



## Culture, Heritage and Libraries Committee

**Date:** MONDAY, 28 MAY 2012

**Time:** 11.30am

**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

<b>Members:</b>	John Scott (Chairman)	Oliver Lodge
	Vivienne Littlechild (Deputy Chairman)	Julian Malins
	John Bird	Sheriff & Deputy Wendy Mead
	Deputy Dennis Cotgrove	Robert Merrett
	Martin Day	Sylvia Moys
	Deputy Billy Dove	Barbara Newman
	Peter Dunphy	Deputy Janet Owen
	Deputy Anthony Eskenzi	Alderman Dr Andrew Parmley
	Mark Boleat	Ann Pembroke
	Kevin Everett	Henrika Priest
	Martin Farr	Stephen Quilter
	Brian Harris	Deputy Richard Regan
	Michael Henderson-Begg	Delis Regis
	Tom Hoffman	Deputy Robin Sherlock
	William Hunt	Deputy Michael Welbank
	Deputy Alastair King	Alderman Fiona Woolf

**Enquiries:** Matthew Pitt  
tel. no.: 020 7332 1425  
[Matthew.Pitt@cityoflondon.gov.uk](mailto:Matthew.Pitt@cityoflondon.gov.uk)

Lunch will be served in Guildhall Club at 1PM

Chris Duffield  
Town Clerk and Chief Executive

# **AGENDA**

## **Part 1 - Public Agenda**

1. **APOLOGIES**
2. **DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**
3. **ORDER OF THE COURT OF COMMON COUNCIL**  
Order of the Court of Common Council, 19 April 2012, appointing the Committee and approving the Committee's Terms of Reference (copy attached).  
**For Information**  
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**  
To elect a Chairman in accordance with Standing Order No. 29.
5. **ELECTION OF DEPUTY CHAIRMAN**  
To elect a Deputy Chairman in accordance with Standing Order No. 30.
6. **APPOINTMENT OF SUB-COMMITTEES AND KEATS HOUSE CONSULTATIVE COMMITTEE**  
Report of the Town Clerk (copy attached).  
**For Decision**  
(Pages 3 - 6)
7. **MINUTES**  
To approve the public minutes of the meeting held on 12 March 2012.  
**For Decision**  
(Pages 7 - 14)
8. **CITY ARTS INITIATIVE**  
Report of the Town Clerk (copy attached).  
**For Decision**  
(Pages 15 - 22)
9. **USE OF LONDON METROPOLITAN ARCHIVES AS A CORPORATE DISASTER RECOVERY CENTRE**  
Report of the Chamberlain (copy attached).  
**For Decision**  
(Pages 23 - 26)
10. **TOWER BRIDGE**  
Presentation by the Visitor Development and Services Director, Culture, Heritage and Libraries.  
**For Information**

11. **PROGRESS AGAINST CITY OF LONDON INVESTORS IN PEOPLE ACTION PLAN**  
Report of the Director of Culture, Heritage and Libraries (copy attached).  
**For Information**  
(Pages 27 - 34)
12. **CULTURAL STRATEGY**  
Verbal update from the Director of Culture, Heritage and Libraries.  
**For Information**
13. **TEN KEATS GROVE**  
Verbal update from the Director of Culture, Heritage and Libraries.  
**For Information**
14. **KEATS HOUSE BUSINESS PLAN 2011-2012: QUARTER 4 REPORT**  
Report of the Director of Culture, Heritage and Libraries (copy attached).  
**For Decision**  
(Pages 35 - 38)
15. **SPITALFIELDS MUSIC GRANT 2013 - 2015**  
Report of the Director of Culture, Heritage and Libraries (copy attached).  
**For Decision**  
(Pages 39 - 44)
16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
18. **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.

<u>Item No.</u>	<u>Exemption Paragraph(s)</u>
19, 20	3
21, 22	-

## **Part 2 - Non-Public Agenda**

19. **NON-PUBLIC MINUTES**  
To approve the non-public minutes of the meeting held on 12 March 2012.  
**For Decision**  
(Pages 45 - 46)

20. **RESOLUTION OF THE PROJECTS SUB-COMMITTEE OF THE POLICY & RESOURCES COMMITTEE**

Resolution, 12 March 2012 of the Projects Sub-Committee of the Policy and Resources Committee, concerning external repairs and window replacement at the London Metropolitan Archives.

**For Information**  
(Pages 47 - 48)

21. **CAXTON'S POLYCHRONICON**

Report of the Director of Culture, Heritage and Libraries (copy attached).

**For Decision**  
(Pages 49 - 64)

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

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

# Agenda Item 3

WOOTTON, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 19th April 2012, doth hereby appoint the following Committee until the first meeting of the Court in April, 2013.
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## CULTURE, HERITAGE & LIBRARIES COMMITTEE

1. **Constitution**  
A Ward Committee consisting of,
  - two Aldermen nominated by the Court of Aldermen
  - up to 30 Commoners representing each Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides) or Side of Ward
  - the Chairman of the Board of Governors of the Guildhall School of Music & Drama (ex-officio)
  - the Chairman of the Barbican Centre Board (ex-officio)
2. **Quorum**  
The quorum consists of any nine Members.
3. **Membership 2012/13**  
  
ALDERMEN  
 2 Dr Andrew Charles Parmley, Mus.M., Hon. F.G.S.  
 1 Fiona Woolf, C.B.E.  
  
 COMMONERS  
 2 Barbara Patricia Newman, C.B.E. .... Aldersgate  
 2 Sylvia Doreen Moys ..... Aldgate  
 2 Robert Allan Merrett ..... Bassishaw  
 2 Michael Welbank, Deputy ..... Billingsgate  
 2 Martin James Day, B.A., M.Sc., LL.M. .... Bishopsgate  
 2 William Harry Dove, M.B.E., J.P., Deputy ..... Bishopsgate  
 2 Oliver Arthur Wynlayne Lodge, T.D, B.Sc ..... Bread Street  
 2 Brian Nicholas Harris ..... Bridge and Bridge Without  
 2 John George Stewart Scott, J.P. .... Broad Street  
 2 Kevin Malcolm Everett D.Sc. .... Candlewick  
 2 William George Hunt, T.D., B.A. .... Castle Baynard  
 2 Henrika Johanna Sofia Priest ..... Castle Baynard  
 2 Ann Marjorie Francescia Pembroke ..... Cheap  
 2 Michael Henderson-Begg ..... Coleman Street  
 2 Mark John Boleat ..... Cordwainer  
 2 Peter Gerard Dunphy ..... Cornhill  
 2 Vivienne Littlechild, J.P. .... Cripplegate  
 2 Stephen Douglas Quilter, B.Sc.(Hons) ..... Cripplegate  
 2 Michael Robin Castle Sherlock, M.A., Deputy ..... Dowgate  
 2 Richard David Regan, Deputy ..... Farringdon Within  
 2 Anthony Noel Eskenzi, C.B.E., D.Sc., Deputy ..... Farringdon Within  
 1 Julian Henry Malins, Q.C., Deputy ..... Farringdon Without  
 2 Wendy Mead, Deputy and Sheriff ..... Farringdon Without  
 2 Janet Owen, M.B.E., Deputy ..... Langbourn  
 2 Dennis Cotgrove, B.A. Deputy ..... Lime Street  
 2 Delis Regis ..... Portsoken  
 2 Alastair John Naisbitt King, M.Sc, Deputy ..... Queenhithe  
 2 John Leslie Bird, O.B.E. .... Tower  
 2 Tom Hoffman ..... Vintry  
 2 Martin Charles Farr ..... Walbrook

#### 4. Terms of Reference

- To be responsible for:-
- (a) the City Corporation's activities and services in the fields of culture, heritage and tourism including the development of relevant strategies and policies, reporting to the Court of Common Council as appropriate;
  - (b) the management of the City's libraries and archives, including its functions as a library authority in accordance with the Public Libraries and Museums Act 1964 and all other powers and provisions relating thereto by providing an effective and efficient library service;
  - (c) the management of the Guildhall Art Gallery and all the works of art belonging to the City of London Corporation;
  - (d) the appointment of the Director of Libraries, Archives & Guildhall Art Gallery;
  - (e) the management and maintenance and, where appropriate, furnishing the City Information Centre, Temple Bar, the Monument, Prince Henry's Room, the Roman Baths (Lower Thames Street) and the tourist and events elements of Tower Bridge;
  - (f) matters relating to the City's obligations for its various benefices;
  - (g) the upkeep and maintenance of the Lord Mayor's State Coach, the semi-state coaches, the Sheriff's Chariots and State Harness;
  - (h) cart marking;
  - (i) the development and implementation of a strategy for the management of Keats House (registered charity no. 1053381) and all of the books and artefacts comprising the Keats collection, in accordance with the relevant documents governing this charitable activity;
  - (j) overseeing the City's Miscellaneous Arts and Related Initiatives Budget, including any individual funding requests above £2,000, annual budget requests and any future review of the fund;
  - (k) the management of Guildhall Library Centenary Fund (registered charity no. 206950)
  - (l) making recommendations to the Court of Common Council regarding the Cultural Strategy, the Visitor Strategy and other corporate strategies, statements or resolutions relating to any of its functions, following consultation with the Policy & Resources Committee;
  - (m) appointing such Sub-Committees and/or Consultative Committees as are considered necessary for the better performance of its duties including the following areas:-
    - Benefices
    - Keats House

# Agenda Item 6

<b>Committee:</b>	<b>Date:</b>	<b>Item No.</b>
Culture, Heritage and Libraries Committee	28 May 2012	
<b>Subject:</b> Appointment of Sub Committees and Keats House Consultative Committee		
<b>Report of:</b> Town Clerk	<b>Public</b> For Decision	
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>1. The purpose of this report is to consider the appointment of the Grand Committee's sub-committees, to approve their composition and also to appoint representatives on to the Keats House Consultative Committee.</p> <p>2. The Culture, Heritage and Libraries Committee is responsible for appointing representatives on to the following two Sub-Committees:-</p> <ul style="list-style-type: none"><li>• Reference Sub Committee</li><li>• Benefices Sub Committee (which had previously been under the control of the City Lands and Bridge House Estates Committee)</li></ul> <p>3. In addition, the Committee is also responsible for the Management of Keats House and it is proposed that some of this work continue to be undertaken via the Keats House Consultative Committee (this was previously under the control of the Keats House Management Committee).</p> <p>4. For ease of reference, details of the composition and terms of reference of the Committee's sub-committees are set out in Appendix A. Details of the representatives the Committee is requested to appoint to serve on the Keats House Consultative Committee are set out in Appendix B.</p> <p><b>Recommendations</b></p> <p>5. It is recommended that:-</p> <p>a) consideration be given to the appointment, composition and terms of reference of the following sub-committees for the ensuing year:-</p> <ul style="list-style-type: none"><li>• Reference Sub-Committee</li><li>• Benefices Sub-Committee</li></ul> <p>b) the Chairman and Deputy Chairman of the Grand Committee together with 2 other Members of this Committee be appointed to serve on the Keats House Consultative Committee.</p> <p>c) Finally, the Committee are asked to note that Alderman Robert Hall and Deputy Michael Welbank shall continue to act as Trustees of the Keats Foundation. These appointments were made by the former Keats House Management Committee in 2010 for a period of 4 years and will therefore be subject to review in 2014.</p>		

## **Main Report**

6. This report considers the appointment and composition of the Culture, Heritage and Libraries Committee's sub-committees. It also sets out details of the representatives the Committee is requested to appoint to serve on the Keats House Consultative Committee.

[NB. Any Member wishing to seek appointment to any Sub Committee is asked to notify Matthew Pitt as soon as possible on ext. 1425 or via email: [matthew.pitt@cityoflondon.gov.uk](mailto:matthew.pitt@cityoflondon.gov.uk) .

Any such notification will be treated in the strictest confidence and will only be used to assist in the running of the meeting. It should be noted that this is a request, not a requirement, and that nothing precludes a Member from waiting until the meeting before declaring their candidacy.

In the event that there are more Members wishing to seek election to any Sub Committee than there are places available, then ballot papers will be prepared and brought to the meeting for use if necessary.

**Contact:** Matthew Pitt  
Town Clerk's Department  
Tel: 020 7332 3414  
Email: [matthew.pitt@cityoflondon.gov.uk](mailto:matthew.pitt@cityoflondon.gov.uk)



## APPENDIX A – SUB COMMITTEES

### 1. REFERENCE SUB COMMITTEE: Membership – up to 13.

Up to 11 Members to be appointed by the Grand Committee (the maximum membership being 13 including the Chairman and Deputy Chairman of the Grand Committee as ex-officio members)

(Meetings as necessary to advise the Grand Committee on any matter that is referred to this Sub Committee)

### 2. BENEFICES SUB COMMITTEE: Membership 6. (formerly reported to the City Lands and Bridge House Estates Committee)

4 members to be appointed by the Grand Committee (the total membership being 6 including the Chairman and Deputy Chairman as ex-officio members)

#### Meetings in 2011/12: 1

#### 2.1 The Chairman of this Sub Committee is elected from amongst its membership. In 2011/12 the Membership comprised:-

Vivienne Littlechild (ex-officio)  
John Scott (ex-officio)  
Billy Dove  
Oliver Lodge  
Alderman Dr. Andrew Parmley  
Deputy Richard Regan, Chief Commoner

#### 2.2 Members are reminded of the requirement made under The Patronage (Benefices) Measure 1986 and The Patronage (Benefices) Rules 1987 when appointing Members to this Sub Committee. This states that whether the registered patron of a benefice is a body corporate or incorporate (as is the case with the City) then, on receiving notice of a vacancy in the benefice under the Measure, that body is required to appoint an individual who is able and willing to make a 'declaration of membership', i.e. declaring that he or she is an actual communicant member of the Church of England etc., or is a clerk in Holy Orders, and who it is intended shall act as the representative of the patron in order to discharge the registered patron's functions.

#### 2.3 One of the purposes of the Measure is to confine the exercise of Church of England Patronage to those who are 'actual' communicant members of the Church of England or of a church in communion with it.

#### 2.4 Terms of Reference:-

To consider matters relating to the City's obligations for its various Benefices.

## APPENDIX B – KEATS HOUSE CONSULTATIVE COMMITTEE

### 3. **KEATS HOUSE CONSULTATIVE COMMITTEE. (formerly reported to the Keats House Management Committee)**

**2 members to be appointed** by the Grand Committee (in addition to the Chairman and Deputy Chairman as ex-officio appointments)

**Meetings in 2011/12: 3 (Meetings at least twice yearly)**

#### 3.1 **Composition:**

The current composition is as follows:-

John Scott (Chairman) (Ex-officio)

Vivienne Littlechild (Deputy Chairman) (Ex-officio)

Deputy Dennis Cotgrove – representative of the Culture, Heritage and Libraries Committee

Deputy Michael Welbank – representative of the Culture, Heritage and Libraries Committee

Barbara Newman – representative of the Hampstead Heath, Highgate Wood and Queen's Park Committee

Nigel Steward - Heath and Hampstead Society

Jim Burge - Heath Hurst Road Residents' Association

Diana Gore - Keats Grove Residents' Association

Lee Montague - Friends of Heath Library

Claire Palmer - South End Green Association

Martin Humphery - Hampstead Conservation Area Advisory Committee

Dr Sally Brown - Keats-Shelley Memorial Association

Susan Kirby )

Marian Jolowicz ) Friends of Keats House

Dr Hillas Smith )

Jean Haynes )

Representative of the Keats Foundation – to be confirmed

#### 3.2 Meetings are to be chaired by the Chairman and Deputy Chairman of the Grand Committee who attend ex officio together with two other Members of the Grand Committee.

#### 3.3 **Terms of Reference:-**

To make representations to the Culture, Heritage and Libraries Committee about any matter which, in the opinion of the Consultative Committee, affects or is likely to affect Keats House.

## CULTURE HERITAGE AND LIBRARIES COMMITTEE

Monday 12 March 2012

**Minutes of the meeting of the CULTURE HERITAGE AND LIBRARIES COMMITTEE held at Guildhall, EC2 on MONDAY 12 MARCH 2012 at 11.00am.**

### **Present**

#### **Members:**

John Scott (Chairman)  
Vivienne Littlechild (Deputy Chairman)  
Deputy Dennis Cotgrove  
Deputy Billy Dove  
Deputy Anthony Eskenzi  
Brian Harris  
Tom Hoffman  
Deputy Catherine McGuinness  
Deputy and Sheriff Wendy Mead

Robert Merrett  
Sylvia Moys  
Barbara Newman  
Deputy Janet Owen  
Alderman Dr Andrew Parmley  
Stephen Quilter  
Alderman Philip Remnant  
Deputy Michael Welbank

#### **Officers:**

Jacqui Daniels  
Mat Lawrence  
Esther Sumner  
Mark Jarvis  
Richard Litherland  
Julian Kverdal  
William Heller  
Victor Callister  
Dr David Pearson  
Dr Deborah Jenkins  
Geoff Pick  
David Wight  
Margaret Jackson  
Sonia Solicari  
Sir Nicholas Kenyon  
Andrew Buckingham

- Town Clerk's Department
- Town Clerk's Department
- Town Clerk's Department
- Chamberlain's Department
- City Surveyor's Department
- City Surveyor's Department
- City Surveyor's Department
- Built Environment Department
- Director of Culture, Heritage and Libraries,  
Culture, Heritage and Libraries Department
- Culture, Heritage and Libraries Department
- Culture, Heritage and Libraries Department
- Culture, Heritage and Libraries Department
- Culture, Heritage and Libraries Department
- Director of the Barbican Centre
- Public Relations Officer

#### **In attendance:**

Alderman Fiona Woolf  
Ian Ritchie, City of London Festival

### **1. APOLOGIES**

Apologies for absence were received from Mark Boleat, John Bird, Martin Day, Michael Henderson-Begg, Deputy Edward Lord, Ann Pembroke, Henrika Priest, Deputy Robin Sherlock, Deputy Richard Regan and Delis Regis.

**2. DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING**

The Chairman, Mr Scott declared a personal and prejudicial interest in Item no. 12 as a Co-opted Member of the City Arts Trust. Deputy and Sheriff Wendy Mead declared a personal interest in Item no. 12 as a Trustee of the City Arts Trust.

**3. MINUTES**

The public minutes and summary of the meeting held on 17 January 2012 were approved and agreed as a correct record subject to the addition of Mark Boleat to the list of Members present.

**Matters Arising**

**City Information Centre** (page 34) The Director of Culture, Heritage and Libraries undertook to remind the Manager of the City Information Centre of the whole range of the City Corporation's interests so that the Centre may publicise all areas including the Guildhall School of Music and Drama.

**4. KEATS HOUSE CONSULTATIVE COMMITTEE**

The public minutes of the meeting held on 1 November 2011 were received.

**5. GUILDHALL ART GALLERY – TWO YEAR ADVANCE EXHIBITION PROGRAMME**

The Director of Culture, Heritage and Libraries gave a detailed presentation on the two year advance exhibition programme at the Guildhall Art Gallery.

Members discussed the proposed exhibition programme together with the increased number of visitors to the Art Gallery and the implication of that increase upon staffing levels.

A Member encouraged the Committee to attend events at the Guildhall Art Gallery and the Director undertook to ensure that, wherever possible, Members were informed of Art Gallery events by email.

RECEIVED.

**6. TRANSFER OF RESPONSIBILITY FOR FESTIVAL FUNDING BUDGETS AND OVERSIGHT OF THE MUSEUM OF LONDON SPENDING**

The Committee considered a report of the Town Clerk relating to the transfer of responsibility for Festival funding budgets and oversight of the Museum of London spending.

The Chairman reported that, whilst responsibility for the funding of the Spitalfields Music would remain with the Finance Committee, this Committee would have the opportunity to consider its programme and submit a resolution to the Finance Committee providing its views on the suitability for funding.

The Director of Culture, Heritage and Libraries Committee undertook to look into the possibility of the City of London Corporation having a representative on the governing body of Spitalfields Music.

**RESOLVED** - That the Committee endorse the changes established in the Revenue and Capital Budgets 2011/12 and 2012/13, transferring responsibility for:

- the City of London Festival's Core Grant funding and oversight from Finance Committee to the Culture, Heritage and Libraries Committee;
- the Thames Festival funding and oversight from Policy and Resources Committee to the Culture, Heritage and Libraries Committee; and
- oversight of how the grant to the Museum of London is used from Finance Committee to the Culture, Heritage and Libraries Committee. The size of the grant will continue to be determined by the Finance Committee.

## **7. CITY ARTS INITIATIVE**

The Committee considered a report of the Town Clerk relative to the Public Art City Arts Initiative.

An additional application from an art student entitled 'the 50cm2 Project' was laid round the table.

It was noted that, in view of the size of the report on this matter, in future only a summary would be circulated to Members within their Committee papers and a full version would be available to view in the Members' Reading Room and electronically, via a website link.

Members clarified a number of minor drafting issues and discussed the proposals for the HSBC gates which had been part of a wider scale improvement project for the area which had not materialised. The Director of the Built Environment confirmed that a report on the proposal would be considered by the relevant Committees in due course.

**RESOLVED:** That:—

- the application to move the Firefighters' Memorial be refused;
- the application for a New Aldgate be approved;
- the application from the Museum of London for their Lomowall, (thousands of individual tiled photographs featuring the UK Paralympic team in training) be approved;
- the Chief Commoner's approval of the temporary relocation of the Liffe Trader Statue to the Guildhall South Ambulatory be noted;
- the application from Measure for the Puss & Mew Public House Snug be approved;
- the application from the Rod Barton Gallery for their Window Dressing piece be approved;
- the approval under urgency for The Big Egg Hunt be noted;
- the proposal and approach for Year 2 of the Great St Helen's Sculpture Space be approved; and
- the application entitled the 50cm2 project be approved.

## 8. ACTION TAKEN UNDER URGENCY

The Town Clerk reported action taken under Standing Order No. 41 concerning a City Arts Initiative application from the Big Egg Hunt to stage a fund raising event for two charities: the Elephant Family and the Action for Children.

RECEIVED.

## 9. TEN KEATS GROVE, HAMPSTEAD (FORMERLY THE HEATH LIBRARY, CAMDEN)

The Committee considered a report of the Director of Culture, Heritage and Libraries concerning the future of Ten Keats Grove in Hampstead (formerly the Heath Library) which is owned by the City of London, as trustee of the Keats House Charity, but has been leased at a peppercorn rent to the London Borough of Camden since 1997.

The Director of Culture Heritage and Libraries updated Members on the current negotiations and confirmed that the need for Keats House to cover its costs was being borne in mind. In order that matters may be settled as soon as possible, delegated authority was requested to approve the detailed terms of the Licence.

After discussion,

RESOLVED - That:-

- i) the City of London takes responsibility for the management of Ten Keats Grove, following the surrender of the London Borough of Camden's lease;
- ii) the use of Ten Keats Grove should be developed in compliance with the objects of the Keats House Charity (*to preserve maintain and restore for the education and benefit of the public Keats House as a museum and live memorial to John Keats and as a literary meeting place and centre*), as a centre of excellence for the performance of poetry and creative writing and as a community facility;
- iii) the additional costs of this change will be covered through licensing and hiring arrangements with a number of cultural and community groups, primarily (but not exclusively) with the Keats community Library Phoenix Group; this will be developed through a detailed business plan and
- iv) Approval of the detailed terms of the Licence of Ten Keats Grove be delegated to the City Surveyor and the Director of Culture, Heritage and Libraries in consultation with the Chairman and Deputy Chairman.

## 10. CULTURE, HERITAGE AND LIBRARIES DEPARTMENT BUSINESS PLAN 2012/13

The Committee considered a report of the Director of Culture, Heritage and Libraries detailing the Business Plan for 2012-13 for the Department of Culture, Heritage and Libraries.

During the course of discussion the following matters were considered:-

- the dates for the opening of the White Kennett Street Library and the associated cessation of the mobile library service would be adjusted to fit the revised project schedule;
- the Director of Culture, Heritage and Libraries be requested to draft a paragraph for use in all relevant Business Plans relating to the provision of cultural activities by the organisation;
- the continued consideration of proposals regarding the use of electronic reading devices;
- acronyms should be avoided where possible but, if necessary, an index should be provided;
- future versions of the Business Plan should be shorter but may be made available electronically; and
- the screen at the base of the Monument was still to be provided and the City surveyor undertook to verbally update Members at the next meeting.

RESOLVED- That approval be given to the contents of the report and the appendices.

#### **11. CULTURE, HERITAGE AND LIBRARIES DEPARTMENT BUSINESS PLAN 2011 -2014 – Q3 MONITORING REVIEW**

The Committee considered a report of the Director of Culture, Heritage and Libraries relative to progress the Business Plan that had been made in Quarter 3 against the objectives and key performance indicators set out in the Libraries, Archives and Guildhall Art Gallery Department Business Plan 2011-14.

The Director of Culture, Heritage and Libraries explained the above target figures for visitors to Tower Bridge and staff savings as a result of the closure of Camomile Street Library.

RESOLVED: That Members note –

- i) the progress shown against our Key Objectives as set out in Appendix A to the report;
- ii) the Quarter 3 performance for 2011/12 against the Key Performance Indicators set out in Appendix B to the report; and
- iii) the financial information contained in Appendix C to the report.

#### **12. CITY OF LONDON FESTIVAL FUNDING 2013-14**

The Committee considered a report of the Director of Culture, Heritage and Libraries relative to the City of London Festival Funding for 2013-14.

The Chairman referred to paragraph 11 of the report which reported that the Barbican Centre ran the Festival's box office, on a commercial basis, at a cost of approximately £30,000 per annum and he commented that the Barbican Centre should consider whether this charge could be reduced in view of the level of partnership involved. He welcomed the further consideration of the possible relocation of the Festival and the City Arts Trust to more affordable office space.

A Member referred to a model of two hands shaking which was presented to the Irish Society and suggested that it be used as part of the Festival's Conflict

Resolution theme for 2013 and the Director of the City of London Festival undertook to look into this suggestion.

**RESOLVED** – That the total level of grants to the City Arts Trust, for the running of the City of London Festival, for 2013 and 2014, should be confirmed at £384,676, comprising £297,000 for the core grant retaining the current matched funding basis (defined as commercial sponsorship, including corporate patronage and donations, advertising income and in-kind and service sponsorship capped at 10% of Core Grant) and £87,676 for the outdoor events programme.

### **13. CULTURAL STRATEGY**

The Director of Culture, Heritage and Libraries reported that the revision of the Cultural Strategy was progressing and he hoped that a report would be submitted to the Committee thereon before the summer recess..

### **14. UPDATE PAPER: CELEBRATE THE CITY: FOUR DAYS IN THE SQUARE MILE**

The Committee considered a joint report of the Managing Director of the Barbican Centre and the Director of Culture, Heritage and Libraries relative to an event entitled 'Celebrate the City: 'Four days in the Square Mile'.

**RESOLVED** - That approval be given to the plans for a market to take place in Guildhall Yard on Saturday 23 June, running from 10am to 5pm.

### **15. QUESTIONS**

#### **Court referral of Gifts presented to the Lord Mayor**

In answer to a Member's question, the Director of Culture, Heritage and Libraries stated that the gifts which had been referred to this Committee for safe keeping were stored in a small area and, with the permission of the Mansion House, perishable goods had been disposed of and any income had been donated to the Lord Mayor's Charity. Following a stock take in the autumn, it was intended that a report would be submitted to the Committee on this matter.

### **16. URGENT ITEM**

There were no urgent items.

### **17. EXCLUSION OF THE PUBLIC**

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

**Item No.**  
18 - 21

**Exemption Paragraphs**  
3



## **SUMMARY OF MATTERS CONSIDERED WITH THE PUBLIC EXCLUDED**

### **18. MINUTES**

The non-public minutes of the meeting held on 17 January 2012 were considered and approved as a correct record.

### **19. ACTION TAKEN UNDER URGENCY**

The Town Clerk reported action taken under Standing Order No. 41 concerning Middlesex Street Affordable Housing Project and Relocation of Camomile Street Library.

### **20. LONDON METROPOLITAN ARCHIVES: EXTERNAL REPAIRS AND WINDOW REPLACEMENT CONTRACT: ADDITIONAL CONTRACT EXPENDITURE REPORT**

The Committee considered a report of the City Surveyor relative to external repairs and window replacement works at the London Metropolitan Archives building in Clerkenwell, Islington.

### **21. TOWER BRIDGE**

The Committee considered a report of the Director of Public Relations relative to Tower Bridge.

### **22. QUESTIONS**

There were no questions.

### **23. URGENT ITEMS**

There were no urgent items.

**The meeting closed at 12.20pm.**

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**CHAIRMAN**

**Contact Officer: Jacqui Daniels**  
**tel. no. 020 7332 1480**  
**e-mail: jacqui.daniels@cityoflondon.gov.uk**

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Committee(s):	Date(s):	Item no.
Culture, Heritage & Libraries	28 May 2012	
<b>Subject:</b> City Arts Initiative		<b>Public</b>
<b>Report of:</b> Town Clerk		<b>For Decision</b>
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This report presents the recommendations of City Arts Initiative Group which met on 10 April to discuss five art applications: BT ArtBox, the Pillar, Red Ball, Wild Wonder and Aldgate Walk of Art.</p> <p>The Red Ball application is recommended as it is felt to be a lively and interesting concept.</p> <p>Due to concerns about the scale and artistic merit of the BT ArtBox proposal, and the frequency at which the City is receiving these types of applications, a reduced scale scheme is recommended. Having considered a reduced list of locations, officers are recommending 3 locations: New Change, Newgate Street and Bishopsgate (subject to TfL approval). The applicant also proposes place an ArtBox on Ropemaker but as this is private land the approval of this Committee is not sought.</p> <p>The Pillar of Friendship is not recommended due to the concern about the appropriateness of the proposed location, artistic merit and maintenance concerns.</p> <p>The Wild Wonder application raises a number of very difficult issues including obstruction of the highway and concerns about advertising and is therefore not recommended. It would however remain open to the applicant to submit a planning application to host the exhibition on private land rather than Public Highway.</p> <p>The Aldgate Walk of Art application is not recommended due to concerns that it looks like adverting, could come to look tatty and the concerns raised by the Barbican and Guildhall Art Gallery about art institutions surrendering control of their promotion methods.</p> <p><b>It is recommended that:-</b></p> <ul style="list-style-type: none"> <li>• the Red Ball application be approved</li> <li>• a reduced scale BT Art Box scheme be approved with ArtBoxes located at New Change, Newgate Street, Bishopsgate (subject to TfL approval), subject to Planning Permission and resolution of technical issues to the satisfaction of the Director of the Built Environment</li> <li>• the application to place the Pillar of Friendship in the green space at the junction of Little Trinity Lane and Queen Victoria Street be refused</li> </ul>		

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| <ul style="list-style-type: none"><li>• the Wild Wonder application be refused</li><li>• the Aldgate Walk of Art application be refused</li></ul> |
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## **Main Report**

### **Background**

1. The City Arts Initiative was established to improve the management of public art in the City. It provides advice to your Committee and service Committees as appropriate on proposals for new public art, maintenance of the City's public art and if necessary, decommissioning.

### **Current Position**

2. The City Arts Initiative panel met on 10 April and considered five art applications: BT Art Box, The Pillar of Friendship, Red Ball, Wild Wonder and the Aldgate Walk of Art.
3. As previously agreed by your Committee, full details of the applications are available in the Members' Reading Room or at request from the Town Clerk.

### **Proposals**

#### **RedBall**

4. RedBall UK is a project with Kurt Perschke to bring his 15 foot inflatable RedBall to the UK. The RedBall is located playfully in unexpected locations, and there has been an application to place the RedBall on the Millennium Bridge for 7 hours on 30 June 2012. The ball would rest in the void where the footbridge forks and descends and the southern end.
5. The RedBall has toured internationally and its UK tour is being funded by the Arts Council England.
6. The City Arts Initiative Group felt that this was an excellent and interesting proposal which they were happy to recommend to your Committee. The group noted that the applicant should inform both Southwark and the Tate of the proposal. It was also suggested that it would be preferable for the RedBall's visit to coincide with the Celebrate the City Weekend on the previous weekend. This was explored with the applicant, but unfortunately the RedBall is already booked to be exhibited elsewhere on that weekend.
7. It is recommended that the RedBall application be approved.

#### **BT ArtBox**

8. The BT Art Box proposal was submitted by SML Marketing and Events Ltd on behalf of BT and Childline. The proposal is for a London wide art exhibition which uses the iconic BT phone box as a basis for art – creating unique "ArtBoxes". At the end of the month long exhibition, the company

will auction the ArtBoxes with 50% of the money raised donated to Childline. They aim to raise over £1 million. The application stated that they were intending to place 80 ArtBoxes across London with 20 located within the City.

9. In considering the application, the City Arts Initiative noted the good cause but expressed some concern about the number of these types of applications which have been received, and the fact that the art produced is not always of the highest quality. This is of a particular concern when non-professional artists (such as celebrities) create the pieces, as is suggested for some of the ArtBoxes.
10. The Group also discussed a number of technical issues which needed to be resolved:
  - How the ArtBoxes will be anchored / fixed to the ground. They will need to be secure but concern was expressed that some types of fitting would entail a lengthy installation and take down time.
  - Some of the locations proposed conflict with other events
  - Size of the logo on the final pieces as this could conflict with the City's policies on advertising
  - Some of the proposed locations are on TfL highway
  - It was confirmed that Planning permission will be required
11. Given the nature of the proposal, it was felt that it did not offer anything new artistically and that there are a number of technical issues which need to be resolved, the group were not inclined to recommend the proposal for approval wholesale. Rather than recommending refusal, it was agreed to recommend a small scale project with a number of caveats:
  - A reduced number of ArtBoxes at agreed locations, with New Change, Newgate Street and Bishopsgate (subject to TfL approval). The applicant would also like to place an ArtBox on Ropemaker but as this is private land the approval of this Committee is not sought.
  - Professional artists rather than celebrities to curate the ArtBoxes in the City. This has been confirmed by the applicant.
  - Resolution of the technical issues highlighted to the satisfaction of the Director of the Built Environment, and an application for Planning Permission.

## The Pillar of Friendship

12. The Worshipful Company of Blacksmiths have applied to locate their Pillar of Friendship at the junction between Little Trinity Lane and Queen Victoria Street. The Blacksmiths have previously applied to have this piece located in the City, and this request was turned down. This application advances on the previous application by offering a clear proposal on the location and making some suggestion as to the maintenance of the piece.
13. The City Arts Initiative had three concerns about the application: artistic merit, location choice and maintenance arrangements.
14. The piece was created as a part of an international project with the British Artist Blacksmith Association to bring together blacksmiths across the world together in friendship. While undoubtedly a laudable aim, the group did not feel that the final piece was artistically excellent nor conveyed its intended message in a way pertinent to the proposed City location or the City more generally.
15. As illustrated in the photomontage bellow, the structure does not suite the proposed location as it appears cramped and crowded:



16. The application suggested that there would be no maintenance requirements due to the materials used, and that in regard to periodic maintenance required (such as painting), they “are sure this could be dealt with jointly by the Worshipful Company of Blacksmiths and the British Artist Blacksmith Association”. This was felt to be a concerningly woolly suggestion, and one that did not take into account the possibility of damage or graffiti.

17. Due to these considerations, the proposal to locate the Pillar of Friendship at the junction between Little Trinity Lane and Queen Victoria Street is not recommended.

### Wild Wonder

18. The company Life Exhibitions have applied to locate the Wild Wonders exhibition at Paternoster Square and St Paul's Churchyard. The exhibition is a touring series of large format wildlife photographs which is funded through a combination of grants and sponsorship. Members of the City Arts Initiative had seen the photographs elsewhere, and it is apparent that photographs are high quality.
19. There are two key in regards to this application: location and sponsorship/advertising. Issues of sustainability, practicality and exhibition condition were also discussed. Due to the scale of the exhibition and the fact it would be in place for three months, it was confirmed that planning permission will be required.

### *Location*

20. The proposed location was considered in its two distinct parts - Paternoster Square and St Paul's Churchyard. Paternoster Square is privately held while St Paul's Churchyard is an area of public highway. As Members will be aware, the remit of the City Arts Initiative and your Committee relates to art applications on City land – not privately owned land as in the case for Paternoster Square. Setting aside Paternoster Square for a moment, as St Paul's Churchyard is public highway, this raises very serious issues of obstruction (as was the case with the Occupy London Protest in the same location), and also of maintaining views of the Cathedral. Officers therefore concluded that St Paul's Churchyard was not an appropriate location for the exhibition.
21. As Paternoster Square is privately held land, it is within the remit of the landowner to apply for planning permission should they want to host the exhibition. The determination of a Planning Application is a matter for the Planning and Transportation Committee. The City Planning officer advised that in considering the application the balance between art and marketing of the sponsoring companies would be considered in line with the City's policies on advertising as discussed below. The obligations of the landowner to provide public space and the impact on the exhibition on this provision would also be considered.
22. The group noted that due to the scale of the exhibition proposed and the size of the photographs the applicant would find it difficult to find a suitably sized location within the City.

### *Sponsorship / advertising*

23. The information accompanying application included information on the sponsorship packages which include co-branding, a marketing tent, exhibition partner boards measuring 180cm x 120cm and the main partner logo on each exhibition display board. It would be important for the applicant to demonstrate an appropriate balance between art and sponsorship, and to ensure that the exhibition complied with the City's policies on advertising.

### *Other issues*

24. In considering the application, the City Arts Initiative also discussed a number of other issues. It was noted that a power supply is required for each display board and concern was raised about the practicality of this. Given the environmental focus of the exhibition, the group were disappointed by the lack of information on the sustainability of the project. Given that the exhibition has been touring since 2010, it was suggested that it would be appropriate to seek reassurance as to the condition of the exhibition by the time it arrived.
25. Due to the significant issue of highway obstruction at St Pauls Churchyard, this application is not recommended. It remains open for applicant and landowner to submit a planning application to host the exhibition on privately held land.

### Aldgate Walk of Art

26. The City Arts Initiative considered an application developed with the London Metropolitan University for the Aldgate Walk of Art. The Walk of Art would be made up of jet washed graphic markings on the pavement which would like together a series of coloured stencilled chalk markings designed by East London artists. The proposal focuses predominately on Aldgate and East London with only a few locations within the City:
  - Barbican Art Gallery and Curve
  - Museum of London
  - Goldsmiths' Hall
27. It was noted that while the Guildhall Art Gallery had not been included at all, Barbican had not been consulted with. Both institutions expressed some concern about not having the ability to control their own marketing and promotion techniques.



28. The Director of the Built Environment expressed serious reservations about promoting these kinds of markings on street as the City has already had to remove various attempts at guerrilla marketing in this format. Concern was also expressed that the markings could deteriorate and come to look tatty. Overall it was felt that much more effective methods could be employed to encourage visits to arts venues in the City and East London. For these reasons, the Aldgate Walk of Art is not recommended.

### **Implications**

29. The City Arts Initiative was formed to support the City's management of public art which supports the "vibrant and culturally rich" strand of the City Together Strategy and the delivery of the Cultural Strategy.

### **Conclusion**

30. This report summaries the discussions of the City Arts Initiative and presents recommendations in relation to the public art applications considered on 10 April 2012.

### **Background Papers:**

Full details of the applicants are available in the Members Reading Room or at request from the Town Clerk.

### **Contact:**

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<b>Committee:</b>	<b>Date:</b>	<b>Item no.</b>
Culture, Heritage and Libraries	28th May 2012	
<b>Subject:</b> Use of London Metropolitan Archives as a Corporate Disaster Recovery Centre.	<b>Public</b>	
<b>Report of:</b> The Chamberlain	<b>For Decision</b>	
<div><b><u>Summary</u></b></div> <p>The City of London’s contracted disaster recovery (DR) facility is due to expire in December 2012. A project is in progress to review options and make a recommendation for the future provision of the City’s DR service. At present, there are two short-listed options both of which include use of the London Metropolitan Archives (LMA) public work space and PCs for use by City staff in the event of a major emergency. One of these options includes the building of a new computer room within the LMA.</p> <p>The use of the LMA offers a number of benefits to the organisation including a lower whole life cost when compared to procuring a similar service from a 3<sup>rd</sup> party hosting company. It maximises use of existing corporate assets and would be undertaken at no cost to the LMA.</p> <div><b>Recommendations</b></div> <div><b>It is recommended that:-</b></div> <p>Subject to the Outline &amp; Detailed Options Appraisal approval of the Project Sub Committee and Resource Allocation Sub-Committee, the Committee endorse the use of the London Metropolitan Archives as part of the City’s critical DR infrastructure.</p>		

## **Main Report**

### **Purpose of Report**

1. This report details work to relocate the City's disaster recovery (DR) facility. Having identified a number of potential options for the City's DR facility this report seeks approval to use the London Metropolitan Archives building (LMA) for the re-location of c100 staff in the event of a major

emergency and optionally the use of the LMA to accommodate a new computer room.

## **Background**

2. The City of London's main corporate disaster recovery (DR) site is based at IBM Harbour Exchange, Docklands. The City contracts for a computer room for City IT equipment and a recovery suite able to accommodate c120 City staff with access to 100 PCs.
3. The contract with IBM has been in place since 2007 and is due to expire in December 2012.
4. Security & Contingency Planning have been tasked with reviewing the City's DR requirements with a view to ensuring they are;
  - a. adequate as opposed to gold-plated
  - b. as inexpensive as they reasonably can be

## **Consideration of Options**

5. A project group formed of Town Clerk's, Chamberlain's and City Surveyor's staff has been considering a number of options to meet the City's DR requirements once the existing contract with IBM expires in December 2012. These have included; a tendered contract for the provision of a computer room and a recovery suite, use of City buildings<sup>1</sup> for an in-house service and a shared service with another London Authority.
6. Having considered the alternatives the options have been narrowed to two, both of which propose the use of existing space and facilities at the London Metropolitan Archives (LMA).
7. Option 1 consists of building a computer room of approximately 50m<sup>2</sup> adjacent to the LMA's existing IT computer room. This would accommodate the City's DR IT infrastructure. The LMA's public PC terminals and work space would be used to accommodate the City's critical users in the event of the City's DR plan being invoked.
8. Option 2 consists of tendering for a hosted 3<sup>rd</sup> party computer room to accommodate the City's DR IT infrastructure. This would be connected by fibre cabling to the LMA and potentially other City buildings. As per Option 1, the LMA's public PC terminals and work space would be used to accommodate critical users.

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<sup>1</sup> A number of City properties were considered including Walbrook Wharf and Billingsgate Market.

9. Full details of the options appraisal will be submitted to Project Sub-Committee in due course.

### **Consideration of Benefits**

10. The main benefit of using the LMA is the corporate efficiency achieved through re-using an existing City asset in the form of the public work area and PCs, the main alternative being to continue to pay a 3<sup>rd</sup> party to provide a recovery suite.
11. If option 1 is assessed to be the preferred option then LMA will benefit from having the new computer room on-site as local LMA server equipment could be located alongside the City's DR IT infrastructure, the new computer room providing a clean environment, fire suppression and a degree of power resilience, none of which are available in the existing LMA computer room.

### **Impact & Implications**

12. Enabling Works  
Significant building works will only arise if option 1 is selected. The City Surveyor's department will oversee these works and are aware of the importance of minimising disruption on both staff and public service. A benefit of building a new computer room rather than extending the existing room is that LMA IT services should not be adversely affected whilst work is in progress.
13. DR Testing  
In order to ensure the availability of the DR environment regular testing will be required. Tests take two forms;
  - i) technical tests which can be conducted on spare IT equipment and without affecting the public service,
  - ii) an annual user test. This would likely require two consecutive test days. Options to conduct the annual test on Friday/Saturday to avoid disruption to the public will be considered.
14. DR Invocation  
Were the City to invoke its DR facility then the public would need to be excluded from the LMA for the duration of the invocation. Whilst this would have a significant impact on the LMA's public service it should be noted that the likelihood of the City invoking is small.
15. Costs  
The option selection and funding are subject to approval of the Project Sub-Committee and Resource Allocation Sub-Committee. Should option 1 be approved it will be recommended that costs for the new computer room and

the necessary enabling works, including reasonable relocation costs for existing staff or work space to alternative areas, should be funded from the Capital Allocations for New Schemes.

16. On-going revenue costs for power and maintenance of the proposed computer room will be separately monitored and budgeted for, as would on-going costs arising from the use of LMA facilities for the purposes of corporate DR, to ensure that this is implemented at no cost to the LMA.
17. This project aligns with the corporate efficiency requirements and seeks to maximise corporate resources with any reduction in revenue requirement being used to pay-back the capital implementation costs.

### **Corporate & Strategic Implications**

18. The proposal reflects the Corporation's policy towards maintaining services whilst looking for ways to reduce expenditure. The two options under consideration use existing City infrastructure and assets to mitigate a low frequency high impact risk.

### **Conclusion**

19. This report provides a summary of two options under consideration for the provision of the City's DR facility after December 2012 at which time the existing arrangements are due to cease.
20. Both of the options under consideration would utilise the LMA's existing public work space and PCs for staff use in the event of a major emergency requiring the City to invoke its IT DR plan.
21. The project is subject to; approval by the Corporate Project Sub-Committee, the completion of detailed design analysis and whole life costing and approval of capital funding by Resource Allocation Sub-Committee.
22. The Committee is asked to consider the options and benefits of using LMA as a key component of the City's DR infrastructure and to approve its use for the purpose described.

### **Contact:**

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Committee(s):	Date(s):	Item no.
Culture Heritage & Libraries	May 2012	
Subject: Progress against CoL Investors in People Action Plan	Public	
Report of: Director of Culture Heritage & Libraries	For Information	
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>The Culture Heritage &amp; Libraries Department agreed to report on progress against the corporate Investors in People Action Plan twice a year. This is the first progress report since our restructure. The next progress report will be submitted in November 2012.</p> <p>Appendix A sets out examples of progress in the form of initiatives, projects and working practices from across the Department which support the corporate evidence.</p> <p><b>Recommendation</b></p> <ul style="list-style-type: none"><li>• I recommend that Members receive the information contained within this report.</li></ul>		

## **Main Report**

### **Background**

1. Members will be aware that arising from the corporate Investors in People Rolling Review carried out in 2011, an action plan was produced for all departments to undertake. There was a noted focus on Learning & Development (L&D) evaluation as a key improvement area. This action plan was agreed by Summit Group (7 November 2011) and Chief Officers Group (25 November 2011).
2. Chief Officers agreed to report back to two Committee meetings per year on progress made against (relevant) actions in the plan. Our Department agreed to report in May and November each year to keep up the momentum and awareness of the importance of the Investors in People principles.
3. Since the Rolling Review was carried out, the Department has undergone a restructure and our actions going forward incorporate areas previously under the control of Libraries, Archives and Guildhall Art Gallery, Environmental Services and Public Relations departments.

### **Current Position**

4. We have undertaken a number of initiatives and projects following the restructure to engage staff and help facilitate the change process. These include reviewing the Learning & Development evaluation process in the

Department; promoting regular team meetings; revitalising the internal departmental newsletter; setting up a new cross-departmental group of representatives from all sections to stimulate internal communication; and participating in a corporate project being run by Susan Lacey, Corporate L&D Manager.

5. The corporate action plan has been used as a template for examples of our departmental working practices, actions and evidence, see Appendix A.

### **Proposals**

6. It is proposed to report to your Committee twice a year (May and November) on progress made against the corporate action plan and therefore, to help provide continuing evidence for the overall corporate actions and assessments.

### **Corporate & Strategic Implications**

7. The information in this report fits in with our corporate policies and objectives through investing in our staff to help achieve the objectives in the Corporate Plan, the City Together Strategy and our departmental Business Plan.

### **Conclusion**

8. Headline departmental progress against the corporate Investors in People action plan has been documented and set out for your Committee in Appendix A. Further progress will be reported in November 2012.

### **Background Papers:**

Investors in People Review feedback and Corporate Action plan 2011 report to Chief Officers Group - 25 November 2011.

### **Appendices**

Appendix A: CHL Action Plan

### **Contacts:**

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## Culture Heritage & Libraries Department – Progress Examples against Corporate Action Plan: Appendix A

**KEY:**

**B&CL = Barbican & Community Libraries**

**CBL = City Business Library**

**GHL = Guildhall Library and Bibliographical Services**

**HS = Heritage Services** [LMA = London Metropolitan Archives/KH = Keats House/GAG = Guildhall Art Gallery]

**VD&S = Visitor Development & Services** [TB = Tower Bridge/CIC = City Information Centre/VDT = Visitor Development Team]

<p><b><u>Corporate Assessment</u></b>  <b><u>Action points from the Corporate Investors in People Rolling Review</u></b>  <b><u>June 2011</u></b></p> <p><b><u>Development Points</u></b></p>	<p><b><u>By whom</u></b></p>	<p><b><u>Timescale</u></b></p>	<p><b><u>(Corporate)</u></b>  <b><u>Action to be taken</u></b></p>	<p><b><u>CH&amp;L Actions/Evidence</u></b></p>
<p>Not all people are involved in planning, and view it as a top down process</p>	<p>Performance Management Team/Business Planners/senior managers/ team leaders in departments</p>	<p>June 2012</p>	<p>Continue to review all communications and internal communication channels and ensure that strategic objectives are understood. Ensure senior managers do not just tell people but listen. All people to be involved and ensure front line staff are included.</p> <p>Identify areas of good practice already existing within departments and share these.</p> <p>Continue with 6 monthly business planners meetings.</p>	<p>Between Dec 2011 and Feb 2012, Carol Boswarthack (Service Head) met with every B&amp;CL member of staff individually to explain the business plan, the financial situation and the need for change and asked their advice on what needed to be streamlined. Some excellent information came out of this and the work of every team is currently being scrutinised by the professional staff in order to streamline processes and disseminate skills to all. This is a B&amp;CL and a Barbican Adult Lending Library objective.</p> <p>In addition, the draft service summary business plans were sent to every member of B&amp;CL staff for comment prior to adoption and this was also raised at staff meetings.</p>

## Culture Heritage & Libraries Department – Progress Examples against Corporate Action Plan: Appendix A

<p>Whilst there has been and continues to be copious consultation over change and reviews, some people do not experience this as 'genuine'. This is a hard one to get right.</p>	<p>Change Champions/PP2P network /Communications team/HR Business Partners/team leaders</p>	<p>June 2012</p>	<p>Pilot change networks to be set up in a few departments with participants meeting every 2 weeks. They will be trained in change management and it is expected that a full network will be rolled out from September 2011. Consultations to take place with all interested parties and all departments to ensure the best use of resources and time especially the existing networks such as business planning, communications and HR Business Partners. Also continue to discuss at officer Transformation Board. Training in change to take place</p> <p>Continue talking to Unions and exploring whether any supportive strategies can be put in place.</p>	<p>David Wight (VD&amp;S Service Head) and Jamie Bottono (Operations Manager, Tower Bridge) are the Departmental Change Champions for the PP2P project. A presentation was given to a Senior Managers Forum meeting in Feb 2012.</p> <p>Staff suggestions were sought as part of the budget review exercise in 2011. In Heritage Services, for example, 36 suggestions were received from 24 members of staff, from different sites/teams/levels. The suggestions were reviewed by a small panel who asked for more information and considered which suggestions were worth pursuing. About three quarters of the suggestions were pursued. Some were implemented straightaway, others needed more work and came on stream later in 2011, others were found to be impractical when looked at closely. All contributors were advised if their idea was being taken forward or not (and the reasons if not).</p> <p>(One suggestion, from Blair Mills in the Building Services team at LMA about switching heating for archive stores from day to night, saved thousands of pounds and has been shared with Surveyors who are going to enable other departments to do likewise).</p> <p>A follow-up presentation was made to all Heritage Services staff in Nov 2011</p>
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## Culture Heritage & Libraries Department – Progress Examples against Corporate Action Plan: Appendix A

				by Charlie Turpie at Big Picture staff meetings. Blair Mills also presented his heating savings idea separately. Staff fed back that they found the presentation interesting, partly because many of them had contributed ideas but also because of the insight it gave into the decision making process at work.
Some staff do not currently feel valued by what they perceive as worsened pay arrangements.	HR Business Partners/all managers	June 2012	<p>All managers to be aware of possible staff issues and to have received development to enable them to provide the necessary support.</p> <p>Ensure staff are able to cope with any further changes.</p>	<p>Within the department managers are encouraged to identify areas for development to enable them to provide the support required by staff.</p> <p>Where required, staff are directed to the Employee Assistance Programme/ Occupational Health to help them cope.</p> <p>The weblog of the Bibliographic Services section of the City of London Libraries began in January 2012 where staff can talk about work they are doing which may be of interest to others. This is a public (readable) blog which has provided a voice to a section of staff who previously felt undervalued. A prime example featured in April 2012 with a series of documents on Food and Drink that they were working on. Titled 'Work and Expression'.  <a href="http://citybibs.wordpress.com/">http://citybibs.wordpress.com/</a></p>
The only unpopular initiative is the	Chief Officers/HR/	June 2012	Discuss how and whether	We have introduced a departmental

## Culture Heritage & Libraries Department – Progress Examples against Corporate Action Plan: Appendix A

changes to flexi time arrangements - perhaps communications could have been handled in a different way?	Communications team		<p>communications could have been improved and how people actually receive and perceive messages. Include in the discussions, the way managers communicate changes to teams/people.</p> <p>Reinforce the message that COG are responsible for agreeing changes in policies and that they take ownership of communicating messages in a supportive way.</p> <p>Introduce more development options for managers on how to deliver difficult messages.</p>	<p>Internal Comms/Consultation/liP Working Group which meets quarterly to discuss work from all areas. All service areas are represented and action points monitored to ensure progress is made. Reps are responsible for disseminating the information/minutes to their service areas and Service Heads and can be from any grade/level.</p> <p>Our staff newsletter Intercom(s) has undergone a revamp and includes articles from across the Department.</p>
Some people feel that the corporate values are too broad and, therefore, too nebulous to translate into everyday practice	Chief Officers/senior managers/team leaders/communication team	June 2012	<p>Need to promote core values via CoL communications and link these into core behaviours.</p> <p>Drip feed information to people and repeat on occasions – make it 'alive' for people.</p>	<p>The latest initiative for the Department to demonstrate buy-in to corporate policy was a collection of toiletries for the homeless charity, Broadway. 3 carrier bags full were donated by staff.</p> <p>We had a total of 395 student visitors from outside the City attend organised tours of the CBL in 2011/12 and continue to host students for work experience. The most recent was from the Peter Jones Foundation with a brief to draft proposals for the printed publicity for CBL and its stock.</p>
Whilst leadership has undeniably improved at all levels, there are still a few inconsistencies in behaviours, especially in relation to people management. It is clear that there is an awareness of this and it is being	L&D Manager/Corporate HR/Chief Officers Group/all managers	June 2012	<p>Ensure that development opportunities are reviewed on a regular basis and are offered to the correct level of people and managers. Evaluate the impact and monitor behavioural changes.</p>	<p>Performance &amp; Development Appraisals have taken place with L&amp;D needs updated.</p> <p>A senior manager (B&amp;CL) recently took part in the Ashridge programme</p>

## Culture Heritage & Libraries Department – Progress Examples against Corporate Action Plan: Appendix A

consistently addressed.			Investigate the leadership/management development required for the middle management level of staff.	<p>in order to better equip him for his new role and has found it useful – particularly the network of people he is now in touch with.</p> <p>Team meetings are held in all areas on a regular basis.</p> <p>The CIC holds four TEAM DAYS a year when the team are brought together to discuss issues raised by mystery shopping assessments and CIC Survey results as well as issues of concern to all.</p>
<p>The evaluation of learning and development investment in most departments is still not fully understood and undertaken. There is a top level commitment to finding ways in which to not only ensure that this situation improves, but also to support and simplify the process.</p>	<p>L/D Manager/Corporate HR/Chief Officers Group/HR Business Partners/all Departments SMT's</p>	<p>June 2012</p>	<p>Ways are being explored to ensure that there is a consistency of approach across all departments. A fresh approach flow chart is being prepared and the links with regular reporting through the Service Committees quarterly reporting process are also being considered.</p> <p>The use of internal communication methods such as YAMMER is also being considered to enable a story to be told.</p>	<p>CH&amp;L recently took part in an evaluation project being run by Susan Lacey (corporate HR) and Karen Corley of Economic Development to look at the current methods of evaluating L&amp;D.</p> <p>The use of YAMMER to promote events, gain feedback and share knowledge has started to take hold in CH&amp;L, especially in GAG. A few of our staff have had to learn social media tools fairly quickly and what they can effectively be used for.</p> <p>Where new corporate initiatives are introduced that may affect all staff, the Head of Visitor Development selects a “champion” from his team, to research the project and feedback information to the CIC staff and VDT. A recent example is the appointment of the Deputy Manager at the CIC as</p>

Culture Heritage & Libraries Department – Progress Examples against Corporate Action Plan: Appendix A

				<p>champion for PP2P – this he is currently researching with the idea that he will share the results and impacts for the CIC and VDT at their respective team meetings. This approach helps to foster ownership of projects within the team and enhance the team’s understanding of the initiative overall.</p> <p>In B&amp;CL, the Departmental training request and evaluation form is used comprehensively.</p>
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**N.B.** Some areas of evidence may cover more than one Development Point.

<b>Committee:</b>	<b>Date:</b>	<b>Item no.</b>
Culture, Heritage & Libraries Committee	28 May 2012	
<b>Subject:</b> Keats House Business Plan 2011-2012: quarter 4 report (CHL 2012-03)		<b>Public</b>
<b>Report of:</b> The Director, Culture, Heritage and Libraries Department		<b>For Decision</b>
<p style="text-align: center;"><b><u>Executive Summary</u></b></p> <p>This report summarises progress during the fourth quarter of 2011-12 in delivering the Keats House Business Plan. It also updates members on the present position concerning Ten Keats Grove (paragraph 10) in relation to which the City has begun to develop its own programme of events and activities there to support the Keats House charity and has also granted a licence to the Keats Community Library for it to run a community library service on the premises.</p> <p>As far as the business plan objectives are concerned, the following progress can be noted:</p> <ul style="list-style-type: none"> <li>• <i>Objective 1 - To promote usage of Keats House by carrying out the 2011/2012 events, education and community programmes to the Local Performance Indicator targets. The programme for the final quarter has been completed with increased numbers across all the indicators.</i></li> <li>• <i>Objective 2 - To improve the long term sustainability of Keats House and its services by supporting the Keats Foundation, specifically its organisational structure and formal charitable status, fundraising and promotional events</i> <b>The formal winding up of the Friends and the creation of a single support network for Keats House through the Foundation is almost complete. A programme of events for 2012 has now been agreed with the Foundation.</b></li> <li>• <i>Objective 3 - To promote usage of the house and engagement with the collections through the Keats Letter project. The educational projects associated with the purchase of the letter and funded by the Heritage Lottery Fund have been completed to target. The project will end formally at the Keats Festival in June.</i></li> </ul> <p>Performance as against indicators is as follows:</p> <ul style="list-style-type: none"> <li>• <i>KHLPI01: The number of usages of the museum (target 18,000) actual = 25,797</i></li> <li>• <i>KHLPI02: The number of those usages that were visits in person (target 17,000) actual = 22,775</i></li> </ul>		

- *KHLPI03: Overall visitor satisfaction (adults) (95%) 96% - this is based on returns to the annual visitor survey carried out during August and September.*
- *KHLPI04: The number of pupils visiting the museum in organised school groups (target 650) actual = 750*

### Recommendations

It is recommended that the report be noted

## Main report

### **Current position: objectives**

Objective 1 - To promote usage of Keats House by carrying out the 2011/2012 events, education and community programmes to the Local Performance Indicator targets

1. As well as the now regular programmes for Twelfth Night and Valentine's Day, the house has hosted a range of events including Regency craft sessions, an evening of readings to celebrate the bicentenary of the birth of Edward Lear and a two day symposium on Bram Stoker, the centenary of whose death fell in 2012. The symposium was organised by the University of Hertfordshire as part of its MA in English Literature: Modern Literary Cultures and included papers by academics, writers and film historians, including a keynote address by Sir Christopher Frayling.
2. The programme for the annual Keats Festival (1-10 June) has been finalised during this quarter with over 40 events taking place during the 10 day period. Activities include readings, music, talks, family workshops, art, craft and creative writing. For the first time it has been possible to use Ten Keats Grove and this has allowed for a greater number and range of events than could previously be organised.

Objective 2 - To improve the long term sustainability of Keats House and its services by supporting the Keats Foundation, specifically its organisational structure and formal charitable status, fundraising and promotional events

3. As has been reported previously, the Friends of Keats House have agreed to wind up their own organisation and transfer their assets to the Foundation. This process is nearing its conclusion and a celebration event was held in early May for both the Friends and Foundation supporters. The



actor Roger Lloyd Pack, assisted impromptu on the night by Dame Janet Suzman, gave an outstanding reading from Keats' odes and letters and there was a special display of printed and manuscript material from the collection.

4. The Foundation now has a programme arranged for the year which includes a garden party on 11 July, an autumn event with the 2012 poet in residence John Hegley, an annual meeting and event on 31 October (to mark the date of Keats' birth) and the Chairman's lecture in December. There will also be three newsletters issued during the year.

Objective 3 - To promote usage of the house and engagement with the collections through the Keats Letter project

5. The project is based around the letter which was written in 1820 at the house by John Keats to Fanny Brawne and which was purchased at auction in 2011 with funding from the Heritage Lottery Fund (HLF), the Friends of the National Libraries, the V&A Purchase Fund and the Friends of Keats House. As part of the HLF's grant, we also obtained £10,000 to develop interpretation work around the return of the letter to the house.
6. As part of the main programme, *Love Letters to London*, there have been two further sessions with the Mencap group in Brent which focused on graphic art, writing and model-making and the writer Anjan Saha, together with the Keats House volunteers, held a well attended creative writing drop-in session at the house. There were also four creative writing sessions for the young poets forum led by Anjan and the poet Aiofe Mannix. The programme will formally conclude and be celebrated at the Keats Festival when there will be several workshops run by Anjan, the artist Cos Ahmet and the poet Rommi Smith.
7. The schools aspect of this project, 'The Art and Craft of the Letter: Literacy & Language', has involved sessions for visiting primary groups. These have been well received by the children who have taken part and more sessions have been booked during the summer term. It is likely that this will become part of the permanent schools programme at the house.
8. The project has also been highlighted by papers at two recent events, the *Manuscripts Still Matter* conference at the British Library organised by the UK Literary Heritage Working Group and a seminar at Strawberry Hill House arranged by the personality museum group Old Houses, New Visions.

**Current position: performance indicators**

9. The figures for each type of usage are well up on target. The increase in the number of visitors has been spread across the year and has not impacted on the quality of the experience that the house offers.

**Current position: Ten Keats Grove**

10. The London Borough of Camden formally surrendered its lease of the Heath Library (now known as Ten Keats Grove) premises as of 16 April 2012. It closed its public library on 31 March and in the following two weeks undertook a large number of dilapidation works agreed with the City. It also allowed City staff on site to carry out key work during that period, particularly the re-creation as a single space of the area, now known as the Nightingale Room, that had been divided between Camden's children's library and the Keats Memorial Library. This room has a capacity twice as large as the Chester Room in the house and will be a significant resource in the future.
11. The City has also granted a licence to the Keats Community Library (KCL) to run a community library within the site. KCL operates a six day a week adult service and uses the Nightingale Room three days a week for a children's library service. On the other three days Keats House uses the room for its events, educational and community programmes.

**Strategic implications**

12. The role and work of Keats House meets the requirement of the Vibrant and Culturally Rich theme of The City Together's Community Strategy and the corporate objective *'To support and promote the City as a cultural asset and to encourage greater vibrancy and diversity in cultural and leisure activities'*

**Conclusion**

13. Delivery on all three improvement objectives has been significant during 2011-12. The future use and development of Ten Keats Grove will continue to be the largest factor governing the work of the Keats House charity during the coming year.

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Committee(s):	Date(s):	Item no.
Culture, Heritage & Libraries Finance	28 May 2012 29 May 2012	
Subject: Spitalfields Music grant 2013, 2014, 2015	Public	
Report of: Director, Culture, Heritage & Libraries	For Decision	
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>Spitalfields Music has been in operation since 1976 and funded by the City of London Corporation since 1996.</p> <p>It has a clearly defined role within the City arts portfolio with a programme which joins world-class artists with the Tower Hamlets community through festivals and Learning and Participation Programmes. This summer this is illustrated by its very distinctive contribution to the Celebrate the City weekend.</p> <p>This report sets out Spitalfields Music funding application for 2013/14, 2014/15 and 2015/16.</p> <p><b>Recommendations</b></p> <ul style="list-style-type: none"><li>• To fund Spitalfields Music for 2013/14, 2014/15 and 2015/16 with a grant of £45,000 per annum. This represents a 10% cut to the previous level of grant to Spitalfields Music, in line with that applied to other City arts organisations.</li></ul>		

## **Main Report**

### **Background**

- Spitalfields Music has received grants from the City of London Corporation since 1996. The grant is given to support the full range of the charity's work including its two annual music festivals and its year round Learning and Participation Programme. The grant is made from the City Educational Trust Fund, which is controlled by the Finance Committee. Following on from the governance review and the subsequent rationalisation of funding responsibilities for festivals, it was agreed that confirmation of the grant will continue to be the responsibility of the Finance Committee, but it will take advice from the Culture, Heritage and Libraries Committee as to whether Spitalfields Music is worthy of continuing funding, on artistic and cultural grounds and in the context of the City's Cultural Strategy.

2. The City of London's grant sits alongside grants from the London Borough of Tower Hamlets and Arts Council England, London. Together these sources provide a bedrock of support which amounts to 20% of Spitalfields Music's income. Together they act as a powerful lever for the rest of the income which is earned or fundraised on an annual basis. In 2011/12 Spitalfields Music will generate £22 in income for every £1 donated by the City of London Corporation.
3. Spitalfields Music was founded in 1976 and five years later it established its year-round Learning and Participation Programme. Now it reaches a live audience of 30,000 people, a broadcast audience of c. 1.2million and offers c. 250 music workshops each year in Tower Hamlets for participants aged 2 days – 97 years old.
4. The aim of the charity is to change lives and aspirations through music in Tower Hamlets. Its reputation and unique characteristic is that its festivals and its Learning and Participation Programme have equal status for the charity and these two aspects have a strong influence on each other. World-class artists and local people are at the heart of both.
5. The charity's impacts are wide ranging within the area – these are three examples:
  - an economic impact in Spitalfields of £2.5 million a year through its festivals, employment and training
  - helping the Royal London Hospital reduce the length of hospital stay for newborn babies by placing music projects in its post-labour wards
  - helping increase academic attainment in 15 primary schools in Tower Hamlets.
6. Spitalfields Music has strong relationships with other City arts charities and a distinctive role to play within the City's arts portfolio. This summer, for example, Spitalfields Music is organising a community day in and around Spitalfields Market as part of the Celebrate the City weekend. Its contribution will involve partners from Crisis, Spitalfields Community Group, Spitalfields City Farm, Providence Row, Toynbee Hall, Swanlea School, bringing a range of community partners into the Celebrate the City project. Through regular dialogue with City partners, Spitalfields ensures that it can bring something distinctive to the portfolio both in terms of geography and its creative approach.

### **Current Position**

7. Spitalfields Music is currently riding high artistically. In the past three years, audiences have increased by 20% and media coverage has increased

by 100%. In May 2012 they won two Royal Philharmonic Society Awards for Learning and Participation and for Audiences and Engagement, were shortlisted for a Civic Society Award and in June 2011 received a commendation from the Royal Society for Public Health.

8. Spitalfields Music produces a Summer Festival (June), a Winter Festival (December) and a year-round Learning and Participation Programme.
9. Festivals take place in 11 different venues and locations in Spitalfields. The music presented by Spitalfields Music is primarily early and contemporary music, often unusual in some way and brings together world-class artists with chances for local people to perform. No matter who is performing, they will be treated in the same way and profiled equally. Tickets are priced so that anyone can attend. A third of tickets are free or £5. Regular audiences have donated the value of 1,000 free tickets in the past 2 years, which are given to local residents who have not previously attended an event and who might not have the means to do so.
10. The Learning and Participation Programme is currently focused on three areas:
  - Neighbourhood Schools – 15 mainstream schools and 3 Special Education Needs Centres with whom they work regularly to provide creative music projects for young people, training for teachers and projects for parents to encourage their involvement in their children's education.
  - Community Programme – currently focused on families and providing many different points of contact for families in Tower Hamlets through weekly workshops in local libraries, Sure Start Centres and in the hospital. They also run two community choirs.
  - Continuing Professional Development - training musicians to work in education and participation settings.
11. In 2011/12 the charity's turnover was just under £1million. 20% of this is core public funding, 20% is earned through ticket sales and 60% is fundraised through trusts, companies and liveries. The charity is led by Chair Sir Alan Moses and Chief Executive Abigail Pogson.

## **Options**

12. Prior to 2010, the City made an annual grant to Spitalfields Music of £50,000. In 2010, this was cut by 20% to £40,000, anticipating financial challenges to the corporate budgets. It would be possible to retain the funding at this level but this would represent a larger percentage reduction than the 10% applied to other festivals and artistic activities. It would be

more equitable to apply the 10% formula to the original Spitalfields Music grant of £50,000, leading to a grant of £45,000 p.a. To help with stability for future planning, the level of commitment should be guaranteed for three years (2013/14 – 2015/16).

### **Proposals**

13. The Culture, Heritage & Libraries Committee should recommend to the Finance Committee that the annual grant to Spitalfields Music be set at £45,000 a year for three years.
14. Restoring the grant to £45,000 (from the £40,000 level of 2010-11) would have two significant impacts for the festival:
  - It will enable them to run a crucial strand of activity for which there is now a pressing need: a series of sessions with parents in 15 local schools. Research confirms that the more involved parents are in the education of their children, the higher the attainment levels. It also shows that securing parental engagement in the most deprived areas is both extremely hard and, where it happens successfully, has a proportionally greater impact upon children's learning. The schools based work is proving very successful with pupils and in training their teachers to use music through the year. However it is known that to really secure this work it is necessary to engage with parents. A further £5,000 will enable them to run a series of short music sessions at the beginning and the end of the day at primary schools for parents, giving them tools to support their children as they sing or play an instrument. In a borough where over 100 different first languages are spoken, using a non-verbal means of communication is an extremely effective way of building confidence and peer support amongst parents.
  - It will give new impetus to their leverage at a time when fundraising is becoming ever harder. This will enable them to work with city companies encouraging them to match this £5000. It is an ideal entry level for a business or a livery company as a corporate donation and using the City's renewed commitment as a lever will be a powerful tool. Donors are increasingly motivated by the idea of matching others efforts and this £5,000 could be used in a campaign to bring in new corporate support.
15. Whilst Spitalfields Music is on a high in terms of its artistic and educational impact, fundraising remains a very significant challenge. In 2010/11 the charity received income from 89 different sources (individuals, companies, trusts and statutory grants), not including donations from our patrons

schemes. For a charity of this size, this volume of different relationships is a very significant number to manage and whilst achieving this is testament to the need for the work and the trust which a wide range of stakeholders have in the charity, it brings both high risk and can take its toll. Both of these factors are becoming ever more acute as the fundraising environment becomes harder. Whilst the City's grant is a small part of Spitalfields Music's income, it is nevertheless significant both as a kite-mark and a lever to others. It sits alongside similar sized grants from London Borough of Tower Hamlets and Arts Council England and both of these organisations have recently renewed their commitment to us and have sent comments which are attached as an appendix.

### **Corporate & Strategic Implications**

16. Spitalfields Music has become a valued member of the City's portfolio of financially supported cultural activities, and is acknowledged as such in the Cultural Strategy. It provides a splendid manifestation of the City taking the opportunity to develop a cross-borough partnership which supports communities, promotes opportunities, and leverages significant amounts of money from others through a relatively modest investment.
17. A number of beneficial outcomes may be summarised as follows:
  - association with quality, innovation and consistency in the City fringe
  - demonstration of the City's commitment to its neighbouring boroughs
  - investment in activity which enhances the life of a neighbouring borough and makes a significant contribution to reducing potential future costs (through healthcare and benefits for example)
18. On the basis of track record, the risk level in supporting Spitalfields Music is extremely low as it has consistently delivered:
  - high quality and distinctive arts activity
  - significant impacts for a wide range of people within the Tower Hamlets community
  - a positive influence on the London-wide and national reputation for Spitalfields
  - strong economic benefit for the area
  - an exceptionally high level of match funding for the City's investment
  - association with funding from Arts Council England, London Borough of Tower Hamlets, many livery companies and city firms

## **Conclusion**

19. Spitalfields Music is a high achieving and flexible charity which combines both very strong roots into its local community and a fantastic reputation within the national arts scene. It is a valuable part of the City's arts portfolio both because of the nature of its creative output (and effectiveness thereof) and its geographical reach.
20. Continuation of funding for the charity will bring very significant value back to the City in return for a modest grant.

## **Appendices**

**Appendix A:** Comments from London Borough of Tower Hamlets and Arts Council England

**Appendix B:** Annual review and accounts 2010/11

**Appendix C:** Business plan 2010 – 2013

**Appendix D:** Summer Festival brochure

**Appendix E:** Programme plans 2011 - 2014

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