 over two years (£24,992; £24,992) to provide a series of children and family workshops for residents using multiple art forms from African drumming to Storytelling during the school breaks and holidays.
18871	New Diorama	£154,640.00	£154,640 over nine months towards salary, operational and related project costs at the NDT Broadgate creative hub.
18864	Outset Contemporary Art Fund	£110,932.00	£110,932 over one year to support a delivery partnership securing long-term creative infrastructure, and rapid activation using short-term projects, to achieve "Fuelling Creative Renewal" and "Culture/Commerce Taskforce" strategic aims.

18880	Parochial Church Council of the Ecclesiastical Parish of St Mary-le-Bow, Cheapside	£18,274.00	£18,274 towards the modernisation and adaptation of the sound panels and sound control doors to improve sound control and safety of the Bow Bells.
18909	Pollinating London Together (an initiative of the Wax Chandlers' Charitable Trust)	£230,000.00	£230,000 over two years (£112,500; £117,500) towards the post of a full-time Ecologist/Project Manager, administrative support, and related project costs.
18838	Repowering Limited	£33,660.00	£33,660 over two years (£26,877; £6,783) to support the capital costs for a 50kWp solar array to be installed on the Middlesex Street Estate and towards a two-year Community Champion role.
18949	Royal Society for Blind Children	£48,646.00	£48,464 over one year towards the costs of the first year's operating costs of the Life without Limits Centre.
18843	TEMPLE BAR TRUST	£250,000.00	£250,000 over five years (£50,000; £50,000; £50,000; £50,000; £50,000) to provide an educational programme for the local community, children and visitors, based in the refurbished Temple Bar and adjoining accommodation in Paternoster Lodge. As a condition of the grant, following the first year of funding (£50,000), subsequent years of funding will only be released following review by the CILNF team and receipt of satisfactory financial reporting from TBT.
18837	The World Reimagined Limited	£100,000.00	£100,000 to fund the World Reimagined Sculpture Trail in May 2022.

18855	The Worshipful Company of Chartered Architects	£24,600.00	£24,600 over one year to increase public and professional awareness of sustainability issues by supporting the initial phase of a competition for a 21st century EcoHome design to be constructed for temporary public exhibition in Paternoster Square.
18986	XLP	£46,824.00	£46,824 over three years (£15,000; £15,600; £16,224) to support the 'Ready to Work' programme which equips young people who are not in employment, education or training (NEET) to be work ready and to remain in employment.
	Total	£2,050,344.00	

Rejected and Withdrawn Grants

ID/Ref	Organisation Name	Req/Granted	Project Title
18461	City Property Association Limited	£360,000	To support the One City project, the City of London's digital community
18872	Art4Space	£24,150	To offer our expertise as community artists to create an inside out gallery of stunning collaborative street community art in the City's square mile.

18559	BeBox Limited	£43,660	Create OPO wellness solutions to inspire exploration of CoL public spaces while supporting mental health. Create community share-ability of wellness solutions. Support community wellness outreach.
18759	Queen's Quay Residents' Association	£25,000	To install a sedum blanket on the raised roof area of the roof terrace and complement that with grasses and shrubs.
	Total	£452,810	

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Committee(s)	Dated:
Culture, Heritage and Libraries	18 July 2022
Subject: Revenue Outturn – 2021/22	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1-4, 7-12
Does this proposal require extra revenue and/or capital spending?	N
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
Report of: The Chamberlain Deputy Town Clerk Director of Innovation and Growth Executive Director Environment Director of Community and Children's Services Report Author: Graham Nickless - Chamberlains	For Information

Summary

This report compares the revenue outturn for the services overseen by your Committee in 2021/22 with the final agreed budget for the year. Overall total net expenditure during the year was £21.254m, whereas the total agreed budget was £21.566m, representing a decrease in net expenditure of £0.312m. This decrease is largely due to central risk (£0.311m) underspends mainly as a result of a historic rates refund at Artizan Street Library and the re-phasing of the delivery of the Cyclical Works Programme (CWP) projects over the life cycle of the programme (£0.414m). These were partly offset by overspends in local risk (£0.205m) from sites being unable to generate targeted income as a result of closures and reduced services as per government guidance and various increases in recharges (£0.208m). Explanations for the variances can be found in paragraphs 2-9 of this report. The table below summarises the final outturn position against the Final Budget.

Summary Comparison of 2021/22 Revenue Outturn with Final Agreed Budget			
	Final Agreed Budget £000	Revenue Outturn £000	Variation Better/ (Worse) £000
Local Risk			
Deputy Town Clerk	(3,662)	(3,812)	(150)
Director of Innovation and Growth	(1,385)	(1,366)	19
Executive Director Environment	54	(204)	(258)
Director of Community and Children's Services	(2,373)	(2,217)	156
City Surveyor	(299)	(271)	28
Total Local Risk	(7,665)	(7,870)	(205)
Cyclical Works Programme	(798)	(384)	414
Central Risk			
Deputy Town Clerk	(6,385)	(6,361)	24
Director of Innovation and Growth	(391)	(314)	77
Executive Director Environment	(10)	(11)	(1)
Director of Community and Children's Services	(508)	(297)	211
City Surveyor	(6)	(6)	-
Total Central Risk	(7,300)	(6,989)	311
Capital & Support Services	(5,803)	(6,011)	(208)
Overall Expenditure	(21,566)	(21,254)	312

The unfavourable variance on the Director's local risk was £205K of which £150K related to areas under the responsibility of the Deputy Town Clerk (see paragraph 2 for more information) and £258K related to areas under the responsibility of the Executive Director Environment (see paragraph 3 for more information). Offsetting these in part, were favourable variances of £19K related to areas under the responsibility of the Director of Innovation and Growth, £156K related to areas under the responsibility of the Director of Children's and Community Services (see paragraphs 4-5 for more information) and £28K related to areas under the responsibility of the City Surveyor.

The Director of Community and Children's Services has requested a carry forward bid of £89,000 from their local risk favourable variance. There were no carry forward requests from the Deputy Town Clerk, the Director of Innovation and Growth or the Executive Director Environment.

Recommendations

- It is recommended that this revenue outturn report for 2021/22 is noted.

Main Report

1. Actual net expenditure for your Committee's services during 2021/22 totalled £21.254m, a favourable variance of £0.312m compared to the final agreed budget of £21.566m. A summary comparison with the final agreed budget for the year is tabulated below. In this and subsequent tables, income, increases in income and reductions in expenditure are shown as positive balances, whereas brackets are used to denote expenditure, increases in expenditure, or shortfalls in income. A reconciliation of the original local risk budget to the final agreed local risk budget is provided in Appendix 1.

**Culture, Heritage and Libraries Committee – Comparison of 2021/22
Revenue Outturn with Final Agreed Budget**

	Original Budget £000	Final Agreed Budget £000	Revenue Outturn £000	Variation Better/ (Worse) £000	Paragraph Reference
LOCAL RISK					
Deputy Town Clerk					
City Fund					
Guildhall Library	(413)	(495)	(521)	(26)	
Small Business Research & Enterprise Centre	(482)	(484)	(472)	12	
Central Management	-	-	(2)	(2)	
London Metropolitan Archives	(1,680)	(1,698)	(1,832)	(134)	2
City Records Service	(1,067)	(985)	(985)	-	
Total City Fund	(3,642)	(3,662)	(3,812)	(150)	
Total Deputy Town Clerk	(3,642)	(3,662)	(3,812)	(150)	
Director of Innovation & Growth					
City Fund					
Guildhall Art Gallery	(560)	(597)	(558)	39	
Visitor Services & City Information Centre	(701)	(788)	(808)	(20)	
Total City Fund	(1,261)	(1,385)	(1,366)	19	
Total Director of Innovation & Growth	(1,261)	(1,385)	(1,366)	19	
Executive Director Environment					
City's Cash					
Monument	232	229	(29)	(258)	3
Keats House	(175)	(175)	(175)	-	
Total City's Cash	57	54	(204)	(258)	
Total Executive Director Environment	57	54	(204)	(258)	
Director of Community & Children's Services					
City Fund					
Artizan St Library & Portsoken Health & Community Centre	(328)	(390)	(293)	97	4
Barbican Library & Shoe Lane Library	(1,902)	(1,983)	(1,924)	59	5
Total City Fund	(2,230)	(2,373)	(2,217)	156	
Total Director of Community & Children's Services	(2,230)	(2,373)	(2,217)	156	

City Surveyor					
City Fund					
Lower Thames Street*	(7)	(7)	(6)	1	
Total City Fund	(7)	(7)	(6)	1	
City's Cash					
Mayoralty & Shrievalty*	(93)	(93)	(54)	39	
Total City's Cash	(93)	(93)	(54)	39	
Building Repairs & Facilities Management*	(198)	(199)	(211)	(12)	
Total City Surveyor	(298)	(299)	(271)	28	
TOTAL LOCAL RISK	(7,374)	(7,665)	(7,870)	(205)	
CYCLICAL WORKS PROGRAMME	(500)	(798)	(384)	414	6
CENTRAL RISK					
Museum of London	(5,292)	(5,292)	(5,292)	-	
Outdoor Arts Programme	(339)	(369)	(292)	77	7
Other costs including rent, rates, service charges & capital	(1,034)	(1,639)	(1,405)	234	8
TOTAL CENTRAL RISK	(6,665)	(7,300)	(6,989)	311	
CAPITAL & SUPPORT SERVICES	(5,580)	(5,803)	(6,011)	(208)	9
OVERALL TOTAL	(20,119)	(21,566)	(21,254)	312	

*These budgets are under the responsibility of the Culture, Heritage & Libraries Committee but fall under the scope of the City Surveyor, as such any underspends relates to the City Surveyor and cannot be carried forward.

Reasons for Significant Variations

2. The overspend of £134,000 at London Metropolitan Archives (LMA) is mostly due to a £104K shortfall in income as LMA was totally closed for part of the year due to government restrictions and LMA being partially open to fewer, pre-registered only readers, for shorter hours due to Covid safety requirements. This lead to fewer sales in photo passes, copies, licences, room hire, events, group visits and donations. Other visitor attractions such as The Monument had similar problems. In addition staffing savings were not realised in year 2021/22 as the Corporate flexible early retirement scheme allowed staff to stay on for 6-12 months until 31 March 2022 so savings could not be achieved instantly or sufficiently until 2022/23.

3. The income shortfall at the Monument of £258,000 was due to the attraction being totally closed for part of the year due to government restrictions and visitor appetite. A period of reopening was trialled last year with visitor footfall not outweighing the additional cost of providing operational staffing during weekdays, and as such the Monument remained open thereafter on weekends and school holidays only. Ultimately there remained a lack of public appetite for visiting due to the severe space constraints within the historic structure. As per a report approved under delegated authority in December 2021, a request has been made to the Chamberlain that the final deficit will not be carried forward into 2022/23. Due to overall net local risk underspends within other Service Committees overseen by the Executive Director Environment, no carry forward of this overspend at Monument was necessary.
4. The underspend at Artizan Street Library is mainly due to delays in spending the carry forward last year for essential fire stopping work at the library as identified by the FRA. The delays are wholly down to the suppliers and have been entirely beyond the services control. Although the money was granted last year, it has not been spent in full and the library will need to reapply. It is estimated that around £55,000 is still needed. In addition, there was a rates refund of £63,000.
5. The underspend at Barbican and Shoe Lane libraries is due to supplier issues which has meant that items requested were unable to be supplied during 2021/22 leading to underspends. The equipment is essential for the library and their strategy going forwards and is the subject of a carry forward bid for 2022/23.
6. The £414,000 better than budget position within the Cyclical Works Programme (CWP) is due to re-phasing of the delivery of the CWP projects over the life cycle of the programme. The CWP projects not completed in 2021/22 will complete in 2022/23, which was reported to and approved by Operational Property and Project Sub Committee.
7. The £77,000 underspend from City Outdoor Arts budget is a result of the Target Operating Model (TOM) and Destination City Review timings. The budget, which was ring fenced to be spent on new commissions and Research and Development projects for 2022/23, was not able to be committed until the final outcome of the TOM and approval of the new Destination City programme. This meant the money could not be spent within the 2021/22 financial year.
8. The Central Risk underspend is due to a historic rates refund at Artizan Street library dating back to 2017/18 totalling £200,000.
9. The table below shows a breakdown of the Capital and Support Services budgets and expenditure.

	Original Budget £000	Final Agreed Budget £000	Revenue Outturn £000	Variation Better/ (Worse) £000
CAPITAL & SUPPORT SERVICES				
Capital Charges	(1,533)	(1,565)	(1,566)	(1)
Support Services, including Chamberlains, Comptrollers & Town Clerks	(610)	(578)	(605)	(27)
Surveyors Employee & IT Recharges	(70)	(848)	(856)	(8)
Guildhall Admin Buildings	(2,745)	(2,918)	(3,033)	(115)
Insurances, including premises & Liability	(240)	(239)	(283)	(44)
Other recharges	338	345	332	(13)
TOTAL CAPITAL & SUPPORT SERVICES	(5,580)	(5,803)	(6,011)	(208)

The overspend of £208,000 on Capital & Support Services is largely due to a higher share of Guildhall Admin Buildings costs of £115,000 as a result of higher than expected security, building maintenance and utility costs in the Guildhall Complex. Recharges have a corresponding contra entry in their own accounts. Consequently these charges have no overall impact on net expenditure for the City as a whole.

Local Risk Carry Forward to 2022/23

10. The revenue outturn for the Director of Children's and Community Services for 2021/22 which falls within the responsibilities of the Culture, Heritage and Libraries Committee comprised a £98,000 underspend, all of which relates to City Fund. The Director has requested carry forwards of £89,000. These are subject to the approval of the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub-Committee. This is comprised of four separate bids:

- £55,000 for absolutely essential Health & Safety fire stopping work which will need to be carried forward from last years' carry forward.
- £25,000 to buy a collection of vocal score sets and orchestral parts, to increase Barbican Music Library's contribution to the musical life of the 'Square Mile' and to raise revenue.
- £5,000 to buy 44 monitors for staff use in all 3 libraries. Essential for staff use with the new Surface Pro devices and we have no PC hardware budget since it was centralised some years ago.
- £4,000 to buy 11 new laptops for our children and young people's code clubs. This work contributes to the City's Digital Strategy.

Strategic Implications

13. None

Financial Implications

14. All financial implications contained within the report.

Resource Implications

15. None.

Legal Implications

16. None.

Risk Implications

17. None.

Equalities Implications

18. None.

Climate Implications

19. None.

Security Implications

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

Public sector equality duty

21. Our fees and charges are regularly benchmarked with neighbouring / competing facilities, but we will continue to informally assess any negative impact on protected characteristic groups.

Conclusion

22. This report presents the revenue outturn position for 2021/22 for Members to consider and to note the carry forward bids for 2022/23 budgets.

Appendices

- Appendix 1 - Reconciliation of original local risk budget to the final agreed local risk budget.

Contact Officer: Graham Nickless, Acting Group Accountant, Chamberlains Department

E: graham.nickless@cityoflondon.gov.uk

Appendix 1

Original to Final Agreed Local Risk Budget	£000
Original Local Risk Budget	(7,374)
Budget carry forwards from 2021/22 underspend	(177)
All funds pay (grades A-C), budget uplift	(28)
COVID heroes payment	(16)
City of London Apprenticeship Scheme	(24)
Net City Fund budget virements from Community and Children's services (£45,000) relating to children's community work at the lending libraries.	(45)
City Surveyor local risk changes to planned and reactive works and Facilities Management.	(1)
Final Agreed Local Risk Budget	(7,665)

Appendix 1

Original to Final Agreed Local Risk Budget	£000
Original Local Risk Budget	(7,374)
Budget carry forwards from 2021/22 underspend	(177)
All funds pay (grades A-C), budget uplift	(28)
COVID heroes payment	(16)
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City Surveyor local risk changes to planned and reactive works and Facilities Management.	(1)
Final Agreed Local Risk Budget	(7,665)

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Committees: Chief Officer [<i>for decision</i>] Digital Services Committee (<i>for information</i>) Culture Heritage and Libraries (<i>for information</i>) Community and Children's Services Committee [<i>for information</i>]	Dates: 23 June 2022 12 July 2022 18 July 2022 20 July 2022
Subject Library Management System Unique Project Identifier: N/A	Gateway 3/4/5: Options Appraisal and Authority to Start Work (Regular) For Information
Report of: Director of Community & Children's Services Report Author: Sarah Greenwood	
<h1>PUBLIC</h1>	

Explanatory Note for Members: The Corporate Projects 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 Chief Officer who may then choose to share the reports with Committee for information. The recommendations of this Gateway report conclude the project is below Gateway thresholds and the report is shared with Members for information.

1. Status update	Project Description: IT system designed to manage the records of the Barbican and Community Libraries including stock details, availability, fines, payments and membership details RAG Status: Green (Green at last report to Committee) Risk Status: Low (Medium at last report to committee) Total Estimated Cost of Project (excluding risk): £153,755 Change in Total Estimated Cost of Project (excluding risk): Decrease of £171,245 since the last report to Committee. £48,500 capital costs will no longer be incurred as the supplier is the current provider of the service and a reduction in projected revenue costs of £122,745 through negotiation with the supplier. Funding Source: Spend to Date: £1,500 (local risk budget)
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	<p>Costed Risk Provision Utilised: £0 (of which £0 has been drawn down since the last report to Committee);</p> <p>Slippage: none</p>																
2. Next steps and requested decisions	<p>Next Gateway: Gateway 6: Outcome Report</p> <p>Next Steps:</p> <p>Development of contractual documentation</p> <p>Requested Decisions:</p> <p>1. Note the total cost of the project at £153,755 (excluding risk) for all five years including contract cost of £27,609.42 for year 1 increasing by 4.9% per annum for each subsequent year (revenue only);</p> <p>2. That Option 1c (Direct Award to Sirsi Dynix) is approved</p>																
3. Budget	<p><i>For recommended option 1c:</i></p> <table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Revenue Costs</td><td>Contractual Costs including annual licences, hosting, maintenance and managed service costs</td><td>Local risk budget</td><td>£152,255</td></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>Total</td><td></td><td></td><td>£153,755</td></tr></table> <p>No Costed Risk Provision is requested for this Gateway:</p>	Item	Reason	Funds/ Source of Funding	Cost (£)	Revenue Costs	Contractual Costs including annual licences, hosting, maintenance and managed service costs	Local risk budget	£152,255	Staff Costs	Development of required specification, Market engagement and options appraisal	Existing Local risk funding	£ 1,500	Total			£153,755
Item	Reason	Funds/ Source of Funding	Cost (£)														
Revenue Costs	Contractual Costs including annual licences, hosting, maintenance and managed service costs	Local risk budget	£152,255														
Staff Costs	Development of required specification, Market engagement and options appraisal	Existing Local risk funding	£ 1,500														
Total			£153,755														
4. Overview of project options	<p>1. Outsource to a third party</p> <p>a. open market tender,</p> <p>b. mini competition with a framework and</p> <p>c. direct award through a framework</p> <p>2. In source via in house delivery</p>																

	<p>3. Join with another Local Authority (either as a procurement or join with another Local Authority's system)</p> <p>4. Not have a system. This option was ruled out at Gateway 2 and has therefore not been included within the options appraisal matrix.</p>
5. Recommended option	Option 1c: Outsource to a third party and direct award through a framework (procurement route recommended by IT Category Board).
6. Risk	<p>One new risk has been identified and realised since Gateway 2: Risk 5: insufficient funding.</p> <p>A capital funding bid was submitted for the capital costs for potential change of supplier, estimated at £20k. Chamberlains confirmed that this amount was below the capital bid threshold and should be funded through departmental budgets.</p> <p>One new risk (R6) was included on the register : the impact on resources (mainly staff time and capacity) of the TOM recruitment freezes and Covid 19 (in particular staff sickness) which could impact up on the timeframe.</p> <p>Further information available in the Risk Register (Appendix 2) and Options Appraisal.</p>
7. Procurement approach	<p>A procurement options report (see appendix 3) was discussed at the January and May IT Category Board meetings.</p> <p>IT Category Board agreed with the recommended approach to outsource to a third party. After consideration of the procurement options, the Board agreed to direct award to Sirsi Dynix, the current supplier, using the ESPO framework. Further details are included within the attached procurement options report at appendix 3.</p>
8. Design summary	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
9. Delivery team	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 is managed by the Commissioning Manager Sarah Greenwood.	
10. Success criteria	1. The system enables the CoLC to deliver its library services flexibly through a variety of devices. Quality is managed through regular contract monitoring and the performance against the Service Level Agreement	
	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	
	3. The system enables a safe and professional experience for library staff and users with co-ordination of all records in relation to stock	
11. Progress reporting	Progress reports will be submitted to the delivery team Library senior management team.	

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register (for recommended option)
Appendix 3	PT3/8 Procurement Form

Contact

Report Author	Sarah Greenwood
Email Address	sarah.greenwood@cityoflondon.gov.uk
Telephone Number	020 7332 3594

Options Appraisal Matrix

<i>Option Summary</i>	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
Brief description of option	Outsource to a third party	In source via in house delivery	Join with another Local Authority and form a new consortium or join an established consortium
1. Scope and exclusions	Includes a) open market tender, b) mini competition and c) direct award through a framework (recommended)	Resourcing including staffing, design and testing of new system and ongoing hosting, support and maintenance	Joining to procure or share a bespoke in house Local Authority's system
<i>Project Planning</i>			
2. Programme and key dates	Contract awarded June 2022 Mobilisation June 2022 – July 2022 Overall project: Completion and go live by 31 July 2022 Gateway 6 report September 2022	This option would not be complete by the expiry date of the current contract	The cost of joining an established consortium is currently prohibitive at this time.

Option Summary	Option 1	Option 2	Option 3
3. Risk implications	<p>Overall project option risk: Low</p> <p>Further information available within the Risk Register (Appendix 2).</p>	<ul style="list-style-type: none"> • Departmental budgets do not account for the cost of an internal service • City of London is not a specialist case management provide – potential risks to quality outcomes for service users and clients 	<ul style="list-style-type: none"> • Considerably high cost implications to this option even if the provider remains the same due to exclusions and price band requirements
4. Stakeholders and consultees	<p>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 is managed by the Commissioning Manager Sarah Greenwood.</p> <p>Library staff and users have been consulted through user forums</p>		
5. Benefits of option	<ul style="list-style-type: none"> • Provider expertise across the market • Competitively source and leverage appropriate expertise from the market • Direct Award procedure on the basis of being able to identify the most 	No contract required	<ul style="list-style-type: none"> • City shares many services with other neighbouring Local Authorities. • Reduced procurement costs

<i>Option Summary</i>	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
	<p>economically advantageous provider without conducting a further competition.</p> <ul style="list-style-type: none"> • Continuity of supplier (no need for a mobilisation period) • Supplier current system knowledge and set up 		
6. Disbenefits of option	<ul style="list-style-type: none"> • Potential time and cost implications for a competitive procurement 	<ul style="list-style-type: none"> • The Corporation does not have the required expertise to deliver the service and would need to recruit • Increase in staff costs (for example, via recruitment; salaries; on-costs; pension liabilities; & training etc.) • Does not comply with the City's policy of buy not build 	<ul style="list-style-type: none"> • Neighbouring Local Authorities (e.g. Westminster) would be preferable given potential for other shared services • Preferred Local Authorities would be those with whom the City shares service users • Westminster not currently in a position to consider a shared service or consortium approach to procurement

Option Summary	Option 1	Option 2	Option 3
Resource Implications			
7. Total estimated cost	Direct award costs £153,755 (excluding risk) for all five years at a cost of £27,609.42 for year 1 increasing by 4.9% per annum for each subsequent year (revenue only);	N/A	£250k for five years (£50,000 minimum expenditure for libraries Consortium) plus a requirement to join inter-library courier service costing £40k pa
8. Funding strategy	Local risk budget for direct award option. Capital bid submitted for potential capital funding if a procurement exercise was required and another supplier was awarded the contract.	N/A	Potential capital costs requiring a capital funding bid and local risk budget for revenue costs
9. Investment appraisal	Options considered at the IT Category Board including value for money		
10. Estimated capital value/return	N/A	N/A	N/A

Option Summary	Option 1	Option 2	Option 3
11. Ongoing revenue implications	The direct award costs an additional £2,609.42 pa in year 1 compared to the current budget rising by an additional 4.9% in subsequent years. The budget holder has confirmed there is sufficient budget	Not quantified as discounted above	There is currently insufficient local risk budget to fund this option
12. Affordability	The additional annual cost can be managed within the local risk budget	N/A as option discounted	N/A as option discounted
13. Legal implications	Comptroller has been consulted on G Cloud framework terms	N/A as option discounted	N/A as option discounted
14. Corporate property implications	None		
15. Traffic implications	None		
16. Sustainability and energy implications	None		
17. IS implications	DITS Architect and business Partner have been consulted on the specification	Does not meet the IS strategy requirements	DITS Architect and business Partner have been consulted

Option Summary	Option 1	Option 2	Option 3
	<p>requirements and framework options</p> <p>IT category Board has received the options and has agreed this is the preferred option.</p> <p>Option meets the IS policy of a hosted cloud based system, a full support agreement and SLA</p>		<p>on the specification requirements.</p> <p>IT category Board have received the options and have agreed this is not the preferred option.</p>
18. Equality Impact Assessment	N/A	N/A	N/A
19. Data Protection Impact Assessment	New DPIA completed		
20. Recommendation	Recommended	Not recommended	Not recommended

Project Coversheet

[1] Ownership & Status

UPI: N/A

Core Project Name: Library Management System

Programme Affiliation (if applicable): N/A

Project Manager: Sarah Greenwood, Commissioning Manager

Definition of need: The contract for the current IT system is due to expire in July 2022

Key measures of success:

1. The system enables the CoLC to deliver its library services.
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
3. The system enables a safe and professional experience for library staff and users with coordination of all records in relation to stock
4. The solution can be configured to meet local and national reporting requirements and City data intelligence
5. The system supports flexible working on a variety of devices

Expected timeframe for the project delivery: July 2022

Key Milestones:

- Invitation to tender: December 2021
- Selection of contractor: March 2022
- Data Migration: March 2022 – July 2022 (period may not be required if existing supplier is winning bidder)
- Overall project: Completion and go live by July 2022

Are we on track for completing the project against the expected timeframe for project delivery? Yes

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?

no

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

‘Project Briefing’ G1 report (as approved by Chief Officer September 2021):

- Total Estimated Cost (excluding risk): £40,000 one off/capital + £125,000 revenue
- Costed Risk Against the Project: nil
- Estimated Programme Dates:
 - i. contract start – March 2022
 - ii. month contract negotiation/data migration and mobilisation period April – July 2022
 - iii. existing contract ends July 2022

Scope/Design Change and Impact:

‘Project Proposal’ G2 report (as approved by Chief Officer September 2021):

- Total Estimated Cost (excluding risk): £50,000 one-off/capital + £275,000 revenue.
- Resources to reach next Gateway (excluding risk) £1,500 staff costs
- Spend to date:
- Costed Risk Against the Project: nil
- CRP Requested: nil
- CRP Drawn Down: nil
- Estimated Programme Dates:
 - i. Invitation to tender: December 2021
 - ii. Selection of contractor: March 2022
 - iii. Data Migration: March 2022 – July 2022 (period may not be required if existing supplier is winning bidder)
 - iv. Overall project: Completion and go live by July 2022

Scope/Design Change and Impact: The Corporate Projects 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. Potential Revenue costs increased to match framework costs.

‘Options Appraisal and Design’ G3-4 report (as approved by PSC xx/yy/zz):

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

‘Authority to start Work’ G5 report (as approved by PSC xx/yy/zz):

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

Total anticipated on-going commitment post-delivery [£]:£ 152,255 revenue across 5 years

Programme Affiliation [£]:N/A

PT3/8 - Procurement Options and Award Report: Services and Goods

This document is used to identify the Procurement Strategy and Purchasing Routes associated with a project and only considers the option recommended on the associated Gateway report.

City Procurement Project Reference:	TBC		
Project / Contract Title:	Library Management System		
Category Board:	IT		
Category Board date:	Offline approval		
Project Lead & Contract Manager:	Sarah Greenwood	Lead Department:	Community and Children’s Services
Category Manager:	Chris Mulhall/Loredana Sandu	Other Contact:	David Clelland – IT Solution Architect Christina Paraskevaidou – Category Officer
Total Contract Value (excluding VAT and inc. extension options):	£152,255	Contract Duration (inc. extension options):	5 years – This would include an initial period of 3 years plus 2 x 12 month period)
Revenue Budget Value:	£152,255 (to be funded from local risk budget)	Approved:	Yes – Budget already in place for current contract
Capital Budget Value:	N/A	Approved:	N/A
Capital Project/project vision reference (if applicable):	N/A		
Agreed Savings Baseline (£):	£125k (excluding capital set up costs)		
Gateway Approval Process - Is this project subject to the Gateway process? Yes under delegated authority - If so, what was the last Gateway report, and date of approval, and what is the next Gateway report and scheduled date for recommendation for approval? Gateway 2 approved under delegated authority (and shared with Committee members for information)			
Opportunity for Inter-City Collaboration (is there another site/department that could benefit from this project)?			
The London Metropolitan Archives (LMA), Guildhall Music Library and the Small Business Research and Enterprise Centre are partners and their requirements are already included within the specification			

Procurement Strategy Recommendation

City Procurement team recommended option
Outsource to a third party

Route to Market Recommendation

City Procurement team recommended option
Direct Award to Sirsi Dynix via ESPO Framework Framework 350_19

Specification and Evaluation Overview

Summary of the main requirements: The City of London Corporation has a statutory duty 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. The legislation governing the City's library provision is The Public Libraries and Museums Act 1964 (amended by the Local Government Act 1972) . 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.	
Technical and Pricing evaluation ratio Direct Award	
Overview of the key Evaluation areas (if known at this stage): N/A	
Does contract delivery involve a higher than usual level of Health & Safety, Insurance, or Business risk to be allowed in the procurement strategy? - No	
Is there a requirement for a Performance Bond on this Project and if so, on what grounds? N/A	
Is the contract likely to require financial uplifts? (Please describe what method will be used to calculate the uplift and whether this will be capped) Inflationary uplifts only of 4.9% annually and these have been factored into the pricing	
Will the procurement process require a financial assessment? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes, please indicate recommended assessment: Finance Check <input type="checkbox"/> Financial Appraisal <input type="checkbox"/> Please indicate reasons for this recommendation (please include in this section information on project being rated low/not low): direct award through a framework where bidders have met financial checks , current provider and risk assessment completed gave a score of 11.	
Are there any accompanying documents with this report? e.g. PTO/outlined project plan identifying roles and responsibilities as appropriate If yes, please include information in the appendices section below.	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Will this project require the winning supplier(s) to process personal data on our behalf?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
If yes, please make sure you've defined roles and responsibilities within your project specification. For more information visit Designing Specifications under GDPR. You may include your Data Protection Impact Assessment or other relevant report as an appendix to this PT form when submitting to category board (for information).	
DPIA and G1 data processing authorisation form approved by the City's DPO	
Evaluation Panel – Please enter Names of evaluators and Departments below (if known)	
No evaluation panel, due to direct award but the following have designed the specification Sarah Greenwood Carol Boswarthack Jonathon Gibbs Charlotte Jones David Clelland	Commissioning Manager Head of Barbican and Community Libraries IT and Operational Librarian Music Librarian Projects & Data Manager, Chamberlains

Procurement Timeframes

Target tender live date (to market)	N/A	Notification of outcome / intention to award date	07/03/2022
Target contract start date	31/07/2022		
Are there any time, quality, or cost constraints which need to be taken into consideration? New contract to start immediately from the end of the current contract.			

Policy and Compliance Considerations

How will the Procurement meet the City's:
Responsible Procurement Strategy: N/A as direct award but social value to be investigated with Sirsi Dynix
TUPE/Pension liabilities that need to be considered (including future exit provisions where applicable)? N/A
Will this procurement be split into Lots? No – direct award
Other: N/A

Baseline Savings Calculation: This section should include how the baseline figure for savings has been calculated against the [Efficiency and Savings Process Manual](#) in accordance with paragraph 3.1, including any suggested savings or efficiencies e.g. reduced service.

Agreed Baseline (£):	£125k (£25k pa over 5 years revenue only excluding initial capital set upcosts)
Summary of Baseline Calculations / Savings Proposal	
<u>Note:</u> Typically, the baseline is an existing price but may also be a budget value, estimate, forecast, standard cost or planned expense.	
Please confirm the Baseline Calculation that has been applied below to establish the Agreed Baseline :	
<ul style="list-style-type: none"> - Previously Contracted Costs (where there is an existing contract): <input checked="" type="checkbox"/> - Previously Contracted Costs (where there are multiple contracts): <input type="checkbox"/> - Attributed Costs: <input type="checkbox"/> - Target Cost: <input type="checkbox"/> - Other methodology** (agreed with Finance Representative) and explained below: <input type="checkbox"/> 	
** e.g. BAFO for under OJEU contracts	
<p>There may be cost avoidance savings identified dependent up on the route to market.</p> <p>Preferred /recommended option of direct award to Sirsi using the ESPO framework has a cost profile of :</p> <p>Year 1: £ 27,609.42 with each subsequent year increased by 4.9% which will be met by local risk budget</p>	

Procurement Strategy Options: *This could include inter-departmental usage, external collaborative opportunities, existing contracts integrated once expired or adding it to an existing contract. Options for Make (In-house delivery) versus Buy (Outsource) decision to be considered; also indicate any discarded or radical options.*

Option 1: Outsource to a third party (preferred option)
Advantages to this Option: (include savings opportunity of the option)
<ul style="list-style-type: none"> • Provider expertise across the market • Competitively source and leverage appropriate expertise from the market • Potential for product and service development to meet good practice
Disadvantages to this Option:
<ul style="list-style-type: none"> • Potential time and cost implications for a competitive procurement
Please highlight and possible risks associated with this option:
<ul style="list-style-type: none"> • Time and capital cost implications to change providers
Option 2: Insource via in-house delivery
Advantages to this Option: (include savings opportunity of the option)
<ul style="list-style-type: none"> • No contract required
Disadvantages to this Option:
<ul style="list-style-type: none"> • The Corporation does not have the required expertise to deliver the service and would need to recruit • Increase in staff costs (for example, via recruitment; salaries; on-costs; pension liabilities; & training etc.) <p>Does not comply with the City's policy of buy not build</p>
Please highlight and possible risks associated with this option:
<ul style="list-style-type: none"> • Departmental budgets do not account for the cost of an internal service • City of London is not a specialist case management provider – potential risks to quality outcomes for service users and clients
Option 3: join with another Local Authority (e.g. Westminster)
Advantages to this Option: (include savings opportunity of the option)
<ul style="list-style-type: none"> • City shares many services with other neighbouring Local Authorities. • Potential reduced costs of service • Potential access to the London Libraries Consortium services
Disadvantages to this Option:
<p>Westminster would be the preferable service given we currently share service users but are not currently in a position to consider a shared service and do not yet know when they might be</p>
Please highlight and possible risks associated with this option:
<ul style="list-style-type: none"> • Timescales might not be aligned

N.B. Additional advantages/disadvantages may apply if a waiver is the recommended route. If recommending an extension, please make sure that CCM has been consulted (where appropriate) and that we include information on contract terms.

Route to Market Options: *Route to market is the way in which the City will invite suppliers to bid for the procurement.*

Option 1: Open Tender
<p>Advantages to this Option:</p> <ul style="list-style-type: none"> • An increase in competition due to more suppliers having the opportunity to bid opposed to a closed supplier list under a Framework Agreement • Organisations of all sizes have the opportunity to submit a tender, increasing the opportunity for a number of innovative proposals/solutions • Providing full tender documentation (at the outset) enables candidates to make an informed decision as to whether they can satisfy the requirements or choose to discount themselves from the competition
<p>Disadvantages to this Option:</p> <ul style="list-style-type: none"> • All tenders must be evaluated; therefore, there can be resource implications of a potentially lengthy tender evaluation (due to a high volume of responses) • Increases the risk of challenge - more responses and time invested/transaction costs in preparing a tender as opposed to a Selection Questionnaire • Poor quality bids, typically due to the fact there is an increased chance of being unsuccessful and a limited timescale • No opportunity to discuss / refine bids • No guarantee wider market engagement will deliver better options than ESPO framework
<p>Please highlight and possible risks associated with this option:</p> <ul style="list-style-type: none"> • Large number of tenders submitted all requiring evaluation. • Proportionate minimum requirements, thresholds and weightings being applied to the pre-determined evaluation criteria can help mitigate the risk of an excessive response rate. Furthermore, such risk can be further minimised where there are a small number of specialist suppliers who can meet the specific requirements of the Corporation. • Capital resource implications for implementation and data migration
Option 2: Direct Award to Sirsi Dynix using an established multi-Supplier Framework Agreement (ESPO) (preferred option)
<p>Advantages to this Option:</p> <ul style="list-style-type: none"> • Direct Award procedure on the basis of being able to identify the most economically advantageous provider without conducting a further competition. • Continuity of supplier (no need for a mobilisation period) • The other 2 providers within the ESPO Framework do not meet the City's requirements (primarily they do not provide a managed service – this function was required as a result of a post redundancy) • Supplier current system knowledge and set up • Cost avoidance – potential saving of £20k of capital costs (capital costs of product, data migration, training) • Allows time for discussion with Westminster regarding longer term joint tender • Framework Due diligence completed in 2019 (for ebooks contract but is still valid) • Price negotiation has taken place with the approval of ESPO to reduce the framework cost
<p>Disadvantages to this Option:</p> <ul style="list-style-type: none"> • None identified
<p>Please highlight and possible risks associated with this option:</p> <ul style="list-style-type: none"> • Potential for challenge by other competitors although this is minimal. The City can justify direct award via ESPO using value for money basis and the other 2 providers do not meet the City's needs.
Option 3: Mini Competition within an established multi-Supplier Framework Agreement (e.g. CCS)
<p>Advantages to this Option:</p> <ul style="list-style-type: none"> • Instant route to bidding phase • Reduced administrative burden in terms of the time and transaction costs (both supplier and Corporation) compared to running a full procurement process • Suppliers have been identified, vetted, and quality checked via a competitive procurement process •
<p>Disadvantages to this Option:</p> <ul style="list-style-type: none"> • Closed competition thus limited to the appointed suppliers under the Framework Agreement • The bespoke needs of the Corporation might not be reflected, and the Framework Agreement will be limited in variation to any resultant call-off contract
<p>Please highlight and possible risks associated with this option:</p> <ul style="list-style-type: none"> • Risk of capital resources and Library staff time to configure, test and implement new system including workflows and reporting, migration of data and training
Option 4: London Wide Contract – Join the Libraries Consortium

A group of 17 LAs jointly procured a single provider framework and each LA signs an individual call off contract.

Advantages to this Option:

- Reduced administrative burden in terms of the time and transaction costs (both supplier and Corporation) compared to running a full procurement process
- Supplier has been identified, vetted, and quality checked via a competitive procurement process
- Continuity of supplier (no need for a mobilisation period) as the consortium supplier is the City's current supplier
- Cost avoidance – potential saving of £20k of capital costs (capital costs of product, data migration, training)

Disadvantages to this Option:

- Closed competition thus limited to the appointed suppliers under the Framework Agreement
- The bespoke needs of the Corporation won't be reflected (The LLC won't agree to unique cataloguing)
- No flexibility on base costs for small Local Authority – likely to be more expensive at £50,000 pa minimum access for first 4 years plus £2.5k pa to manage the contract which is considerably higher than the cost of a direct award
- Requirement to joint with the inter-library van service at a cost of £40,000

Please highlight and possible risks associated with this option:

- Risk of capital resources and Library staff time to configure, test and implement new system including workflows and reporting, migration of data and training

Outline of appendices

○ N/A

Report Sign-offs (prior to Category Board approval)

Senior Category Manager	Oli Watling	Date	
Finance Representative	Graham Nickless	Date	31/03/2022
Departmental Stakeholder	Carol Boswarthack	Date	29/03/2022

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City of London: Projects Procedure Corporate Risks Register

 Project name: *Library Management System*

 Unique project identifier: *TBA*

 Total est cost (exc risk) *£153755*

PM's overall risk rating

Low
7.3
4.7
0
4
2

Avg risk pre-mitigation

Avg risk post-mitigation

Red risks (open)

Amber risks (open)

Green risks (open)

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)

£0.00	0%
£0.00	0%
£0.00	0%
£0.00	0%

Costed risk as % of total estimated cost of project

" "

" "

Costed risk pre-mitigation (open)

Costed risk post-mitigation (open)

Costed Risk Provision requested

CRP as % of total estimated cost of project

- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
0	0.0	£0.00	0	0	0
1	8.0	£0.00	0	1	0
0	0.0	£0.00	0	0	0
1	8.0	£0.00	0	1	0
0	0.0	£0.00	0	0	0
1	8.0	£0.00	0	1	0
0	0.0	£0.00	0	0	0
3	6.7	£0.00	0	1	2
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0

Issues (open)

1

All Issues

1

Open Issues

0

1

0

0

All Issues

0

1

0

0

 Cost to resolve all issues
(on completion)

£20,000.00

Total CRP used to date

£0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:			Library Management System				PM's overall risk rating:		Low		CRP requested this gateway				Average unmitigated risk		7.3		Open Risks		6		
Unique project identifier:			TBA				Total estimated cost (exc risk):		£ 153,755		Total CRP used to date		£ -		Average mitigated risk score		4.7		Closed Risks		0		
General risk classification																							
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to issues	Comment(s)
R1	2	(6) Safeguarding	The system does not support libraries best practice, City of London work and is not compliant with regulatory compliance nor IT requirements	The City of London could not fulfil its statutory obligations leading to reduction in stock availability, nonpayment of fines and have an impact on library usage and reputational risk for the City.	Unlikely	Major	8	£0.00	N	B – Fairly Confident	Steering group consisting of representatives from Barbican and Community Libraries, IT, Comptroller and City Solicitor who are involved in developing the specification. Specifications and good practice from other boroughs will be used to inform the specification and will include flexibility to meet future identified requirements	£0.00	Rare	Major	£0.00	4	£0.00		17/08/2021	Sarah Greenwood			
R2	2	(4) Contractual/Partnership	Limited market for the project, or City of London contract is deemed too low value and no bids are received for the Invitation to tender.	no system available for use at the end of the current contract, leading to a reputation risk (see R1 above)	Unlikely	Major	8	£0.00	N	B – Fairly Confident	Pre tender market engagement to scope the likely interest in the tender. Current provider is one of the market leaders in the market. Four providers are available to call off from a framework to ensure a suitable pool of potential bidders	£0.00	Rare	Extreme	£0.00	8	£0.00		17/08/2021	Sarah Greenwood			
R3	2	(8) Technology	Data not migrated to potential new system in time or accurately	Data within the system is not accurate, which could lead to a reputational risk (see R1) or migration of data is not completed before the end of the current contract, leading to a potential gap in service. The mobilisation period would not be required should the current provider be the winning bidder for the new contract.	Unlikely	Serious	4	£0.00		B – Fairly Confident	5 months mobilisation factored into project timetable and project management costs factored into budget estimation. A dedicated IT librarian is employed by DCCS who would support the data migration process.	£0.00	Unlikely	Serious	£0.00	4	£0.00		17/08/2021	Sarah Greenwood			
R4	2	(8) Technology	system is not sufficiently flexible to meet future needs within the lifetime of the contract	the system becomes obsolete and does not allow for mobile working or future changes to recognised good practice	Possible	Major	12	£0.00		B – Fairly Confident	requirement for provider/system to meet changing requirements during the lifetime of the contract is built into the specification through IT involvement. Contract will be performance managed to ensure that roadmap and upgrades include good practice changes and that user groups are a feature of the contract	£0.00	Rare	Serious	£0.00	2	£0.00		17/08/2021	Sarah Greenwood			
R5	2	(2) Financial	insufficient funding a) the contract is won by a new supplier requiring capital funding at the start of the contract for system purchases, system setup and data cleansing/mobilisation or b) insufficient revenue funding due to increase in contract costs	potential for the contract to not be awarded if sufficient funds cannot be allocated. This could lead to reputational concerns (see R1). Capital funding would only be required should the current provider not be the new provider	Unlikely	Major	8	£0.00		B – Fairly Confident	risk raised to DCCS DLT for information and included within Gateway risk register. A capital bid will be submitted prior to the tender process. No commitment to enter into a contract will be made until the outcome of the capital bids.	£0.00	Unlikely	Major	£0.00	8	£0.00		17/08/2021	Carol Boswarthack			
R6	3	(8) Technology	insufficient resources to complete documentation and commissioning /procurement process before July 2022 due to TOM recruitment freeze and Covid impacts including staff sickness	insufficient mobilisation time to set up new contract (especially if a new provider) before July 2022	Unlikely	Serious	4	£0.00		B – Fairly Confident	potential for short term extension to current contract if extenuating circumstances	£0.00	Unlikely	Minor	£0.00	2	£0.00		10/12/2021	Carol Boswarthack			
R7								£0.00				£0.00			£0.00		£0.00						
R8								£0.00				£0.00			£0.00		£0.00						
R9								£0.00				£0.00			£0.00		£0.00						
R10								£0.00				£0.00			£0.00		£0.00						
R11								£0.00				£0.00			£0.00		£0.00						
R12								£0.00				£0.00			£0.00		£0.00						
R13								£0.00				£0.00			£0.00		£0.00						
R14								£0.00				£0.00			£0.00		£0.00						
R15								£0.00				£0.00			£0.00		£0.00						
R16								£0.00				£0.00			£0.00		£0.00						
R17								£0.00				£0.00			£0.00		£0.00						
R18								£0.00				£0.00			£0.00		£0.00						
R19								£0.00				£0.00			£0.00		£0.00						
R20								£0.00				£0.00			£0.00		£0.00						
R21								£0.00				£0.00			£0.00		£0.00						
R22								£0.00				£0.00			£0.00		£0.00						
R23								£0.00				£0.00			£0.00		£0.00						
R24								£0.00				£0.00			£0.00		£0.00						
R25								£0.00				£0.00			£0.00		£0.00						
R26								£0.00				£0.00			£0.00		£0.00						
R27								£0.00				£0.00			£0.00		£0.00						
R28								£0.00				£0.00			£0.00		£0.00						
R29								£0.00				£0.00			£0.00		£0.00						
R30								£0.00				£0.00			£0.00		£0.00						
R31								£0.00				£0.00			£0.00		£0.00						

[illegible]

City of London: Projects Procedure Corporate Issues Log

Project Name:

Library Management System

Unique project identifier:

TBA

General issue classification							Ownership & Action							
Issue ID	Risk ID (where previously identified)	Category	Description of the Issue	Issue Impact Description	Impact Classification	Control actions	Date raised	Named Departmental Issue Manager/ Coordinator	Issue owner (Named Officer or External Party)	Dependencies	Status	Cost to resolve (£) on completion	Date Closed	Comment(s)
I.01	R5	(2) Financial	insufficient funding a) The contract is won by a new supplier requiring capital funding at the start of the contract for system purchases, system setup and data cleansing/mobilisation or b) insufficient revenue funding due to increase in contract costs	potential for the contract to not be awarded if sufficient funds cannot be allocated. This could lead to reputational concerns (see R1). Capital funding would only be required should the current provider not be the new provider	Major	risk raised to DCCS DLT for information and included within Gateway risk register. A capital bid will be submitted prior to the tender process. No commitment to enter into a contract will be made until the outcome of the capital bids.	10-Dec-21	Sarah Greenwood	Carol Boswarthack	funding	Open	£ 20,000.00		a contract will not be entered into unless funding is sufficient for the contract.
I.02		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.03		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.04		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.05		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.06		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.07		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.08		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.09		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.10		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.11		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.12		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.13		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.14		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.15		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.16		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.17		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.18		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.19		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.20		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									

Committee(s)	Dated:
Culture, Heritage & Libraries Committee	18 th July 2022
Subject: The Monument to the Great Fire of London Full Year Performance Report April 2021 to March 2022	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments
Does this proposal require extra revenue and/or capital spending?	N
What is the source of Funding?	
Report of: Director of Natural Environment	For Information
Report author: Chris Earlie, Director of Tower Bridge	

Summary

This report outlines the visitor attraction at The Monument for the period April 2021 to March 2022, focusing on the lasting impact of the pandemic on its ability to operate and visitor appetite.

Following closure as a public attraction in March 2020 in light of the pandemic and resulting Government restrictions, The Monument to the Great Fire was closed throughout the financial year 2020/21, due to the lack of scope for maintaining any level of social distancing in light of the severe space limitations within its historic structure. This continued into 2021/22 until Government restrictions (including distancing measures) were relaxed. The Monument saw a number of pilot reopening periods to test visitor appetite and footfall. Following careful financial analysis, it remained open to the public on weekends and school holidays thereafter.

Recommendation

I recommend your Committee notes the details of performance within this report, with specific relation to the lasting impact of the pandemic and the resulting closure and reduced opening levels at the Monument.

Main Report

Background

The most recent report on performance for the Monument was received by the Culture, Heritage & Libraries Committee in July 2021, which provided details for the financial year 2020/21.

The Continued Impact of the Pandemic

1. Following closure as a public attraction in March 2020 in line with Government restrictions, The Monument to the Great Fire remained closed throughout the financial year 20/21, due to the lack of scope for maintaining any level of social distancing in light of the severe space limitations within its historic structure.
2. Visitor attractions were able to reopen in mid-May 2021, albeit with strict Government restrictions in place with regard to social distancing. Given the natural space limitations of the entrance and spiral staircase, compliance with such measures was not possible for the Monument and it remained closed.
3. Following legal requirements for distancing being removed in July 2021, the tourism industry saw substantial visitor appetite for measures remaining in place to maximise visitor confidence. Sentiment data showed that over 60% of public respondents stated they would not visit at all without measures in place. Such measures were retained at Tower Bridge, resulting in higher levels of visitors than many of its peer attractions but of course this was impossible for the Monument.
4. A period of reopening was trialled at the end of the summer (a week in August and a week in September to trial both school holiday and 'business as usual' scenarios respectively) with visitor footfall not outweighing the additional cost of providing operational staffing during weekdays, and as such the Monument remained open until the end of the financial year on weekends and school holidays only, in order to reduce losses as far as possible. Ultimately there remained, and continues to be, a lack of public appetite for visiting the Monument due to the severe space constraints within the historic structure.

Table 1 - Monument Income (Apr 2021 – Mar 2022)

	ACTUAL To March 2020/21	Budget April to March 2021/22	ACTUAL April to March 2021/22	Variance to Target Over/(Under)
	£	£	£	
Furlough grants	163,884	1,000	1,068	7%
Ticket Income	(2,678)	121,000	120,851	0%
Retail Income	-	1,000	1,061	6%
Total Income	161,206	123,000	122,980	0%

5. Admissions and retail income is shown here as £121,912 combined, which was attained during the pilot reopening periods in August and September, and across weekends and school holidays in the second half of the year.
6. In total, 28,795 visitors were welcomed to the Monument in 2021/22. This averages 364 visitors per day across weekends and school holiday periods from October 2021 to March 2022.

Table 2 - Monument Expenditure (Apr 2021 – Mar 2022)

	ACTUAL To March 2020/21	TARGET To March 2021/22	ACTUAL To March 2021/22	Variance to Target (Over)/Under
	£	£	£	
Total Employee Expenses	(252,810)	(167,000)	(151,974)	9%
Premises Related Expenses	(73,240)	(2,000)	(2,378)	(19%)
Supplies & Services	(2,093)	(5,000)	(4,502)	10%
Recharges Within Funds	(8,597)	(12,000)	(13,333)	(11%)
Support Services	(95,751)	(89,000)	(91,787)	(3%)
Total Expenditure	(432,246)	(275,000)	(263,974)	4%

7. The overall expenditure position for the Monument was at £263,974 which is a 4% underspend against the revised target. The Monument utilised support made available by central government until mid-May, including all attraction staff being placed on furlough throughout 2020/21 and into the first month of 21/22. For context, the 2021/22 total expenditure figure represents a 38% decrease on expenditure in 2020/21, due to careful planning to reduce the deficit as far as possible.
8. Your committee will be aware that the Monument is staffed from the pool of Tower Bridge employees, for efficiencies in reducing the burden on both attractions by having a shared management and staffing resource – this being an arrangement dating back to 2002. The Monument's ability to operate from a financial viability perspective is based on 120 visitors per day, this being the 'break even' point for income when balancing the additional cost of deploying operational staff to open and manage the attraction. The majority of the saving in the table above was on staff costs, wherein operational posts naturally became vacant due to leavers/retirees, and was therefore achieved without the need for staff redundancies.
9. The Monument retained a proportion of staff costs during the year, which comprised staff involved in maintaining and managing the property while closed, including routine maintenance and security provision. Security patrols were

increased in response to the attraction closure and resulting lack of operational staff presence onsite.

10. Other retained staff costs relate to continuing to develop and deliver the learning programme at The Monument, throughout closure and given the inclusion of the Great Fire within the national curriculum. This currently includes the provision of virtual sessions for schools, the development of dynamic online content for schools studying the Great Fire, and piloting online family learning activities as detailed below.

‘Taking Our Services Online’ During Closure

11. Throughout the pandemic and thereafter, The Monument became ‘physically closed but digitally open’. Similar to its peer attractions, a number of services were quickly developed or redeveloped digitally in an effort to stay relevant, visible and provide meaningful cultural content and learning resources for public engagement during lockdowns and tier restrictions.
12. Despite the Monument remaining closed to visitors, updates to the website and social media were made regularly in an effort to remain visible and ‘digitally open’. Website users were offered a series of podcasts and various digital content focused on the Great Fire and the Monument’s Frieze.
13. The Marketing team continue to ensure all information and signage, both on site and online are up to date. As part of the on-going marketing plan, media and influencer visits are proactively arranged to maximise profile and awareness.

Education and Community Engagement

14. Despite the Monument’s continued closure, the first six months of 2021/22 saw the learning programme continue to engage audiences with its themes and stories. Virtual Q&A sessions proved popular with core Key Stage 1 audiences, as did a collaborative virtual Family Activity Day, delivered in partnership with Barbican Libraries. A new partnership was also established with London Metropolitan University, in which collaboration focused on developing and delivering a module for students undertaking the university’s inaugural MA in Public Art and Performance. This project generated creative responses from students, and it is anticipated that the relationship will continue in future years. Community talks have been delivered with AgeUK and Open Age, engaging an entirely new audience for the programme.
15. School groups were welcomed back to the Monument onsite from September. This was facilitated on a pre-booked basis, with the site otherwise closed during term-time weekdays. From September to March 902 Key Stage 1 pupils visited the site, 330 of which were participating in the Great Fire Study Day – a partnership with Guildhall Art Gallery’s Learning team and Culture Mile Learning.

16. The new partnership planned and established with London Metropolitan University in 2020/2021 was delivered in 2021/22. Students undertaking the university's inaugural MA in Public Art and Performance participated in virtual workshops with The Monument Learning and Exhibition staff, before devising their own creative proposals for audio interpretation at the site. It is intended that this relationship will continue in future years.
17. With the gradual easing of restrictions, demand for virtual community talks continued and were delivered between June and September, reaching 102 local older people via Artizan Street Library and Open Age.
18. New digital approaches were developed in 2021/22, including a partnership with the Learning and Digital teams at St. Paul's Cathedral to produce a film for schools, available online, and exploring the links between the two sites.

Corporate & Strategic Implications

19. The Monument complements the Corporate Plan in contributing to a flourishing society by providing access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds and in shaping outstanding environments by protecting, curating and promoting heritage assets, cultural experiences and events. This contribution has of course been reduced while closed due to Government restrictions and at a reduced operating model due to lack of visitor appetite given the severe space constraints within the structure.

Financial Implications

20. The Monument's ability to operate from a financial viability perspective is based on 120 visitors per day, this being the 'break even' point for income when balancing the additional cost of deploying operational staff to open and manage the attraction. Aside of this, the Monument retains a proportion of management and staff costs when closed entirely, which comprises staff involved in maintaining the property and increased patrols, including routine maintenance and security provision. Other retained staff costs when closed relate to continuing to develop and deliver the learning programme at The Monument, given the inclusion of the Great Fire within the national curriculum. This currently includes the provision of virtual sessions for schools, the development of dynamic online content for schools studying the Great Fire, and online family learning activities, which regularly see excellent feedback and high levels of participation.
21. The severe impact of the pandemic on the Monument's ability to open as a visitor attraction has resulted in a deficit at year-end for The Monument of £140,994, which marks a 48% reduction on the end of year 2020/21 deficit figure of £268,362. Per a report approved under delegated authority in December 2021, a request was made to the Chamberlain that the final deficit would not be carried into 2022/23.

Conclusion

22. While other attractions such as Tower Bridge experienced positive and continued business recovery following the lifting of distancing measures and throughout the last year, the Monument remained an unattractive visitor proposition in 2021/22 due to its severe space constraints in the context of pandemic recovery. While distancing requirements were a legal requirement the Monument remained closed but was able to reopen in September 2021/22 in line with Government advice. Since this time footfall has continued to be significantly impacted by lack of visitor appetite, given the visitor experience involves a narrow spiral staircase and no potential for distancing.
23. Measures including ticketed timeslots and encouraging the use of face coverings were implemented upon reopening, and a trial week in August saw positive footfall. A second trial reopening week in September after schools had resumed saw much reduced figures during weekdays, resulting in the Monument remaining open on weekends and school holidays only.
24. Despite the closure and impact on income, the Monument saw a reduction in expenditure with the aim of reducing losses and positive development and uptake of its learning provision across 2021/22, both virtual and onsite.
25. Current industry data and sentiment (via London & Partners, Visit England and the Association of Leading Visitor Attractions) predict the capital will not see a return to 2019 visitor and footfall levels until 2023/24.
26. For 2022/23 to date, the Monument resumed full opening hours in April and May but again reverted to weekends and school holidays only following a decrease in visitor footfall on weekdays. It is anticipated the Monument will reopen fully again at the outset of the 2022 summer school holiday period.

Consultees

27. The Chamberlain has been consulted in the production of this report.

Contact:
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E-mail: chris.earlie@cityoflondon.gov.uk

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of the Local Government Act 1972.

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