



Culture, Heritage and Libraries Committee

Date: MONDAY, 13 JULY 2020
Time: 11.30 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy Wendy Hyde (Chair)	Ann Holmes
Graham Packham (Deputy Chair)	Alderman Robert Howard
Deputy John Absalom	Alderman Alastair King
Munsur Ali	Vivienne Littlechild
Deputy John Bennett	Andrew Mayer
Peter Bennett	Jeremy Mayhew
Deputy David Bradshaw	Wendy Mead
Tijs Broeke	Sylvia Moys
Thomas Clementi	Barbara Newman
Mary Durcan	John Petrie
Anne Fairweather	Judith Pleasance
Tracey Graham	Deputy Richard Regan
Caroline Haines	Deputy Dr Giles Shilson
The Revd Stephen Haines	Jeremy Simons
Graeme Harrower	Mark Wheatley
Deputy Tom Hoffman	Dawn Wright

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Accessing the virtual public meeting

Members of the public can observe the virtual public meeting at the below link:
<https://youtu.be/4Yj2cg8WWis>

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**
 - a) 20 January 2020
To agree the public minutes and non-public summary of the meeting held on 20 January 2020.
For Decision
(Pages 1 - 6)
 - b) 23 March 2020
To note the minute of the inquorate meeting held on 23 March 2020.
For Information
(Pages 7 - 8)
4. **VOTE OF THANKS**
For Decision
5. **FORWARD PLAN**
Members are asked to note the Committee's forward plan.
For Information
(Pages 9 - 10)
6. **PRESENTATION: OUR CITY TOGETHER**
Head of Culture and Visitor Strategy to be heard.
For Information
7. **PRESENTATION: A TOURISM RECOVERY PLAN FOR THE CITY**
Carmel Dennis Tourism Consulting to be heard.
For Information
8. **PRESENTATION: CULTURE MILE UPDATE**
Culture Mile Manager to be heard.
For Information
9. **FINANCIAL IMPACTS UPDATE**
Chief Officers to be heard.
For Information

10. **TOWER BRIDGE UPDATE**
Director of Open Spaces to be heard.

For Information
11. **RECOGNITION OF WOMEN: PROGRESS REPORT**
Report of the Director of Major Projects.

For Information
(Pages 11 - 18)
12. **PHASED REOPENING OF LENDING LIBRARIES**
Report of the Director of Community & Children's Services.

For Information
(Pages 19 - 26)
13. **REVENUE OUTTURN 2019/20**
Report of the Chamberlain.

For Information
(Pages 27 - 34)
14. **GATEWAY 3/4 - TOWER BRIDGE SERVICE TRENCHES REFURBISHMENT**
Report of the Director of the Built Environment.

For Information
(Pages 35 - 58)
15. **TOWER BRIDGE AND MONUMENT RISK MANAGEMENT**
Report of the Director of Open Spaces.

For Decision
(Pages 59 - 86)
16. **KEATS HOUSE RISK MANAGEMENT**
Report of the Director of Open Spaces.

For Decision
(Pages 87 - 108)
17. **END OF YEAR UPDATE REPORT FOR KEATS HOUSE CHARITY, 2019/20**
Report of the Superintendent of Hampstead Heath.

For Information
(Pages 109 - 126)

18. **REPORT OF ACTION TAKEN**
Report of the Town Clerk & Chief Executive.

For Information
(Pages 127 - 130)

19. **LONDON METROPOLITAN ARCHIVES UPDATE**
Director of London Metropolitan Archives to be heard.

For Information

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

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

22. **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

23. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the previous meeting held on 20 January 2020.

For Decision
(Pages 131 - 132)

24. **LONDON AND PARTNERS: REPURPOSING DOMESTIC TOURISM CONSORTIUM UNDERSPEND TO THE ALLIANCE**
Report of the Director of Major Projects and the Director of Communications.

For Information
(Pages 133 - 140)

25. **TOWER BRIDGE (BRIDGE HOUSE ESTATES CHARITY REGISTRATION NO.1035628) AND MONUMENT PERFORMANCE REPORT APRIL 2019 TO MARCH 2020**
Report of the Director of Open Spaces.

For Information
(Pages 141 - 158)

26. **GATEWAY 6 - THE LORD MAYOR'S STATE COACH: CONSERVATION AND REPAIR**
Report of the City Surveyor.

For Decision
(Pages 159 - 168)

27. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
28. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Monday, 20 January 2020

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 20 January 2020 at 11.30 am

Present

Members:

Graham Packham (Chair)	Deputy Tom Hoffman (Chief Commoner)
Deputy Wendy Hyde (Deputy Chair)	Alderman Robert Howard
Deputy John Absalom	Alderman Alastair King
Munsur Ali	Vivienne Littlechild
Deputy John Bennett	Wendy Mead
Peter Bennett	Barbara Newman
Mary Durcan	John Petrie
Anne Fairweather	Deputy Richard Regan
Tracey Graham	Jeremy Simons
Caroline Haines	Mark Wheatley
Deputy the Revd Stephen Haines	Dawn Wright
Graeme Harrower	

In Attendance

Officers:

Chloe Rew	- Town Clerk's Department
Peter Lisley	- Assistant Town Clerk and Director of Major Projects
Nick Bodger	- Town Clerk's Department
Andrew Buckingham	- Town Clerk's Department
Laurie Miller-Zutshi	- Town Clerk's Department
Geoff Pick	- Town Clerk's Department
Graham Nickless	- Chamberlain's Department
Julie Smith	- Chamberlain's Department
Paul Monaghan	- Department of the Built Environment
Carol Boswarthack	- Community & Children's Services
Sarah Townsend	- Community & Children's Services
Christopher Earlie	- Open Spaces
Gerry Kiefer	- Open Spaces

1. APOLOGIES

The Chair opened the meeting congratulating two officers on their recognition in the New Year's Honours. Geoff Pick, Director of the London Metropolitan

Archives, was awarded an OBE and Carol Boswarthack, Head of Barbican and Community Libraries, was awarded an MBE.

Apologies were received from Deputy David Bradshaw, Tijs Broeke, Thomas Clementi, Anne Holmes, Andrew Mayer, Jeremy Mayhew, Sylvia Moys, Judith Pleasance and Deputy Dr Giles Shilson.

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

There were no declarations.

3. **MINUTES**

RESOLVED, that – the public minutes and non-public summary of the previous meeting held 11 November 2019 were agreed as a correct record.

4. **FORWARD PLAN**

Members noted the committee's forward plan and noted the following amendments:

- Inspiring London Through Culture moved from March 2020 to May 2020;
- Outdoor Arts Programme removed from March 2020 as it was included in January 2020 agenda;
- Department of Community & Children's Services Business Plan added to March 2020;
- Report of Activities at Keats House 2019/20 added to July 2020;
- Inspiring London Through Culture moved from September 2020 to November 2020;
- Outdoor Arts Programme moved from November 2020 to January 2021.

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

Members considered a report of the Director of Major Projects relative to the City Arts Initiatives recommendations to the Culture, Heritage and Libraries Committee.

RESOLVED, that – Members of the Committee:

1. ratify the City Arts Initiative's recommendations as follows:
 - Red Sand Project: approve the application, subject to final consent from Highways and implementation of the recommendations;
 - David Breuer Weil: decline the application due to unsuitability of the artwork at the proposed location;
 - Sculpture in the City: approve the longlisted artworks for the project's 10th edition, launching June 2020; and,
2. note that the City Arts Initiative received an application from State Street Global Advisors to install Fearless Girl. However, this application has been deferred by the applicant and will be considered at a later meeting.

6. DEPARTMENTAL BUDGET ESTIMATES AND HIGH-LEVEL SUMMARY BUSINESS PLAN 2020/21

Members considered a joint report of the Chamberlain, Assistant Town Clerk & Director of Major Projects; Director of Open Spaces; and Director of Community & Children's Services relative to the departmental budget estimates and high-level summary business plan for 2020/21.

With respect to the Commercial Manager role, it was noted that the fixed-term post would cost £84,000 in the first year with an income target of £60,000. The Fundamental Review recommended additional resources to cover the £24,000 shortfall. Subsequently the post would be continued only if income exceeded the cost of the position.

A Member expressed concern that a budget could be amended following the Committee's agreement, however Officers advised that these amendments would only be made as a result of changes from other Committees.

RESOLVED, that Members –

1. review and approve the Town Clerk's – Cultural Services, Open Spaces and Community & Children's Services Department's proposed revenue budget for 2020/21 for submission to Finance Committee;
2. review and approve the Town Clerk's – Cultural Services, Open Spaces and Community & Children's Services Department's proposed capital and supplementary revenue projects budgets for 2020/21 for submission to Finance Committee;
3. authorise the Chamberlain, in consultation with the Assistant Town Clerk & Director of Major Projects, Director of Open Spaces and the Director of Community & Children's Services to revise these budgets to allow for any further implications arising from Corporate Projects, other reviews and changes to the Cyclical Works Programme;
4. agree that minor amendments for 2019/20 and 2020/21 budgets arising during budget setting be delegated to the Chamberlain;
5. note the factors taken into consideration in compiling the Town Clerk's – Cultural Services, Open Spaces and Community & Children's Services Department's Business Plan, including efficiency measures, and;
6. approve, subject to the incorporation of any changes sought by this Committee, the final high-level summary Budget Plans for 2020/21.

7. GATEWAY 6: GUILDHALL ART GALLERY AND HERITAGE GALLERY WORKS

Members considered a Gateway 6 report of the City Surveyor relative to the creation of a new Heritage Gallery and Study Room within the Guildhall Art Gallery.

RESOLVED, that – Members agree to close the project.

8. 2019 CAR FREE DAY UPDATE

Members received a report of the Director of the Built Environment relative to the 2019 Car Free Day on 22 September 2019. It was noted that the date for Car Free Day 2020 had not been confirmed. In planning Car Free Day in the

future, consideration should be given to the accessibility of dockless bikes, planned disruptions to public transportation and avoiding the weekend of Open House London if possible.

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

9. **PRESENTATION: OUTDOOR ARTS PROGRAMME 2019/2020**

Members received a presentation from the Cultural and Visitor Development Director relative to the Outdoor Arts Programme for 2019/20 noting the success of events in 2019 and the programme of events for 2020.

RESOLVED, that – the presentation and its contents be received.

10. **CITY OUTDOOR ARTS PROGRAMME: 2019 PERFORMANCE EVALUATION REPORT**

Members received a report of the Director of Major Projects relative to the City Outdoor Arts Programme 2019 performance evaluation report.

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

11. **TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019 - KEATS HOUSE (CHARITY NO. 1053381)**

Members received a joint report of the Chamberlain and the Director of Open Spaces relative to the Trustees Annual report and Financial Statements for the year ended 31 March 2019 for Keats House (Charity No. 1053381).

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

12. **TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019 - GUILDHALL LIBRARY CENTENARY FUND (CHARITY NO. 206950)**

Members received a joint report of the Chamberlain and the Director of Major Projects relative to the Trustees Annual report and Financial Statements for the year ended 31 March 2019 for the Guildhall Library Centenary Fund (Charity No. 206950).

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

13. **BARBICAN AND COMMUNITY LIBRARIES: SERVICES FOR CHILDREN AND FAMILIES**

Members received a report of the Director of Community & Children's relative to the Barbican and Community Libraries services for children. The report informed Members of the services provided by the libraries for children and families; the impact such services have on health and wellbeing, literacy, socialisation and development; and the positive feedback from parents who engage with these services.

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

14. **GATEWAY 2: TOWER BRIDGE SERVICE TRENCHES REFURBISHMENT**
Members received a Gateway 2 report of the Director of the Built Environment relative to the refurbishment of the 300m length of service trenches to the footways of the fixed spans of Tower Bridge.

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

15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

16. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT**
The Assistant Town Clerk provided a verbal update on the location of the Lord Mayor's Coach. Due to the relocation of the Museum of London (MoL), the Coach cannot be stored at the MoL in its usual location as this space is required for collating artefacts for relocation.

During this period, the Coach cannot be displayed at the Guildhall West Wing entrance permanently due to the inadequate environmental controls for long term storage.

The MoL is committed to displaying the Coach at its new location and Guildhall and the Museum of London has agreed to provide access arrangements in the interim.

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.

18. **NON-PUBLIC MINUTES**
RESOLVED, that – the non-public minutes of the previous meeting held 11 November 2019 be agreed as a correct record.

19. **FUNDAMENTAL REVIEW UPDATE**
The Assistant Town Clerk & Director of Major Projects was heard relative to an update on the Fundamental Review.

RESOLVED, that – the update be received.

20. **GATEWAY 6: GUILDHALL REPLACEMENT OF LIGHTING AND CONTROLS/ DIMMING SYSTEM IN THE GUILDHALL ART GALLERY**
Members considered a Gateway 6 report relative the replacement of lighting fitting and controls at the Guildhall Art Gallery and associated spaces.

RESOLVED, that – the recommendations be agreed.

21. **TOWER BRIDGE (BRIDGE HOUSE ESTATES CHARITY REGISTRATION NO. 1035628) AND MONUMENT PERFORMANCE REPORT APRIL TO SEPTEMBER 2019**

Members received a report of the Director of Open Spaces relative to the Tower Bridge and Monument Performance Report for April to September 2019.

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

22. **DYNAMIC PRICING FOR THE TOWER BRIDGE (BRIDGE HOUSE ESTATES CHARITY REGISTRATION NO. 1035628) AND THE MONUMENT IN 2020/21**

Members received a report of the Director of Open Spaces relative to dynamic pricing for Tower Bridge and the Monument for 2020/21.

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

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

There were no questions.

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

There was one item of other business.

The meeting ended at 1.00 pm

Chair

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CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Monday, 23 March 2020

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Guildhall on Monday, 23 March 2020 at 11.30 am

At 11.35am, with no quorum having been established within five minutes from the appointed start time due to the suspension of in person meetings due to COVID-19, the meeting was adjourned pursuant to Standing Order 36 of the Court of Common Council.

The meeting closed at 11:35 am

Chair

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Culture, Heritage and Libraries Committee Forward Plan - September 2020 - January 2021

21.09.2020	CAI Recommendations to the Committee	Town Clerk's	Decision
	Gateway 6: Bridgemasters Phase 1	City Surveyor's	Decision
	Gateway 6: Bridgemasters Phase 2	City Surveyor's	Decision
23.11.2020	Inspiring London Through Culture	Town Clerk's	Information/Decision
	CIC Annual Report	Town Clerk's	Information
	CAI Recommendations to the Committee	Town Clerk's	Decision
	Cultural Strategy Annual Report	Town Clerk's	Decision
	Budget Setting Report Revenue & Capital for 2021/22	Chamberlain's	Decision
	Tower Bridge & Monument 2020/21 Half Year Performance Report	Open Spaces	Information
25.01.2021	Outdoor Arts Programme Annual Report and Presentation	Town Clerk's	Information

Postponed Items			
18.05.2020	London Landmarks Half Marathon Annual Report	Town Clerk's	Information
18.05.2020	Barbican and Community Libraries Digital/E-Services	DCCS	Information

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Committee(s):	Date:
Policy & Resources Committee Culture, Heritage and Libraries Committee	9 July 2020 13 July 2020
Subject: Recognition of Women: progress report	Public
Report of: Peter Lisley, Director of Major Projects	For Information
Report author: Nick Bodger, Cultural and Visitor Development Director	

Summary

In July 2019, your Policy and Resources Committee (P&R) approved £61,000 from its Policy Initiatives Fund to deliver a programme of activities around a *Recognition of Women* theme.

The programme was led by an expert *Recognition of Women* group which sought to deliver a robust response to Deputy Lord's motion to Court of Common Council on 21 June 2018, proposing a statue or other depiction of a woman (or women) be located within the City's public realm. The group's recommendations were approved by P&R Committee in July 2019 with monies invested in better equipping the City Corporation to be able to identify and recognise historical women connected to the City area when opportunities to do so arise. This element of the work was realised through an agreed schedule of research and public and internal consultation.

In response to the call for a statue, your Committee approved funds to install and maintain *Fearless Girl* (a work owned and managed by State Street Global Advisors) as a permanent feature in the City's streetscape.

Halted by the Covid-19 pandemic and the indefinite postponement of the *Fearless Girl* installation, most of the programme's activities have been realised or are ongoing with some few on pause until a new normal is established post-crisis.

This report seeks to update Members on progress made and to return the funds allocated to the *Fearless Girl* statue.

Recommendation(s)

Members are asked to:

- Note the report and the return of £23,000 to the Policy Initiatives Fund (PIF) in relation to the indefinite postponement of the installation of *Fearless Girl* within the City's streetscape.

Main Report

Background

1. Your Policy and Resources Committee approved £61,000 for a *Recognition of Women* (RoW) programme in July 2019 from its Policy Initiatives Fund (PIF). To further support the programme, an additional £47,000 of funding was identified from Town Clerk's – Cultural Services' local risk budget and the external provider of *Fearless Girl*, State Street Global Advisors (SSGA).
2. The programme comprised six elements of work which sought to deliver a robust response to Deputy Lord's motion to Court of Common Council on 21 June 2018, proposing a statue or other depiction of a woman (or women) be located within the City's public realm.
3. It was proposed by an expert *Recognition of Women* (RoW) Group comprising external visual arts and gender representation specialists from the Greater London Authority, Historic England, Artichoke, the Illuminated River Foundation, Museum of London and the Fawcett Society, officer representation from the City Corporation's Women's Network, Public Realm and Barbican, and Members Anne Fairweather and Jeremy Simons. The group was led by your Acting Chair of Culture, Heritage and Libraries and facilitated by your Cultural and Visitor Development Team (CVDT).
4. The programme comprised:
 - a. Commissioned research to improve the City Corporation's knowledge of how women are currently recognised across its archives and collections and within the City's public realm;
 - b. Commissioned research into individuals or groups of women with a connection to the City who may be celebrated, noting that there is a paucity of information within existing archives and records;
 - c. The launch of a public callout to enable external audiences to play an active role in the programme's development and further improve the City's knowledge base;
 - d. The development of a *Recognition of Women* Charter to help embed gender balance across the City Corporation's programmes;
 - e. The installation of *Fearless Girl* within the City's streetscape on a permanent basis; and
 - f. A cultural output collating the findings from the research and public callout while supporting the City Corporation's efforts to commemorate and celebrate women from the City's past and present more publicly.
5. In December 2019, the RoW group convened to receive an update on the workstreams listed above and direct the your CVDT on next steps.

Current Position

Research

6. Two pieces of research were commissioned in September 2019 and are published on the Celebrating City Women website (detailed in item 11). The reports are also available on request from the Director of Major Projects. The research reports are:
 - a. **A commentary on how women are recognised and documented across the City's archives by Virginia Rounding**, presenting a narrative about how groups of women have influenced and shaped different industries in the Square Mile while helping to highlight the lives of individual women with a connection to the City who have delivered positive benefit to London, the UK or wider world.
 - b. **A report on the representation of women in the Guildhall Art Gallery's collections and the City's public realm by Dr Jessamy Harvey and Janet Foster** comprising two surveys that show the names and details related to women as makers of art, donors of art, and/or historical or memorial subjects of art, as well as streets or locations named after women.
7. In May 2020, two subjects highlighted in these research papers were included in the Mayor of London's, *London History Day* Family Activity Pack, a free creative resource for young people which celebrated London's resilience.
8. At the meeting of the RoW group in December, an absence of Black, Asian, and Minority Ethnic (BAME) representation within these reports was noted and your CVDT were directed to commission a final report specifically focusing on this topic. The report was commissioned in January 2020 and is awaiting a foreword by Blondel Cluff, Chief Executive of the West India Committee. An advance copy is available to Members on request from the Director of Major projects. Details of this report are:
 - a. **A report focusing on Black and Asian Women in the City of London, 1600-1860 by Chihyin Hsiao**, seeking to uncover the histories of BAME women who have made a positive impact on the City. However, the social status of minority women in the period considered means that many records are not available and/or that the stories of these women are often negative. As such, Hsiao acknowledges the structural racism and trades during these times in order to contextualise the paper. Of note is her assertion that "while it is difficult to locate a specific person, it seems relatively easy to determine how City merchants contributed to the mass migration movement across the British colonies".
9. In 2018, the Guildhall Art Gallery updated its Collections Development Policy to set a new framework for collecting across three specific Priority Collecting Areas. These were:
 - a. To increase the representation of women, BAME, LGBTQI+ and disabled artists who live and work in London

- b. To acquire work which reflects, explores and is inspired by the breadth of London and Londoners, in particular works which explore the experience of women, BAME, LGBTQI+ and disabled Londoners
- c. To acquire works which broaden the range of subjects in sculpture and expands the representation of makers of sculpture.

During the last two years, the Gallery has acquired five works by BAME artists. They include *Top Shelf*, (2018) by Liz Johnson Artur (Russian /Ghanaian) and *Carnival Procession* (2016) by Ferha Farooqui (Indian). In small part, these works provide some redress and offer two positive representations of BAME women within the City Corporation's collections. In addition, works by non-BAME women artists have also been acquired. These include artists Grete Marks, Fiona Banner, Catherine Yass, Joanna Price and Hannah Starkey.

- 10. All research papers have provided suggestions on how the City Corporation can build on this knowledge base and narrative in the future.

Public callout / website

- 11. A new website www.celebratingcitywomen.co.uk was designed and launched in March 2020, enabling the public to download the research reports, read summarised histories of women from the City's past, and nominate other historical women connected to the City that have created positive benefit for the area, or for London, the UK or wider world. This continues to help the City Corporation build a repository of information that may be used to support any future opportunities for naming City streets (for example) or selecting subjects to be commemorated in some other way within the public realm.
- 12. The material gathered has also enabled your CVDT to profile the contributions of women to the City over time through regular features on its *Our City Together* website (www.ourcitytogether.london), launched to provide a platform from which to deliver cultural content from City partners as part of an audience engagement response to Covid-19. Features on individual women also appear in the team's *City Resident* and *Visit the City from Home* newsletters, as well as across social media and on screens in the reception areas of Guildhall.

Charter

- 13. The RoW programme also sought to deliver a charter that would help embed gender balance across the City Corporation's programmes and activities. In December 2019, 64 Million Artists were commissioned to lead two drop-in sessions and three workshops for City Corporation staff to inform this work.
- 14. Drop-in sessions took place outside of the Guildhall's staff canteen, providing an opportunity to raise awareness about the three creative workshops on offer to staff to help develop the charter. Within these workshops, activities enabled participants to imagine participatory projects inspired by Deputy Lord's motion that champion subjects from the research, and offered a chance to take part in

an in-depth discussion about gender representation both within the City Corporation and threaded throughout its cultural offer.

15. In all, 36 members of staff from various departments took part in the workshops.
16. While the Charter was signed off by your CVDT in March 2020, the Covid-19 pandemic prevented internal approval processes from going ahead as relevant officers across the City Corporation switched focus to deal with the crisis. It is anticipated that this process will restart later in the year and that the Charter will be presented to your Committees with an implementation plan in the near future. For information, the Charter proposes eight key objectives:
 - I. To ensure City Corporation cultural organisations champion gender diversity
 - II. To ensure City Corporation institutions actively pursue the gender diversification of their collections and archives
 - III. To prefer gender neutral language in internal and external communications
 - IV. To ensure that City Corporation spaces (in real life and digital) are inclusive for all gender identities
 - V. To ensure that intersectionality is considered in relation to City Corporation gender diversity
 - VI. To ensure Committees, panels and consultation processes relating to City Corporation cultural activity represent gender diversity
 - VII. To ensure the City Corporation's cultural activities are sensitive to historical concepts of gender
 - VIII. To ensure staff are involved in ongoing training around gender diversity in relation to City Corporation's cultural offer

Fearless Girl

17. The RoW programme also aspired to install *Fearless Girl* in the City on a permanent basis, following its temporary siting in Paternoster Square, the groundswell of positive press around this and the statue's significance both as an advocate for more women in leadership roles and as a symbol of empowerment and strength for women the world over.
18. City Corporation officers in the CVDT and your Department of the Built Environment worked closely with State Street Global Advisors (SSGA) throughout 2019 to establish a suitable location for the statue. However, in December 2019, the project was indefinitely postponed due to unforeseen complexities that necessitated a pause and review. It is hoped that the installation will be reactivated at a future date.

Cultural output celebrating research and histories

19. As detailed above, the final element of the programme was to deliver a cultural output that would help celebrate women from the City's past and present more publicly. In a three-pronged approach, aimed at delivering a picture of women

in the City today, celebrating those from the past and promoting this work to City communities across the worker, learner, visitor and resident spectrum, the following activities were undertaken. While the first of these is delivered the second and third were paused in response to lockdown measures.

20. A new Artist in Residence programme was established in 2019 at Guildhall Art Gallery. Noting the RoW mandate, your officers directed this to explore the theme *Celebrating City Women*. From an impressive shortlist of applicants, the artist selected for the residency was renowned photographer Hannah Starkey who, in response to the theme, delivered 12 new artworks which explore the role of women in the City today. These formed the content of a new exhibition in the Gallery's Temple Room, opening on the 9 March and running until 20 May. Sadly, the Covid-19 crisis saw the Gallery enter lockdown on 17 March, but it is hoped that the exhibition may be extended. All 12 works are available to view on the *Celebrating City Women* website.
21. Working with creative agency Premier, your officers also commissioned a short, creative and cinematic-type documentary. To be uploaded to the *Celebrating City Women* and *Our City Together* websites (see items 11 and 12), the documentary will explore the original research for the RoW programme and the roots of the 2018 *Women, Work and Power* programme (delivered by the City Corporation), examining how the women's charter movement impacted working women from its conception to the present. Concluding, it will tie these themes together by exploring the work of Hannah Starkey (see above) – and her exhibition – and consider perceptions of women in the City today. The BAME research, relevant histories and selected interviewees will help contextualise and reference recent events within the piece. It is hoped that the film will be released in summer 2020, subject to the viability of filming during the Covid-19 pandemic and shared through the RoW partners and other networks to amplify reach, with City workers a key target.
22. A legacy of the Hannah Starkey work was the awarding of the Freedom of the City to the photographer. Scheduled for March 2020 but delayed because of the pandemic, a Q&A with students of art was planned as a follow up to the ceremony. It is hoped that this still might be realised once lockdown is lifted. Similarly, in consideration of this work as a learning tool, opportunities to develop the film into an education resource for schools are being explored by the Guildhall Art Gallery's Education Officer.
23. The City Corporation's Outdoor Arts Programme 2020/21 is set to commemorate the 200th anniversary of the death of John Keats. Entitled *A Thing of Beauty* – the programme seeks to consider the recurring motif of beauty in Keats' works and will focus on climate change and the beauty of the planet on which we live. In response to recent events, the programme will now be extended to celebrate the beauty of diversity in all its forms too, with work commissioned from artists from across the BAME, LGBT and disability spectrum. The programme will also seek to explore gender identities, building on the research and outputs described above.

Proposals

24. Members are asked to note this report and the return of £23,000 for the installation of Fearless Girl which is postponed indefinitely. Should the project be reactivated, or a replacement opportunity be identified, a separate report may be submitted to request support depending on the required funding model of the new or revised project. It is not anticipated that such an opportunity will arise in in the 2020/21 financial year.

Corporate & Strategic Implications

25. The proposals in this report align with the City Corporation's Corporate Plan in that they support actions:
- a. 3a – Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities
 - b. 4a – Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance
 - c. 5c – Support, celebrate and advocate responsible practices and investments
 - d. 8a – Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.
26. They are also aligned with its Cultural Strategy 2018/22 under strategic objectives 7 and 9, stating that that the City Corporation will:
- a. Support cultural excellence in a range of fields and champion an ethos of creative risk taking, innovation and artistic citizenship
 - b. Play our part as a catalyst and convener in supporting and connecting with the wider cultural ecology of the capital, the rest of the UK and globally.

Conclusion

27. The work described in this report has delivered a significant resource for the City Corporation by providing a wealth of subject matter that may be used to recognise and celebrate women and better balance gender representation within its collections, assets and public realm. Furthermore, it has championed the role of women in the City today, with Hannah Starkey's contemporary perceptions sparking debate and interest amongst City communities, as well as providing a legacy that redresses – to some small degree – the number of women artists represented in City Corporation collections.
28. Never before have diversity, balance and inclusion – across all communities – been so important. The RoW programme acknowledges this and has been swift to ensure intersectionality is considered within its outputs, recognising overlapping and interdependent systems of discrimination or disadvantage. This, in turn, has and will continue to inform cultural programming but there is some significant way to go before the balance of male to female representation is redressed within the City Corporation's holdings and the City public realm so that these are truly representative of the modern-day communities the City Corporation serves.

Appendices

- None

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Committee:	Date:
Culture, Heritage and Libraries Committee Community and Children's Services	13 July 2020 24 July 2020
Subject: Phased reopening of lending libraries	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Information
Report author: Carol Boswarthack, Head of Barbican and Community Libraries	

Summary

In line with government instruction, the City's three lending libraries have been closed due to the COVID-19 pandemic since late March. Reopening libraries comes in Phase three of the government's plans i.e. from 4 July onwards. Reopening plans are subject to approval of building risk assessments by the City Surveyor. In the case of Barbican Library, they are also dependant on the Barbican Centre having started its own phased reopening. In order to offer a contactless service, the installation of new self-service machines which were procured prior to lockdown is also essential. We have worked closely with all our City and non-City partners and are planning to reopen all three libraries on 20 July with services redesigned to prioritise the safety of customers and staff, reinstating the statutory service of book lending and allowing use of a number of socially distanced public computers for essential needs. In this first phase, libraries will look and feel very different and some services such as group activities will not take place in the physical spaces. Since the libraries closed, staff have worked to create and develop a "Library without walls". Many services and events have become virtual and for the foreseeable future, the digital programme will continue.

Recommendations

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

- Note the approach to opening all three lending libraries on 20 July 2020

Main Report

Background

1. The City of London has three lending libraries: Barbican Library, Shoe Lane Library and Artizan Street Library and Community Centre. Together, these comprise Barbican and Community Libraries (B&CL). All have been closed due to

COVID-19 since late March. The closures were made in line with the section's own Business Continuity and COVID-19 Pandemic plans.

2. Public libraries are a statutory service and the Public Libraries and Museums Act 1964 provides for the free lending of books. In recent years, the Department of Digital Culture, Media and Sport's Library Taskforce has redefined libraries as community hubs which offer safe, neutral community spaces to all customers with trusted staff. As such, our lending libraries are perfectly positioned to carry out a range of services and activities that have a positive impact on many aspects of our customers' lives including their health and wellbeing. In addition to the provision of comprehensive lending stock, modern library priorities include social inclusion and social mobility alongside the more traditional activities of promoting reading for pleasure, supporting literacy and learning and providing access to culture. Public computers with Internet access and a range of Microsoft products are standard in all UK public Libraries.
3. Our libraries are well-used with c.28000 members who borrowed 421962 physical items of stock in 2019-20. Most of our members are City workers, many of whom are currently working from home or furloughed.
4. The City's libraries loan digital as well as physical stock: eBooks, eAudiobooks, eMagazines and eComics are available to download alongside other digital services such as language learning, streaming music and video and online reference tools. The majority of these services are accessible from home.
5. Since November 2018, Barbican and Shoe Lane libraries have provided a UK visa biometric capture service on behalf of the Home Office. This service is operated by library staff in partnership with Libraries Connected, the organisation representing the Heads of Service of all UK public libraries, and Sopra Steria, the company commissioned by the Home Office. Our libraries are paid for this work.

Current Position

6. During this period of closure, library staff working from home have built a "Library without walls".
 - a. Staff have created a new range of virtual experiences for the whole family to enjoy. The weekly virtual timetables for children and adults are available at Appendix 1
 - b. Temporary online membership was agreed with our EBook aggregator in the first week of lockdown. New customers can immediately access eBooks, eAudiobooks, eMagazines, eComics, language learning, streaming music and video and online reference materials from home.
 - c. Extra digital stock has been purchased by diverting funds from the physical stock budget. All UK library services also received a small grant from Arts Council England of £1000 for additional eBook stock. Digital resources that support social inclusion, good mental health and parents who are home schooling children have been prioritised for purchase. Feedback from library customers has been wholly positive with the virtual activities receiving thousands of views on social media. In comparison with

February 2020, downloading of eBooks, eAudiobooks and eMagazines in May 2020 has increased by 257%, 88% and 21% respectively.

7. During lockdown, library staff have delivered a wider project for the Department of Community and Children's Services by phoning shielding residents and helping to assess their need for food, medicines etc. They have also been making befriending calls to housebound library customers who previously were in receipt of a home delivery service.
8. In May, our staff phoned 353 resident library customers aged 70 and above to ask if they would be interested in receiving a contactless home delivery service while they are in lockdown. 37 households accepted this offer and in late May, the first deliveries were made by a small team of library staff who can walk or cycle to work. This service has been very well-received by residents.

Options

9. Lending libraries are eligible to open Phase 3 of the Government's Covid-19 Recovery Strategy i.e. from 4 July 2020.
10. Senior B&CL managers have been working with Public Health England, Libraries Connected, DCMS, the City's Health and Safety Manager, and the City Surveyor's department on a detailed recovery plan for all lending libraries and accompanying risk assessments. Full consultation with staff has also taken place. These plans incorporate the appropriate measures needed to protect the health and safety of staff and library customers as well as assessing the vulnerability of all frontline staff.
11. The proposed reopening date for all libraries is 20 July 2020. Barbican Library is contained within the Barbican Centre and the library cannot reopen until the Centre has started its own phased reopening. This date has been provisionally agreed with Barbican Centre colleagues. Prior to lockdown, B&CL had repurchased for self-service equipment for all libraries. This kit (comprising kiosks for issue and return of items with payment facilities and security gates) will be key to delivering a contactless service. Senior managers have been working with the supplier, Bibliotheca, to arrange for the new kit to be installed prior to reopening. The installation programme has slipped due to lockdown but has been renegotiated and will allow for the new self-service kit to be installed in July, tested and staff trained in its use at all libraries prior to reopening.
12. In phase 1, libraries will have amended opening times. Transport for London (TfL) has asked that services planning to reopen stagger hours so as to avoid staff using the network at these times and to promote TfL tools such as their digital cycling map and walking routes and times between stations to would-be visitors.
These hours have been selected for the benefit of our hyperlocal communities and should allow for those who are working from home or elsewhere during the day to include a visit to the library.
The proposed opening hours are:

Barbican Library

Monday, Wednesday, Friday 11am – 3:30pm

Tuesday, Thursday 11am – 7pm

Shoe Lane Library

Monday, Wednesday, Thursday, Friday 11am – 4pm

Tuesday 12 noon – 6:30pm

Artizan Street Library and Community Centre

Monday 12 noon – 6:30 pm

Tuesday to Friday 11am – 4pm

13. The phase 1 library service will look and feel very different. The current Government advice requires a “one-metre plus” distance between people. This prevents our libraries from running any group activities within the buildings including children’s activities, talks, classes and reading groups. It also impacts the reading and study facilities which will not be available. The number of people who can be in our spaces will be limited as will the range of services that can be offered. For the foreseeable future, the “Library without walls” online activities and home delivery to older residents will continue.
14. To allow customers who live outside of the City time to return their borrowed items without needing to make an unnecessary journey, all loans have been renewed until 31 July 2020. As many people are expected to be working from home for some time to come, we are also removing the limits on renewals so that those who are unable to visit the City without making a special journey and using public transport are not disadvantaged.
15. A number of measures will be taken to ensure customer and staff safety. These include the installation of sanitiser stations which customers entering the libraries will be required to use; perspex screens are being installed on all enquiry desks; antibacterial spray and paper towels will be available at all high-touch points; returned items will be quarantined for 72 hours. To ensure our services are compliant with government regulations on social distancing, we will use floor markings to provide socially distanced queues both outside the main entrances and within the buildings. A member of staff will be stationed at the main entrances during opening hours. Their duties will include triaging the queue e.g. taking returned items from those people who wish to return items only, informing people of what they can do in the library space, controlling the numbers in the spaces and assisting with a new “Select and Collect” service which will allow customers to email the libraries with their book selections in advance of their visits. These selections will be issued to them by staff and bagged up for collection on an agreed day. The children’s library will also offer pre-selected “lucky dip” bags of stock suitable for different age groups.
16. The Visa biometric service will not be reintroduced at this stage. Sopra Steria has informed us that in order to clear the backlog caused by the COVID-19 lockdown, they will be reclaiming the equipment in our libraries for use in a high-

density setting. Currently, the intention is to return the equipment to libraries in time and compensation is being negotiated via Libraries Connected.

17. Most staff will work shorter shifts. This will allow for travel at off peak times, alleviate pressure on staff spaces and allow them to continue to work from home on the ongoing virtual projects.

Proposals

18. Members of your Culture, Heritage and Libraries Committee are asked to note – in principle – a phased approach of reopening the Barbican and Community Libraries from 20 July 2020

Corporate & Strategic Implications

19. B&CL recovery plans are relevant to the following of the City's Key priorities (Corporate Plan 2015–2019):

- To provide modern, efficient and high-quality local services, including policing, within the Square Mile for workers, residents and visitors
- To provide valued services, such as education, employment, culture and leisure, to London and the nation.

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

- Priority Potential: People of all ages can achieve their ambitions through education, training and lifelong learning
- Priority Independence, Involvement and Choice: People of all ages can live independently, play a role in their communities and exercise choice over their services
- Priority Community: People of all ages feel part of, engaged with and able to shape their community
- The vision of Barbican and Community Libraries is:

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

- Reading and Literacy
- Health and Wellbeing
- Social mobility
- Social interaction
- Culture & Creativity

Financial Implications

21. All costs for social distancing and other mitigations required to enable reopening may be met from with local risk budget allocations for 20/21 and have been accounted for within the recent (5 June 2020) forecasting exercise undertaken by budget holders in collaboration with the Chamberlain.
22. It should be noted that until City Workers and other visitors return and confidence is restored, revenues for all lending libraries will be significantly reduced and it is unlikely that the above costs will be offset.

Conclusion

23. The City's lending libraries have produced comprehensive recovery plans for a proposed reopening on 20 July 2020 which ensure the safety of customers and staff and allow for the restoration of the statutory services and the provision of essential public computer use for our hyperlocal communities. In phase 1, opening hours and space-based services will be limited but the virtual service will continue to be developed.

Appendices

- Appendix 1
"Library without walls" virtual timetables for adults and children

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Virtual Events for Adults

Barbican &
Community
LIBRARIES

#LibrariesFromHome #LibrariesWithoutWalls

We have a number of feeds and channels all producing content to keep you entertained and informed!

- Find all our libraries on Facebook (FB) - Barbican Library on Instagram

- Twitter feeds @BarbicanLib @BarbicanMusic @ShoeLaneLib @artizanlibrary

- Subscribe to Barbican & Community Libraries on YouTube & listen to playlists from Barbican & Shoe Lane Libraries on Spotify

Events are weekly unless otherwise indicated

Monday

9.00	Facebook & Twitter	Wordsearch Answers
9.30	Shoe Lane Facebook	Wordjumble Puzzle
9.30	Artizan St FB	Visit the Virtual Garden
12.00	Barbican Facebook	Music Most Borrowed
	Barbican Instagram	Daily Puzzle Challenge

Tuesday

9.30	Shoe Lane Facebook	Wordjumble Puzzle
9.30	Artizan St FB	Visit the Virtual Garden
14.00	Zoom	Reading Group (Every 2nd Tues)*
16.00	Barbican FB & Twitter	Classic Album Club
	Barbican Instagram	Daily Puzzle Challenge

Wednesday

9.30	Shoe Lane Facebook	Wordjumble Puzzle
9.30	Artizan St FB	Visit the Virtual Garden
12.00	dragoncafeinthecity.com	Dragon Café (Fortnightly)
15.00	Zoom	Virtual Garden (1st & 3rd Weds)*
16.00	Barbican FB	Best of the Book Club
	Barbican Instagram	Daily Puzzle Challenge

Thursday

9.30	Shoe Lane Facebook	Wordjumble Puzzle
9.30	Artizan St FB	Visit the Virtual Garden
12.00	Barbican FB	Staff Music Recommendations
13.00	Zoom	Knit & Chat*
14.00	Zoom	Live Talks Programme (Every 3rd Thursday)*
14.00	Barbican FB	Librarian eLibrary Recommendations
17.30	Zoom	Comic Forum & Philosophy Club**
	**Alternating Thursdays for more info - email joel.janiurek@cityoflondon.gov.uk	
	Barbican Instagram -	Daily Puzzle Challenge

Friday

9.30	Shoe Lane Facebook	Wordjumble Puzzle
9.00	Facebook & Twitter	Wordsearch
9.30	Artizan St FB	Visit the Virtual Garden
12.00	Barbican Facebook	Listener Recommendations from Naxos
14.00	Zoom	History Discussion Group (Every 1st Fri)*
16.00	Barbican Facebook	Music Quiz Challenge
	Barbican Instagram	Daily Puzzle Challenge

* For these live Zoom events please email shoeane@cityoflondon.gov.uk for more information and to sign up.



Virtual Events for Families

#LibrariesFromHome #LibrariesWithoutWalls

We have a number of social media feeds all producing content to keep you entertained and informed!

- Find all our libraries on Facebook (FB)
- Barbican Library on Instagram
- Twitter feeds @BarbicanKids @ShoeLaneLib @artizanlibrary
- Subscribe to— Barbican & Community Libraries on YouTube (YT)
- Follow Barbican & Shoe Lane Libraries on Spotify

Monday	09.00	Artizan FB	Fiction Emoji Quiz ages 12-17
	09.30	Barbican Children's FB	Kid's Quiz ages 5-9
	11.00	Barbican Joel on YT	Live Rhymetime ages 0+
	13.00	Shoe Lane FB & Twitter	Daily Kids Colouring Page
	14.00	B&CL YouTube	Jemima's Activities and Songs ages 2-6
	15.00	Barbican Children's FB & YT	Children's Rhymetime ages 0-5
	16.00	Artizan FB	Football & Fitness Challenge ages 5-12
Tuesday	16.30	Zoom	Teenage Book Club 11+*
	10.00	Zoom	Interactive Rhymetime ages 0-7 **
	11.00	Barbican Joel on YT	Live Rhymetime ages 0+
	13.00	Shoe Lane FB & Twitter	Daily Kids Colouring Page
	15.00	Barbican Children's FB & YT	Children's Rhymetime ages 0-5
Wednesday	10.00	Zoom	Interactive Rhymetime ages 0-7 **
	11.00	Barbican Joel on YT	Live Rhymetime ages 0+
	13.00	Shoe Lane FB & Twitter	Daily Kids Colouring Page
	14.00	Artizan FB	Children's Crafts ages 4-12
	15.00	Barbican Children's FB & YT	Children's Rhymetime ages 0-5
	16.00	Artizan FB	Children's Movie Music Quiz ages 5-12
Thursday	11.00	Barbican Joel on YT	Live Rhymetime ages 0+
	13.00	Shoe Lane FB & Twitter	Daily Kids Colouring Page
	14.00	Artizan FB	Children's Crafts ages 4-12
	15.00	Barbican Children's FB & YT	Children's Rhymetime ages 0-7
	17.30	Zoom	Comic Forum & Philosophy Club*
Friday	9.30	Barbican Children's FB	Kid's Quiz ages 5-9
	10.00	Zoom	Interactive Pic'n'mix of activities 0-7 **
	11.00	Barbican Joel on YT	Live Rhymetime ages 0+
	13.00	Shoe Lane FB & Twitter	Daily Kids Colouring Page
	14.00	B&CL YT	Jemima Does activity and song ages 2-6
	15.00	Barbican Children's FB & YT	Children's Rhymetime ages 0-5
	16.00	Zoom	Monster Club ***
Saturday	9.30	Barbican Children's FB	STEAM Club
	11.00	Barbican Joel on YT	Live Rhymetime

* Not every week—email joel.janiurek@cityoflondon.gov.uk for more information

** for details email shoelane@cityoflondon.gov.uk

*** for details email barbicanlib@cityoflondon.gov.uk

Committee(s)	Dated:
Culture, Heritage and Libraries	13/07/20
Subject: Revenue Outturn – 2019/20	Public
Report of: The Chamberlain Assistant Town Clerk and Director of Major Projects Director of Open Spaces 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 2019/20 with the final agreed budget for the year. Overall total net expenditure during the year was £20.852m, whereas the total agreed budget was £21.647m, representing a decrease in net expenditure of £0.795m. This decrease is largely due to delays in the three year Cyclical Works Programme amounting to £0.51m. This will be carried forward to future years.

Summary Comparison of 2019/20 Revenue Outturn with Final Agreed Budget			
	Final Agreed Budget £000	Revenue Outturn £000	Variation Better/ (Worse) £000
Local Risk			
Assistant Town Clerk and Director of Major Projects	(5,876)	(5,827)	49
Director of Open Spaces	1,671	1,760	89
Director of Community and Children's Services	(2,409)	(2,413)	(4)
City Surveyor	(600)	(637)	(37)
Total Local Risk	(7,214)	(7,117)	97
Cyclical Works Programme	(899)	(389)	510
Central Risk			
Assistant Town Clerk and Director of Major Projects	(6,475)	(6,489)	(14)
Director of Open Spaces	137	137	-
Director of Community and Children's Services	(298)	(301)	(3)
City Surveyor	(7)	(6)	1
Total Central Risk	(6,917)	(6,933)	(16)
Capital & Support Services	(6,617)	(6,413)	204
Overall Expenditure	(21,647)	(20,852)	795

The favourable variance on the Director's local risk was £97K of which £167K related to Tower Bridge Tourism, mainly as a result of an overachievement against income targets, partly offset by an underachievement of income at the Monument of £78K.

The Assistant Town Clerk and Director of Major Projects has requested a carry forward bid of £10,000 from their local risk favourable variance. The Director of Open Spaces has requested a carry forward bid of £79,000 from their local risk favourable variance on Bridge House Estates and the Director of Community and Children's Services has requested a carry forward bid of £3,000 from their local risk favourable variance.

Recommendations

- It is recommended that this revenue outturn report for 2019/20 is noted.

Main Report

1. Actual net expenditure for your Committee's services during 2019/20 totalled £20.852m, a favourable variance of £0.795m compared to the final agreed budget of £21.647m. 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 2019/20 Revenue Outturn with Final Agreed Budget

	Original Budget £000	Final Agreed Budget £000	Revenue Outturn £000	Variation Better/ (Worse) £000	Paragraph Reference
LOCAL RISK					
Assistant Town Clerk & Director of Major Projects					
City Fund					
Guildhall Library	(616)	(640)	(643)	(3)	
City Business Library	(520)	(552)	(530)	22	
Central Management	(181)	(127)	(102)	25	
Guildhall Art Gallery & City of London Police Museum	(766)	(727)	(731)	(4)	
London Metropolitan Archives	(1,883)	(1,999)	(2,008)	(9)	
City Records Service	(1,095)	(1,072)	(1,070)	2	
Visitor Services & City Information Centre	(673)	(759)	(743)	16	
Total City Fund	(5,734)	(5,876)	(5,827)	49	
Total Assistant Town Clerk & Director of Major Projects	(5,734)	(5,876)	(5,827)	49	
Director of Open Spaces					
City's Cash					
Monument	229	218	140	(78)	2
Keats House	(199)	(204)	(204)	-	
Total City's Cash	30	14	(64)	(78)	
Bridge House Estates					
Tower Bridge Tourism	1,525	1,657	1,824	167	3
Total Bridge House Estates	1,525	1,657	1,824	167	
Total Director of Open Spaces	1,555	1,671	1,760	89	

Director of Community & Children's Services

City Fund

Artizan St Library & Portsoken Health & Community Centre	(330)	(404)	(410)	(6)
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Barbican Library & Shoe Lane Library	(1,951)	(2,005)	(2,003)	2
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Total City Fund	(2,281)	(2,409)	(2,413)	(4)
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Total Director of Community & Children's Services	(2,281)	(2,409)	(2,413)	(4)
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City Surveyor

City Fund

Lower Thames Street*	(8)	(8)	(9)	(1)
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Total City Fund	(8)	(8)	(9)	(1)
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City's Cash

Mayoralty & Shrievalty*	(93)	(93)	(112)	(19)
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Total City's Cash	(93)	(93)	(112)	(19)
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Building Repairs & Facilities Management*	(381)	(499)	(516)	(17)
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Total City Surveyor	(482)	(600)	(637)	(37)
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TOTAL LOCAL RISK	(6,942)	(7,214)	(7,117)	97
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CYCLICAL WORKS PROGRAMME	(242)	(899)	(389)	510	4
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CENTRAL RISK

Museum of London Revenue Grant	(5,292)	(5,292)	(5,292)	-
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Outdoor Arts Programme	(378)	(379)	(424)	(45)	5
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Keats House Drawdown	300	-	-	-	6
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From City's Cash					
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Other costs including rent, rates, service charges & capital	(1,236)	(1,246)	(1,217)	29
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TOTAL CENTRAL RISK	(6,606)	(6,917)	(6,933)	(16)
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CAPITAL & SUPPORT SERVICES	(6,241)	(6,617)	(6,413)	204	7
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OVERALL TOTAL	(20,031)	(21,647)	(20,852)	795
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*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. Although the Monument saw a more positive start to 2019/20 than in previous years, income figures were still under target across the first half of the year, meaning specific expenditure budgets were reduced in a concerted effort to redress the balance. Performance was therefore more positive against a revised income target of £623,000, although the commensurate reduction in expenditure has sadly seen the standing-down of all educational activities, minor works and a proportion of marketing workstreams. The November 2019 terror incident at London Bridge, given the very close proximity to the Monument however, resulted in a significant decline in visitor numbers to the Monument across December 2019 and January 2020. This was further compounded by the impact of Covid-19 on the UK visitor economy in early March, followed by a full closure of the Monument across the last two weeks of the financial year, resulting in the End of Year position of a £78,000 shortfall.
3. A positive year at Tower Bridge despite the business impact of Covid-19 in March. Excellent performance at mid-year saw the revised year end forecast for total income increased significantly, with expenditure raised accordingly in light of increased retail cost of sales expenditure and further improvement activities (accessible toilets, development of storage facilities). At the outset of 2020, a correction to previous venue hire VAT calculations, resulted in an additional in-year cost pressure, and was covered by approximately £200,000 savings (by standing down planned promotional activity and minor works for February and March). The decline in business due to the growing impact of Covid-19 on the tourism and events economy during the first half of March saw further savings identified: despite a full closure of the business across the last two weeks of the financial year, these further savings and those previously identified in January, combined with excellent performance to the end of February puts the Bridge tourism account in the position of a £167,000 surplus at year end.
4. The City has a programme of cyclical repairs and maintenance works to maintain its operational properties to a good condition. This is delivered in a number of overlapping three year programmes of works, and is delivered by the relevant departments, principally the City Surveyor, the Barbican Centre and the Department of the Built Environment. In 2019/20 the overall agreed budget for these three year programmes was £14.777m, of which £10.368m was spent. The programme is monitored by the Corporate Asset Sub Committee and the carrying forward of the £4.409m unspent balance (i.e. £1.093m City Fund and £3.316m City's Cash/Guildhall) is subject to separate arrangements as each programme is phased over a number of years. In 2019/20 the final agreed budget for these programmes overseen by your Committee was £899,000, of which £389,000 was spent and the £510,000 unspent balance will be carried forward to 2020/21. The underspend of £510,000 on the programme is mainly due to works at Guildhall Art Gallery; due to rephasing of the programme to fit in with the event schedule.
5. The main reason for the overspend of £45,000 on the City Outdoor Arts Programme is due to logistics around the "Thank You for Having Us" 7 September event incurring significantly increased insurance, H&S and delivery costs. This

overspend is to be met by underspends within the Town Clerks department (Central Risk) as a whole.

6. Keats House is deficit funded via a drawdown from City's Cash Finance. From March 2020 onwards, the process by which the drawdown occurs will be changing to bring this in line with the other Open Spaces charities. The transfer from City's Cash will still occur at the end of the financial year, but there will no longer be a budget for this in the Keats House accounts, enabling the true cost of Keats House to be shown.
7. 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	(1,580)	(1,564)	(1,563)	1
Support Services, including Chamberlains, Comptrollers & Town Clerks	(946)	(895)	(860)	35
Surveyors Employee & IT Recharges	(1,158)	(1,207)	(1,133)	74
Guildhall Admin Buildings	(2,585)	(2,931)	(2,827)	104
Insurances, including premises & Liability	(256)	(269)	(264)	5
Other recharges	284	249	234	(15)
TOTAL CAPITAL & SUPPORT SERVICES	(6,241)	(6,617)	(6,413)	204

The underspend of £204,000 on Capital & Support Services is largely due to a lower share of Guildhall Admin Buildings costs of £104,000, a result of lower than expected security, building maintenance and utility costs in the Guildhall Complex and £74,000 on recharges from City Surveyors and IT based on work undertaken on behalf of Cultural services during the financial year. 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 2020/21

8. The revenue outturn for Assistant Town Clerk and Director of Major Projects for 2019/20 which falls within the responsibilities of the Culture, Heritage and Libraries Committee comprised a £49K underspend, all of which relates to City Fund. The Director has requested carry forwards of £10,000 in relation to the current support contract for public access PCs within the lending and reference libraries (including CBL) which expires in Summer 2020. Funds have been identified by CBL, but further work needs to be done to ensure the correct devices are purchased and appropriate discussions held with Agilisys Ltd on future support. This means a purchase decision could not be made before the end of the financial year 19/20. The overspend on Central Risk is to be met by underspends within the Town Clerks department (Central Risk) as a whole.
9. The Director of Open Spaces has a favourable variance on local risk of £89,000 on activities overseen by your Committee, of which £167,000 relates to Bridge House Estates, which is partly offset by an underperformance on income generation of £78,000 on City's Cash. The Director has requested a carry forward of £79,000 from the Bridge House Estates favourable variance. The requests are for the installation an accessible toilet on L2, North Tower which will improve DDA compliance and the visitor experience for those with mobility issues (£60,000) and to fund items that were ordered before year end, which under normal circumstances would have been received and receipted and taken from the 2019/20 budget. Goods, services and supplies have not been received due to COVID 19. For Tower Bridge this includes videowall monitors and installation (£19,000).
10. The Director of Children's and Community Services has a local risk overspend of £4,000 on activities overseen by your Committee, all of which relates to City Fund with total underspend of £327,000 across all their City Fund activities. The Director has requested a carry forward of £3,000 towards replacing a kit shortfall in the library service's self-service equipment.

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

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Appendix 1

Original to Final Agreed Local Risk Budget	£000
Original Local Risk Budget	(6,942)
City Fund and Bridge House Estates carry forwards	(36)
All funds contribution pay, budget uplift	(53)
Increase to energy budgets following additional resources agreed at RASC	(69)
City of London Apprenticeship Scheme	21
Net City Fund and BHE budget virements from Community and Children's services (£50,000) relating to children's community work at the lending libraries and a new Community Centre contract, additional resources in respect of legal fees (£13,000), budget uplifts from central Open Spaces budgets (£15,000), partly offset by a rephasing of the drawdown from Finance Contingency of £15,000 and a resource shift to City Surveyor for an increase in Facilities Management costs at Tower Bridge £58,000.	(5)
Increase arising from a rates revaluation at Artizan Street Library	(12)
City Surveyor local risk changes to planned and reactive works and Facilities Management.	(118)
Final Agreed Local Risk Budget	(7,214)

Agenda Item 14

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Committees: Planning & Transportation – for decision Projects Sub - for decision Culture, Heritage & Libraries – for information	Dates: 02 June 2020 25 June 2020 13 July 2020
Subject: Tower Bridge Service Trenches Refurbishment Unique Project Identifier: 12197	Gateway 3/4: Options Appraisal (Regular)
Report of: Director of the Built Environment Report Author: Mark Bailey	For Information
<h1>PUBLIC</h1>	

1. Status update	Project Description: Refurbishment of the 320m length of service trenches to the footways of the fixed spans of Tower Bridge RAG Status: Green (Green at last report to Committee) Risk Status: Low (Low at last report to committee) Total Estimated Cost of Project (excluding risk): £ 425,000 Change in Total Estimated Cost of Project (excluding risk): Within the range of £300,000 to £500,000 at last report to Committee Spend to Date: £ 4,000 Costed Risk Provision Utilised: None Slippage: Not applicable
2. Next steps and requested decisions	Next Gateway: Gateway 5: Authority to Start Work Next Steps: <ol style="list-style-type: none"> 1) Complete investigations to test trenches for asbestos containing materials, confirm condition of existing seating frames and to map all existing services. 2) Confirm redundant services to be removed.

	<div>3) Carry out trial installation of 6no. covers, to demonstrate suitability (including to Local Planning Authority) before commitment to over 300m on new product.</div> <div>4) Gain statutory approvals (Local Planning Authority, Transport for London)</div> <div>5) Agree costs for recommended option, under the term contract for highway works</div> <div>Requested Decisions:</div> <div>1. That additional budget of £40,000 is approved for staff costs, fees, investigations and trial installations, to reach the next Gateway;</div> <div>2. Note the revised project budget of £50,000 (excluding risk);</div> <div>3. Note the total estimated cost of the project at £425,000 (excluding risk);</div> <div>4. Note that no Costed Risk Provision is requested at this stage, although £120,000 of costed risks against asbestos and contamination are identified in the Project Risk Register. These will be reviewed at the next gateway following completion of investigations.</div> <div>5. That Option 3 is approved (Replace covers with bespoke lightweight ductile iron alternative, within existing seating frames)</div>																					
<div>3. Resource requirements to reach next Gateway</div>	<div>Additional funding required, for recommended option 3:</div> <table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Staff Costs</td><td>Project Management</td><td rowspan="4">BHE 50-year plan</td><td>10,000</td></tr><tr><td>Fees</td><td>Statutory Approvals</td><td>4,000</td></tr><tr><td>Investigations</td><td>Risk Mitigation</td><td>6,000</td></tr><tr><td>Trial installation</td><td>Risk Mitigation</td><td>20,000</td></tr><tr><td>Total</td><td></td><td></td><td>40,000</td></tr></table> <div>Full breakdown of current spend and requested additional funding shown in Appendix 4</div>	Item	Reason	Funds/ Source of Funding	Cost (£)	Staff Costs	Project Management	BHE 50-year plan	10,000	Fees	Statutory Approvals	4,000	Investigations	Risk Mitigation	6,000	Trial installation	Risk Mitigation	20,000	Total			40,000
Item	Reason	Funds/ Source of Funding	Cost (£)																			
Staff Costs	Project Management	BHE 50-year plan	10,000																			
Fees	Statutory Approvals		4,000																			
Investigations	Risk Mitigation		6,000																			
Trial installation	Risk Mitigation		20,000																			
Total			40,000																			

	Costed Risk Provision requested for this Gateway: 0 (as detailed in the Risk Register – Appendix 2)
4. Overview of project options	<p>4 principal options have been considered:-</p> <ol style="list-style-type: none"> 1) Retaining existing covers, after temporarily removing to remove silt and redundant services, 2) Replace existing covers on a like-for-like basis, in heavy steel/cast iron with concrete infill and mastic asphalt surfacing. This option requires breakout and replacement of the existing seating frames, to suit manufacturer's standard details/products, as well as in-situ concrete infill and mastic asphalt surfacing operations. 3) Replace existing covers using lightweight bespoke ductile iron covers, which are pre-surfaced before arriving on site. These covers do not require replacement of the existing seating frames, as the bespoke covers are manufactured to suit the dimensions and details of the existing frames (which are in good condition). 4) Replace existing covers using lightweight composite materials (e.g. glass reinforced plastic), which are manufactured with anti-slip surface. This option requires breakout and replacement of the existing seating frames, to suit increased bearing requirements and manufacturer's standard details/products
5. Recommended option	<p>This report recommends option 3, i.e. to replace the existing covers with bespoke ductile iron covers (recessed to accommodate a thin factory-applied surfacing) whilst retaining the existing seating frames which are built into the concrete walls of the service trenches.</p> <p>The existing iron seating frames are believed to be in good condition, with a life expectancy which matches the proposed replacement covers. It is therefore considered overly disruptive and an unnecessary use of funds and time to replace them, if this can be avoided and without compromising the project objectives.</p> <p>Unfortunately, these seating angles do not suit manufacturers details and dimensions for standard products currently available on the market, which dictates that they should be replaced if options 2 and 4 were pursued. The labour-intensive operations to remove and replace the seating frames add considerable cost to these options.</p>

	<p>As a result, option 3 represents the most economical way of replacing the existing covers, whilst offering technical advantages over the alternatives i.e.</p> <p>a) The covers will be significantly lighter than the existing covers (option 1) and those of option 2 and meet with H&S Manual Handling recommendations. This in turn affords ease of future maintenance of the service trenches, with the minimum of resources and cost</p> <p>b) The factory-applied anti-slip surfacing to these units will visually match similar surfacing to the bascule footways, which is proven to be acceptably hard-wearing. There is anecdotal evidence of composite covers (as option 4) losing their colour and anti-slip properties relatively quickly when used in other busy public areas, which may lead to premature replacement, as these materials do not lend themselves to over-surfacing.</p> <p>Option 1 is discounted as it does not ease future maintenance requirements and merely defers the inevitable, given that a number of existing covers have failed in recent years (upon removal) and that repairing them on an ad-hoc basis is not economical in the longer term.</p>
6. Risk	<p>Overall project risk: Low</p> <p>The risk profile of this project is considered to be low, as the project comprises only low complexity works to replace existing service trench covers, with associated silt removal and striping for redundant services from the service trenches</p> <p>The principal risks to the project, which will be investigated further and clarified prior to Gateway 5 and prior to recommending a Costed Risk Provision (CRP) for the construction stage of the project, include:-</p> <ul style="list-style-type: none"> • Presence of asbestos containing materials (ACM) within the service trenches • Damage/degradation of existing seating frames to covers, making their retention impractical <p>Further information available within the Risk Register (Appendix 2)</p>
7. Procurement approach	<p>As these highway works are of a non-specialist nature, they readily lend themselves to the use of the highways term contract, with the term contractor using its supply chain to procure the manufacture and installation of the bespoke units.</p> <p>Please refer to appended PT4 procurement report</p>

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Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register (for recommended option)
Appendix 3	PT4 Procurement Form
Appendix 4	Breakdown of current spend and requested funding

Contact

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Options Appraisal Matrix

Option Summary	Option 1	Option 2	Option 3 (Recommended)	Option 4
1. Brief description of option	Retain existing covers.	Replace covers “like for like” using standard “off-the-shelf” service cover units.	Replace covers with bespoke lightweight ductile iron alternative, within existing seating frames.	Replace covers and seating frames with new lightweight composite alternative (e.g. glass reinforced plastic, or GRP).
2. Scope and exclusions	<ul style="list-style-type: none"> Includes only for removal of silt and redundant services from trenches. 	<ul style="list-style-type: none"> Includes for replacing heavy concrete-infilled covers on a like-for-like basis. Includes for replacing seating frames to suit new product Includes for removal of silt and redundant services from trenches. 	<ul style="list-style-type: none"> Includes for retaining existing seating frames and replacing existing covers with lighter ductile iron units, which are recessed to accept a thin surfacing material. Includes for removal of silt and redundant services from trenches. 	<ul style="list-style-type: none"> Includes for replacing seating frames and installing new lightweight composite (GRP) covers. Includes for removal of silt and redundant services from trenches.
Project Planning				
3. Programme and key dates	<ul style="list-style-type: none"> This option could be carried out at any time, consistent with other demands on the public highway network (including busy summer 	<ul style="list-style-type: none"> As this option involves multiple operations to install covers followed by concrete infill, curing and mastic surfacing, this would be one of the most 	<ul style="list-style-type: none"> As this option retains the existing seating frames and as the new cover units would be pre-surfaced, the operations to remove and replace the covers would 	<ul style="list-style-type: none"> As this option involves multiple operations to break out and replace existing seating frames, followed by concrete repairs and subsequent

Option Summary	Option 1	Option 2	Option 3 (Recommended)	Option 4
	<p>tourist periods), as it does not rely on new materials.</p> <ul style="list-style-type: none"> • The works to desilt the trenches and remove redundant service could be carried out incrementally over several months, to suit other scheduled quarterly maintenance closures of Tower Bridge. 	<p>disruptive options, further complicated by the need to break out and replace the existing seating frames if standard manufacturers units are used.</p> <ul style="list-style-type: none"> • A programme of 3 months is estimated to complete these works, which could be targeted towards the end of 2020, allowing for lead-in of materials. 	<p>be very efficient and could be conducted over a number of nightly closures of Tower Bridge, using lifting plant located in the adjacent carriageway, potentially during scheduled quarterly maintenance closures.</p> <ul style="list-style-type: none"> • Allowing for the lead-in times to manufacture bespoke cover units, programme of 4 weeks near the end of 2020 (to include desilting works) is considered feasible. 	<p>installation of the new covers – but does not involve subsequent surfacing operations - the programme for these works would lie somewhere between that of options 2 and 3.</p> <ul style="list-style-type: none"> • A programme of 2 months is estimated to complete these works, which could be targeted towards the end of 2020, allowing for lead-in of materials.
4. Risk implications	<ul style="list-style-type: none"> • Overall project option risk: Medium • This option carries the risk of ongoing sporadic failure of the ageing brittle units and associated annual maintenance costs to remediate in an ad-hoc fashion. 	<ul style="list-style-type: none"> • Overall project option risk: Low • Risks of silt contamination and asbestos are common to all options equally. 	<ul style="list-style-type: none"> • Overall project option risk: Low • Risks of silt contamination and asbestos are common to all options equally. • Risks relating to existing frame condition will be investigated and clarified prior to Gateway 5. 	<ul style="list-style-type: none"> • Overall project option risk: Medium • This option carries the added risk of premature wear of the anti-slip profile to GRP covers under the concentrated and heavy footfall typical of Tower Bridge.

Option Summary	Option 1	Option 2	Option 3 (Recommended)	Option 4
	<ul style="list-style-type: none"> Risks of silt contamination and asbestos are common to all options equally. 		<ul style="list-style-type: none"> Residual planning risks to be resolved prior to Gateway 5. Further information available within the Risk Register (Appendix 2). 	<ul style="list-style-type: none"> Highest planning risk of the options presented. Risks of silt contamination and asbestos are common to all options equally.
5. Stakeholders and consultees	<ul style="list-style-type: none"> Tower Bridge Exhibition Tower Bridge Operations Transport for London 	<ul style="list-style-type: none"> Local Planning Authorities (Southwark & Tower Hamlets) Historic England Tower Bridge Exhibition Tower Bridge Operations Transport for London 	<ul style="list-style-type: none"> Local Planning Authorities (Southwark & Tower Hamlets) Historic England Tower Bridge Exhibition Tower Bridge Operations Transport for London 	<ul style="list-style-type: none"> Local Planning Authorities (Southwark & Tower Hamlets) Historic England Tower Bridge Exhibition Tower Bridge Operations Transport for London
6. Benefits of option	<ul style="list-style-type: none"> Lowest initial capital cost (no new materials). 	<ul style="list-style-type: none"> Visually, an exact like-for-like replacement of the covers, with concrete filled units surfaced with mastic asphalt, which mitigates planning risks (although formal consultation still recommended). 	<ul style="list-style-type: none"> Most cost-effective option. Retains the existing seating frames. New lightweight covers are recessed to accept a thin aggregated epoxy surfacing which is very similar to the footway surfacing to the bascule footways and easily 	<ul style="list-style-type: none"> New lightweight covers would meet Manual Handling H&S recommendations and lend themselves to regular future maintenance of the service trenches with minimal personnel.

Option Summary	Option 1	Option 2	Option 3 (Recommended)	Option 4
			<p>maintained. This would be visually consistent with other areas of the bridge.</p> <ul style="list-style-type: none"> Meets Manual Handling H&S recommendations, which lends itself to regular future maintenance of service trench with minimal personnel. 	
7. Disbenefits of option	<ul style="list-style-type: none"> Retains existing units which, at 170kg each, are very difficult to lift and do not conform with manual handling H&S recommendations. This does not lend itself to easy and regular future maintenance of the service trenches. This option carries the risk of ongoing sporadic failure of the ageing brittle units and associated annual maintenance costs to 	<ul style="list-style-type: none"> Like-for-like replacement units would be of a similar weight (approximately 170kg), which would continue to be very difficult to lift and which do not conform with manual handling H&S recommendations. This does not lend itself to easy and regular future maintenance of the service trenches. Unless bespoke products are manufactured to suit existing seating frames, 	<ul style="list-style-type: none"> Slight change in surfacing material (from mastic asphalt to epoxy/aggregate thin surfacing), but consistent with footway surfacing on bascules. May require LPA approval 	<ul style="list-style-type: none"> Requires breakout and replacement of existing seating frames, to accommodate increased bearing requirements of composite covers, which is not economic. High risk of premature wear of the raised anti-slip profile of composite materials under the aggressive footfall conditions of Tower Bridge (evidenced by the performance of similar products at other UK public locations), resulting

Option Summary	Option 1	Option 2	Option 3 (Recommended)	Option 4
	remediate in an ad-hoc fashion.	<p>this option would also require the existing seating frames to be replaced (for more economic “off-the-shelf” mass-produced standard-length products).</p> <ul style="list-style-type: none"> As these covers require subsequent concrete infill, concrete curing and mastic asphalt operations, this is likely to be a time consuming and disruptive option. 		<p>in low design life and early replacement (as these materials do not readily lend themselves to over-surfacing).</p> <ul style="list-style-type: none"> Requires LPA approval.
Resource Implications				
8. Total estimated cost	<p>Total estimated cost (excluding risk): Less than £50,000, to merely remove silt and redundant services under a succession of quarterly maintenance closures of the bridge.</p> <p>Total estimated cost: (including risk): Approximately £170,000</p>	<p>Total estimated cost (excluding risk): Approximately £940,000.</p> <p>Total estimated cost: (including risk): Approximately £1,060,000 (including £120,000 costed risk to note for asbestos or</p>	<p>Total estimated cost (excluding risk): Approximately £425,000.</p> <p>Total estimated cost: (including risk): Approximately £ 545,000 (including £120,000 costed risk to note for asbestos or</p>	<p>Total estimated cost (excluding risk): Approximately £780,000.</p> <p>Total estimated cost: (including risk): Approximately £ 900,000 (including £120,000 costed risk to note for asbestos or</p>

Option Summary	Option 1	Option 2	Option 3 (Recommended)	Option 4
	(including £120,000 costed risk to note for asbestos or other contamination, post-mitigation).	other contamination, post-mitigation).	other contamination, post-mitigation).	other contamination, post-mitigation).
9. Funding strategy	The recommended option would be funded from the Bridge House Estates Bridge Repair & Maintenance Fund (the “50-year plan”).			
10. Investment appraisal	Not applicable			
11. Estimated capital value/return	Not applicable			
12. Ongoing revenue implications	<ul style="list-style-type: none"> Unquantified in terms of cost, but the highest maintenance legacy of the options presented, due to ongoing sporadic failure of existing units, repaired in an ad-hoc fashion, combined with the inefficiencies of removing very heavy covers to adequately maintain the service trenches. 	<ul style="list-style-type: none"> Ongoing revenue costs are not minimised by this option, in spite of the new covers, as the heavy replacement covers make future lifting and maintenance very difficult and inefficient. 	<ul style="list-style-type: none"> Minimal ongoing revenue costs, as improves efficiency of future maintenance operations (compared with existing) due to lightweight covers which lend themselves to safe manual handling with minimum labour requirements. 	<ul style="list-style-type: none"> Minimal ongoing revenue costs, as improves efficiency of future maintenance operations (compared with existing) due to lightweight covers which lend themselves to safe manual handling with minimum labour requirements.
13. Affordability	<ul style="list-style-type: none"> Ample funds are identified in the 50-year plan, 	<ul style="list-style-type: none"> The most expensive option, whilst not 	<ul style="list-style-type: none"> Considered to be the most cost-effective and 	<ul style="list-style-type: none"> Mid-range cost (between options 2 and 3) but

Option Summary	Option 1	Option 2	Option 3 (Recommended)	Option 4
	although this option is not sustainable in the long-term due to ageing materials. It merely defers replacement of the covers to a later date, whilst attracting increased maintenance costs in the interim.	delivering a solution which aids efficient future maintenance (and reduced costs) by using lightweight materials.	responsible option, by re-using existing seating frames (which are believed to be in sound condition) and providing a lightweight and robust solution which reduces future maintenance costs and has a long life-expectancy.	longevity of the available products on the market (due to surface wear of composite materials) and increased life-cycle costs are a concern.
14. Legal implications	<ul style="list-style-type: none"> Statutory Approval from Planning Authority not required 	<ul style="list-style-type: none"> Statutory Approval from Planning Authority probably not required, although consultation recommended to confirm, if option selected. 	<ul style="list-style-type: none"> Statutory Approval from Planning Authority required due to change in materials 	<ul style="list-style-type: none"> Statutory Approval from Planning Authority required due to change in materials
15. Corporate property implications	<ul style="list-style-type: none"> The proposals in this report meet key objectives of the Corporate Property asset Management Strategy; Operational assets remain in a good, safe and statutory compliant condition. Operational assets are fit for purpose and meet service delivery needs. 			
16. Traffic implications	<ul style="list-style-type: none"> Minimal traffic implications, as the works to remove silt and redundant services can be programmed incrementally over many months, to align with other pre- 	<ul style="list-style-type: none"> As these covers require subsequent concrete infill, concrete curing and mastic asphalt operations, this is likely to be a time consuming and disruptive option, particularly if the 	<ul style="list-style-type: none"> As the existing seating frames are to be re-used, the existing covers could be quickly removed and replaced within nightly road closures using lifting 	<ul style="list-style-type: none"> As this option requires breakout & replacement of seating frames and an increased programme to accommodate this, this would be considerably

Option Summary	Option 1	Option 2	Option 3 (Recommended)	Option 4
	scheduled quarterly maintenance closures of Tower Bridge.	seating frames need to be replaced as well to accommodate standard units. <ul style="list-style-type: none">Lengthy closures and/or restrictions of footway widths would be necessary.	plant located in the carriageway <ul style="list-style-type: none">Temporary restrictions to footway widths would be necessary. However, as the new units would be pre-surfaced, this further reduces on-site operations and disruption.As the new units meet Manual Handling requirements, they also lend themselves to easy and efficient removal without lifting plant in the carriageway, if desilting works are programmed to follow cover replacement.	more disruptive to pedestrians than option 3. <ul style="list-style-type: none">Lengthy closures and/or restrictions of footway widths would be necessary.
17. Sustainability and energy implications	Not applicable			
18. IS implications	Not applicable			
19. Equality Impact Assessment	Not applicable			

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Option Summary	Option 1	Option 2	Option 3 (Recommended)	Option 4
20. Data Protection Impact Assessment	Not applicable			
21. Recommendation	Not recommended	Not recommended	Recommended	Not recommended

Project Coversheet

[1] Ownership & Status

UPI: 12197
Core Project Name: Tower Bridge Service Trenches Refurbishment
Programme Affiliation To be coordinated with (or in advance of) the programme for Tower Bridge HV Replacement Scheme
Project Manager: Mark Bailey

Definition of need:

- The 320m length of service trench covers to the fixed spans of Tower Bridge have reached the end of their service life and are suffering from heavy corrosion.
- The existing covers are extremely heavy and difficult to lift manually and/or without damage.
- Temporary replacements to a number of covers have been necessary in recent years due to structural failure upon removal for isolated maintenance works
- Silt and detritus has accumulated within the service trenches over many years, due in part to the logistical challenges of lifting the covers for regular maintenance cleaning.
- The opportunity is being considered to replace the covers in low or zero-maintenance lightweight alternatives in composite materials, that will facilitate future maintenance and assist with compliance with modern manual handling regulations
- The opportunity will also be taken to remove accumulated silt, detritus and redundant services from the trenches, in the interests of future maintenance and resilience

Key measures of success:

1. Replacement of existing covers with lightweight alternatives that mitigate manual handling risks for maintenance operatives and facilitate regular future maintenance/cleaning of service trenches
2. Replacement of existing covers with low or zero maintenance alternatives which reduce future revenue life-cycle costs
3. Removal of redundant services and silt from service trenches to improve future servicing resilience

Expected timeframe for the project delivery: Construction late 2020

Key Milestones:

Gateway 1	Oct 2019
Gateway 2	Nov/Dec 2019
Gateway 3/4	Feb 2020
Gateway 5	June 2020
Compete works	Late 2020

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

G3/4 later than initially indicated above, but dates above are indicative and non-critical

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

Not as yet

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

‘Project Briefing’ G1 report (as approved by Chief Officer 23/10/2019):

- Total Estimated Cost (excluding risk): £300,000 to £500,000
- Costed Risk Against the Project: £120,000
- Estimated Programme Dates: Construction late 2020

‘Project Proposal’ G2 report (as approved by PSC 16/12/2019):

- Total Estimated Cost (excluding risk): £300,000 to £500,000
- Costed Risk Against the Project: £120,000
- Estimated Programme Dates: Construction late-2020
- Approved budget to proceed to G3-4: £10,000

Scope/Design Change and Impact: n/a

Total anticipated on-going commitment post-delivery [£]: N/A

Programme Affiliation [£]: N/A

City of London: Projects Procedure Corporate Risks Register

Project Name:			Tower Bridge Service Trenches Refurbishment					PM's overall risk rating:		Low		CRP requested this gateway		£ -		Average unmitigated risk		5.0		Open Risks		6											
Unique project identifier:			12197		Total estimated cost (exc risk):					£ 425,000		Total CRP used to date		£ -		Average mitigated		4.0		Closed Risks		0											
General risk classification											Mitigation actions											Ownership & Action											
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 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	4	(1) Compliance/Regulatory	Delays in receiving approvals from planning authorities and Historic England for change of cover type	Delay to works commencing and/or reversion to more expensive heavy covers matching existing	Possible	Serious	6	£150,000.00	N	B – Fairly Confident	Early consultation with planning authorities and Historic England, prior to committing to product or contractor	£0.00	Unlikely	Serious	£0.00	4	£0.00		21/10/19	Built Environment	Mark Bailey		Positive consultation conducted prior to G3/4. Full agreement prior to G5										
R2	5	(1) Compliance/Regulatory	Unable to gain timely approval from TFL for temporary lane or footway closures	Delay to works commencing and/or alternative phasing or additional TM requirements stipulated	Possible	Minor	3	£20,000.00	N	B – Fairly Confident	Early consultation with TFL and other local stakeholders, not least Tower Bridge Exhibition	£0.00	Unlikely	Minor	£0.00	2	£0.00		21/10/19	Built Environment	Mark Bailey		Consultation to take place prior to G5										
R3	6	(3) Reputation	Public dissatisfaction with works	Reputational damage of City and TB Exhibition	Possible	Minor	3	£0.00	N	B – Fairly Confident	Early consultation with PR/Media Team, TFL and TB Exhibition - as for previous projects	£0.00	Unlikely	Minor	£0.00	2	£0.00		21/10/19	Built Environment	Mark Bailey		Consultation to take place prior to G5										
R4	6	(9) Environmental	Contaminated silt discovered in trenches	Cost and delay impact	Possible	Serious	6	£20,000.00	N	B – Fairly Confident	Random sampling of silt samples prior to G5	£3,000.00	Possible	Serious	£20,000.00	6	£0.00		21/10/19	Built Environment	Mark Bailey		Sampling will not reduce the risk of the costs of disposal. However, it will identify the risk prior to construction in order to inform a later CRP at G5										
R5	6	(9) Environmental	Asbestos containing materials found in redundant services	Cost and delay impact	Possible	Serious	6	£100,000.00	N	C – Uncomfortable	Review of past surveys for ACM and potential random sampling	£3,000.00	Possible	Serious	£100,000.00	6	£0.00		21/10/19	Built Environment	Mark Bailey		Sampling will not reduce the risk of the costs of remediation. However, it will identify the risk prior to construction in order to inform a later CRP at G3/4 or whether to exclude stripping of old services from the scope of works as part of this project										
R6	5	(2) Financial	Existing seating frames in poor condition and cannot be retained (as Option 3)	Cost and delay impact	Possible	Serious	6	£380,000.00	N	B – Fairly Confident	Investigate prior to G5 so that Option 3 (to retain angles) can be confirmed	£6,000.00	Unlikely	Serious	£0.00	4	£0.00		20/03/20	Built Environment	Mark Bailey		Option 3 relies on retaining existing seating frames, which are believed to be in good condition. This needs to be confirmed by investigations prior to G5 and contract										

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PT4 - Committee Procurement Report

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



Introduction

City Procurement Project Reference:	TBC		
Project / Contract Title:	Tower Bridge – Trench Refurbishment		
Project Lead & Contract Manager:	Mark Bailey	Lead Department:	DBE
Category Manager:	Hirdial Rai	Other Contact:	Paul Monaghan
Total Contract Value (excluding VAT and inc. extension options):	£375,000	Contract Duration (inc. extension options):	6 – 8 weeks including lead in time for materials
Budget approved Capital/Revenue:	No Capital	Capital Project reference (if applicable):	728000021
Gateway Approval Process <ul style="list-style-type: none">- Is this project subject to the Gateway process? Yes- 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? <p>Next Gate report is scheduled for committee approval on the 14/04/20</p>			
Opportunity for Inter-City Collaboration (is there another site/department that could benefit from this project)? No			

Procurement Strategy Recommendation

City Procurement team recommended option
Traditional approach

Route to Market Recommendation

City Procurement team recommended option
Term Maintenance Contract – Has provided competitive quotes for providing the lids and has the supply chain to carry out the works.

Specification and Evaluation Overview

Summary of the main requirements: <ul style="list-style-type: none">• The 320m length of service trench covers to the fixed spans of Tower Bridge have reached the end of their service life and are suffering from heavy corrosion.• The existing covers are extremely heavy and difficult to lift manually and/or without damage.• Temporary replacements to a number of covers have been necessary in recent years due to structural failure upon removal for isolated maintenance works• Silt and detritus has accumulated within the service trenches over many years, due in part to the logistical challenges of lifting the covers for regular maintenance cleaning.• The opportunity is being considered to replace the covers in low or zero-maintenance lightweight alternatives in composite materials, that will facilitate future maintenance and assist with compliance with modern manual handling regulations• The opportunity will also be taken to remove accumulated silt, detritus and redundant services from the trenches, in the interests of future maintenance and resilience Key measures of success: <ol style="list-style-type: none">1. Replacement of existing covers with lightweight alternatives that mitigate manual handling risks for maintenance operatives and facilitate regular future maintenance/cleaning of service trenches2. Replacement of existing covers with low or zero maintenance alternatives which reduce future revenue life-cycle costs3. Removal of redundant services and silt from service trenches to improve future servicing resilience
Technical and Pricing evaluation ratio

60% (Technical) / 40% (Price)	
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? <ul style="list-style-type: none"> No 	
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 type="checkbox"/>
Will this project require the winning supplier(s) to process personal data on our behalf?	Yes <input type="checkbox"/> No <input checked="" 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 Privacy Impact Assessment or other relevant report as an appendix to this PT form when submitting to category board (for information).	
Evaluation Panel – Please enter Names and Departments below (if known)	
n/a	

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: Traditional – Client Led (Single Stage)
Advantages to this Option: <ul style="list-style-type: none"> Cost certainty before commitment to build Client responsible for the design development and maintain control over design Contractor is wholly responsible for achieving the stated quality Full design pre-tender
Disadvantages to this Option: <ul style="list-style-type: none"> Contractor involvement in design development in this process is minimal. This was an issue in working out the method and effects of the bearing replacement works. This was resolved by including a bearing replacement contractor in the design team in a purely advisory role. Procurement method is associated with greater proportion of risk carried by the client
Please highlight any possible risks associated with this option:
Option 2: Design & Build (Single Stage)
Advantages to this Option: <ul style="list-style-type: none"> Useful method if you anticipate some design requirements which is allowed for in this contract Single point of responsibility Novation can benefit quality Low risk to client
Disadvantages to this Option: <ul style="list-style-type: none"> Design flexibility – request for changes will have cost/time implications No flexibility for client once the contract has been signed without heavy penalties Contractor can over evaluate the risk involved in a project with increased costs The contractor may not have the relevant in-house experience to provide the design to the finished requirement
Please highlight any possible risks associated with this option:

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

Option 1: Sub OJEU
Advantages to this Option: <ul style="list-style-type: none"> Advertise opportunity gain Interest from a greater pool of suppliers Approaching the open market more likely to attract suitable specialist contractors Increased probability that adequate competition will be realised
Disadvantages to this Option: <ul style="list-style-type: none"> Possible large number of responses to evaluate Higher level of resources required to deliver the procurement process

Please highlight any possible risks associated with this option:
Option 2: Term Maintenance Contract (MTC)
Advantages to this Option: <ul style="list-style-type: none"> • OJEU compliant contract • Single contractor who has a reliable supply chain • All costs can be predicted and standardised and easier to budget • One main contractor carrying out all the works under MTC this negates the need to go out to tender • Each job can begin much faster as you don't need to go through a tender process
Disadvantages to this Option: <ul style="list-style-type: none"> • May not be able to carry out the works • No option to go to another supplier if main supplier is unable to carry out the works • May not be a competitive quote
Please highlight any possible risks associated with this option:

Option 3: Sole Supplier Waiver
Advantages to this Option: <ul style="list-style-type: none"> • CoL have a long-term working relationship with the Term Contractor • Single contractor who has a reliable supply chain who can prove the bespoke lids to required specification • The trench lids are bespoke by replacing the lids is more cost effective than replacing the whole trench • All costs can be predicted and standardised and easier to budget using term rates • One main contractor carrying out all the works under MTC this negates the need to go out to tender • Each job can begin much faster as you don't need to go through a tender process
Disadvantages to this Option: <ul style="list-style-type: none"> • May not obtain competitive quotes
Please highlight any possible risks associated with this option:

Outline of appendices

<ul style="list-style-type: none"> • Please list appendices here or mark 'Not applicable' if there is none. • Items to consider appending: <ul style="list-style-type: none"> ○ PTO (Project Plan with Roles and Responsibilities) ○ Data Protection Impact Assessment ○ risk matrix here
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Report Sign-offs

Senior Category Manager Chamberlain's Department		Date	Click here to enter a date.
Departmental Stakeholder Department		Date	Click here to enter a date.

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Appendix 4 - Breakdown of existing spend and requested funding

Table 1: Expenditure to date - Tower Bridge Service Trenches Refurbishment - 72800021			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
DBE Structures Staff	4,000	4,000	-
Investigations	6,000	5,017	983
TOTAL	10,000	9,017	983

Table 2: Revised Budget to reach next Gateway			
Description	Approved Budget (£)	Resources required to reach next Gateway (£)	Revised Budget to next Gateway (£)
DBE Structures Staff	4,000	10,000	14,000
Investigations	6,000	6,000	12,000
Trial Installation	-	20,000	20,000
Fees	-	4,000	4,000
TOTAL	10,000	40,000	50,000

Table 3: Funding Source	
Funding Source	Amount (£)
BHE 50 year plan	50,000
TOTAL	50,000

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Committee:	Date:
Culture, Heritage & Libraries	13 July 2020
Subject:	Public
Tower Bridge and Monument Risk Management	
Report of:	For Decision
Director Open Spaces	
Report Author:	
Martin Falder, Project Support Officer	

Summary

This report provides your Committee with an update on the management of risks faced by Tower Bridge & Monument within the Open Spaces Department. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department. It is also reviewed regularly by the Management team for Tower Bridge and the Monument.

The Open Spaces Department reports on nine departmental risks. These were last reviewed at Open Spaces and City Gardens Committee on 9 December 2019. A decision paper reporting on these risks will be sent to Open Spaces and City Gardens Committee on 14 July 2020.

There are seven risks managed by the Head of Tower Bridge and Monument:

- OSD TBM 001: The effect of a major event in central London on the tourism business at Tower Bridge and Monument (amber, score 12)
- OSD TBM 004: Bridge Lifting Operation may fail or become unreliable (amber, score 6)
- OSD TBM 006: Facilities Management Maintenance Response Times (amber, score 6)
- OSD TBM 007: Closure of Tower Bridge to Vehicle and Pedestrian Access (amber, score 6)
- OSD TBM 008: Income and Service Delivery Affected by Pandemics eg. Flu (red, score 16)
- OSD TBM 009: Economic Downturn in the City, UK and Foreign Markets (amber, score 12)
- OSD TBM 010: Health and Safety – Working at Height (amber, score 6)

Risks related to COVID-19 are managed corporately under a separate risk register which was accepted by Audit and Risk Management on 2 June 2020. Risks relevant to this committee have been attached at Appendix 5 for information.

Your Committee is responsible for Tower Bridge, a registered charity, part of the Bridge House estate (number 1035628). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. Using the corporate risk register guidance, the management of these risks meets the requirements of the Charity Commission.

Recommendation

Members are asked to note the report and:

- Approve the Tower Bridge & Monument risk register included within Appendix 2.
- Approve the reactivation and increased risk score of OSD TBM 008 – Income and Service Delivery Affected by Pandemics eg. Flu within Appendix 2.
- Approve the addition of OSD TBM 010 – Health and Safety – Working at Height within Appendix 2.

Main Report

Background

1. The Open Spaces Department's risk registers conform to the City's corporate standards as guided by the Risk Management Strategy 2014, and all of our departmental and divisional risks are registered on the Pentana Risk Management System.
2. The Open Spaces Department manages risk through a number of processes including: Departmental and Divisional risk registers, the Departmental Health and Safety Improvement Group, Divisional Health and Safety Groups and Risk Assessments. Departmental Risks are reviewed by the Department's Senior Leadership Team (SLT) and Divisional Risks by Divisional Management Teams on a regular basis.
3. The Charity Commission requires Trustees to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually. Each Committee to which the Open Spaces Department reports is presented with relevant risk registers to fulfil this requirement.

Current Position

Tower Bridge & Monument

4. There are seven risks identified across Tower Bridge and the Monument. These are:
 - OSD TBM 001: The effect of a major event in central London on the tourism business at Tower Bridge and Monument (amber, score 12)
 - OSD TBM 004: Bridge Lifting Operation may fail or become unreliable (amber, score 6)
 - OSD TBM 006: Facilities Management Maintenance Response Times (amber, score 6)
 - OSD TBM 007: Closure of Tower Bridge to Vehicle and Pedestrian Access (amber, score 6)
 - OSD TBM 008: Income and Service Delivery Affected by Pandemics eg. Flu (red, score 16) (Reactivated, increased)
 - OSD TBM 009: Economic Downturn in the City, UK and Foreign Markets (amber, score 12)
 - OSD TBM 010: Health and Safety – Working at Height (amber, score 6) (New risk)
5. There are currently six amber risks. There is one red risk. Five of the risks remain at the same level since the previous report.

6. OSD TBM 001 has previously been escalated to the Departmental risk register, given its high potential impact. It remains a high-level risk for the Open Spaces Department, and will be reported to the Open Spaces & City Gardens Committee for approval on 14 July 2020.
7. OSD TBM 008 is a historic risk which was previously deactivated. This risk has been reactivated and escalated in response to COVID-19. While most COVID-19 risks are being held corporately, as explained in paragraph 9, this risk tracks actions which had previously been identified to address possible pandemic situations, and will be maintained after the COVID-19 risk has subsided, in readiness for future events.
8. OSD TBM 010 is a proposed new risk regarding working at height at Tower Bridge & the Monument. A significant piece of work is being undertaken involving a specialist consultant, the Tower Bridge Technical Team, and central Health & Safety. We aim to complete this piece of work and reduce this risk to green by 2021. Full details of this risk can be found at Appendix 2.
9. Risks related to COVID-19 are managed corporately under a separate risk register which was accepted by Audit and Risk Management on 2 June 2020. Risks relevant to this committee have been attached at Appendix 5 for information.
10. The target score for five of the risks is amber. The target score for two of the risks is green. Details on the actions taken to meet these target scores can be found at Appendix 2.
11. Three of the risks are reporting the same target score as current score. This indicates that we accept the current level of risk, although we may still be reporting actions in order to maintain the risk at the current level.

Corporate & Strategic Implications

12. The Departmental and Tower Bridge & Monument risk registers will help us achieve the Corporate Plan 2018 – 2023 aims to:
 - Contribute to a flourishing society
 - Shape outstanding environments
13. Within which they will help deliver the outcomes:
 - People are safe and feel safe
 - People have equal opportunity to enrich their lives and reach their full potential
 - We inspire enterprise, excellence, creativity and collaboration
 - Our spaces are secure, resilient and well maintained
14. The Departmental risk register reflects the risks associated with delivering the Open Spaces Department's Business Plan's top line objectives and associated outcomes:
 - A. Open spaces and historic sites are thriving and accessible.
 - B. Spaces enrich people's lives.
 - C. Business practices are responsible and sustainable.

Conclusion

15. The need to systematically manage risk across the Department and at a Divisional level for Tower Bridge & Monument is addressed by the production of this Risk Register, as too are the requirements of the Charity Commission. This document in turn will inform the collective risk across the department's business activities.

Appendices

- Appendix 1 – Corporate Risk Scoring grid
- Appendix 2 – Tower Bridge and Monument risk register
- Appendix 3 – Matrix of current and target risks
- Appendix 4 – Risk History Report
- Appendix 5 – COVID-19 Risks Relevant to Tower Bridge & Monument

Martin Falder, Project Support Officer

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Appendix 1:

City of London Corporation Risk Matrix

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom left (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right below, a green risk is one that just requires actions to maintain that rating.

Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time Period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

Risk Scoring Grid

		Impact			
Likelihood	X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

Impact Criteria

Impact Title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people objectives: Failure to achieve a strategic plan objective.
Extreme (8)	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

Risk Definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014

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Appendix 2 – Tower Bridge and Monument Risk Register

OSD Tower Bridge and Monument Risk Register

Report Author: Martin Falder

Generated on: 02 July 2020



Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 008 Income and Service Delivery Affected by Pandemics eg. flu 13-Mar-2017 Chris Earlie	Cause: Pandemic (flu etc). Effect: Reduction in staff attendance as well as visitor numbers to the exhibition and private events. Impact: Closure of exhibition, unable to hold events or carry out bridge lifts resulting in reputational and financial damage.	 Likelihood Impact	16	This risk has been reactivated given the emerging threat of Coronavirus. Advice from central government (Department for Health and DCMS) is being monitored and communicated appropriately. Closure of both attractions in mid-March inline with London and UK tourism peers resulted in significant negative impact on the Tourism and Events business. Recovery and reopening planning process in place. 02 Jul 2020	 Likelihood Impact	8	01-Apr-2021	 Increasing

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
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Appendix 2 – Tower Bridge and Monument Risk Register

OSD TBM 008a	Maintain network of communication within the industry and also with City of London Emergency Management Team.	There would need to be an assessment made on the availability of the workforce to be able to open the exhibition and non exhibition staff would be used to supplement short fall. (Currently being assessed leading up to potential reopening date)	Chris Earlie	01-Jun-2020	01-Apr-2021
OSD TBM 008b	Exceptional and extensive planning for reopening of the attraction and business recovery	<p>The Covid-19 pandemic saw the closure of visitor attractions across London and the UK, this will have had a severe negative impact on income and service delivery.</p> <p>The wider advice from central government is likely to see attractions reopening from 4th July 2020 or a later date. In preparation for this officers are undertaking various work streams including working closely and consistently with our cultural, promotional, educational colleagues within the organisation and our London tourism peers, planning and re-planning for eventual reopening and all measures required to ensure a safe and socially distanced set up for staff and visitors. Other important actions include scanning horizons for industry predictions and data, creating new and repurposing existing content and activities online during closure and forecasting future visitor levels and finances given the continued impact of Covid-19 and into the future.</p>	Chris Earlie	01-Jun-2020	01-Apr-2021

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ADD
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Appendix 2 – Tower Bridge and Monument Risk Register


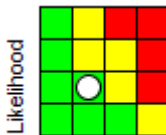

OSD TBM 001d	To progress a secure entrance/ exit facility for the Bridge's south tower lift, addressing current vulnerabilities to the satisfaction of CoL and Historic England. This action would allow for safer re-opening of the bridge after an event, if this led to increased security restrictions on attractions.	This has been identified as a project in the Bridge's 2019/ 20 Business Plan, with the aim of carrying out a specialist consultancy exercise and progressing through the corporate gateway process by December 2020.	Chris Earlie	01-Jun- 2020	01-Apr- 2021
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Appendix 2 – Tower Bridge and Monument Risk Register

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 004 Bridge Lifting Operation may fail or become unreliable 10-Mar-2017 Chris Earlie	Cause: Operational machinery failure. Event: Inability to raise or lower Tower Bridge. Impact: Severe road traffic congestion if bridge cannot be lowered. Unable to fulfil statutory duty to raise bridge to booked vessels.	 Likelihood	6	Planned maintenance regimes continue to be in place as well as 'back up electricity' supplies in the event of a power failure. For component failures the on-site team are able to respond especially where this occurs when the Bridge is in the raised position. There are also emergency response arrangements in place with our specialist contractors. 01 Jun 2020	 Likelihood	6	01-Apr-2021	 Constant

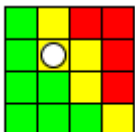
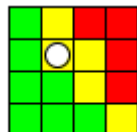

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
OSD TBM 004b	Progression of the HV overhaul project	Latest note is that the project board has been established and project is moving into the corporate GW process in order to ensure a totally overhauled high voltage electric supply and system which will provide significantly greater resilience in serving the operational machinery.		Chris Earlie	02-Jun-2020	01-Apr-2021

Appendix 2 – Tower Bridge and Monument Risk Register

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 006 Facilities Management Maintenance Response Times 10-Jun-2016 Chris Earlie	Cause: Slow response times to FM service requests. Event: Assets not repaired or replaced in a timely manner. Impact: Lack of timely repairs could affect income generation through having to close or inability to hold events due to issues with heating as an example.	 Likelihood	6	Tower Bridge is dependent on the City's contractor, Skanska, for repairs and maintenance and continue to work with them to ensure that planned maintenance is delivered as well as appropriate response to reactive works. 02 Jun 2020	 Likelihood	4	01-Apr-2021	 Constant


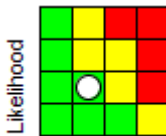

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
OSD TBM 006b	Engage with corporate processes around the review of FM services and stress the importance of FM across everything delivered by CHL.	Regular client liaison meetings are held with City Surveyors as well as progress meetings to discuss reactive works delivery and status. Overseen at a strategic level by the TBSCG and this group also progressing a new role in CSD which will oversee and coordinate all works and projects.			Chris Earlie	02-Jun-2020	01-Apr-2021
OSD TBM 006d	The resetting of breakers at Tower Bridge has been queried and following discussions with City Surveyor it was highlighted that only Authorised Persons are permitted to undertake this. Tower Bridge staff are not permitted nor trained to carry this operation out and therefore a solution has been discussed with PFM.	Call out arrangements are now in place with Skanska for resetting of breakers and repairs via their contractor with attendance agreed within 4 hours.			Chris Earlie	02-Jun-2020	01-Apr-2021

Appendix 2 – Tower Bridge and Monument Risk Register

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 007 Closure of Tower Bridge to Vehicle and Pedestrian Access 13-Mar-2017 Chris Earlie	Cause: Incident on or around Tower Bridge. Event: Closure of bridge to staff, public and vehicles. Impact: Unable to open exhibition, hold events, no bridge lifts and closure to road traffic.	 Likelihood Impact	6	No change - Continued liaison with all authorities and 24/ 7 control room monitors all activities on the Bridge. Unforeseen closures are dealt with as they occur and contact immediately made with Police/ TfL as necessary in order to limit impact on operations. 02 Jun 2020	 Likelihood Impact	6	01-Apr-2021	 Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
OSD TBM 003a	Continued communication/ liaison with Police and PLA is maintained during any closure or any proposed planned closures.	In the event of any incidents on the Bridge or river, security control are in regular contact with the authorities.			Chris Earlie	02-Jul-2020	01-Apr-2021

Appendix 2 – Tower Bridge and Monument Risk Register

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 010 Health and Safety - Working at Height 23-Sep-2019 Chris Earlie	Cause: Inadequate health & safety procedures & infrastructure. Event: Health and safety failure while working at height. Impact: Serious injury or death of staff or member of the public; reputational damage; legal repercussions.	 Likelihood	6	Identifying routines where working at height is required and implementing recommendations for safe systems of working. A significant piece of work currently being undertaken involving a specialist consultant, the Tower Bridge Technical team and central Health and Safety. 02 Jun 2020	 Likelihood	4	01-Apr-2021	 Constant

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD TBM 010a	Following receipt of initial survey identify an action plan and implement asap.	Consultant has been observing routines and visiting operational areas. Safe systems of works and emergency escape plans are being drafted and will be submitted discussion. Full report submitted with action plan in place for a number of improved procedures, facilities and equipment.	Chris Earlie	02-Jun-2020	01-Jan-2021

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Appendix 3 – Tower Bridge and Monument Risk Scores & Targets
Tower Bridge & Monument Risks and Target Scores

Likelihood	<i>Likely (4)</i>		<i>TBM 008</i>	TBM 008	
	<i>Possible (3)</i>		<i>TBM 004 TBM 006 TBM 007 TBM 009 TBM 010</i>	<i>TBM 001 TBM 009</i>	
	<i>Unlikely (2)</i>		<i>TBM 006 TBM 010</i>		
	<i>Rare (1)</i>				
OSD TBM Risks July 2020		<i>Minor (1)</i>	<i>Serious (2)</i>	<i>Major (4)</i>	<i>Extreme (8)</i>
Impact					

Bold - Current Score
Italics - Target Score
Bold Italics - Current & Target Score Aligned

Risk Reference:

- OSD TBM 001: The effect of a major event in central London on the tourism business at Tower Bridge and Monument
- OSD TBM 004: Bridge Lifting Operation may fail or become unreliable
- OSD TBM 006: Facilities Management Maintenance Response Times
- OSD TBM 007: Closure of Tower Bridge to Vehicle and Pedestrian Access
- OSD TBM 008: Income and Service Delivery Affected by Pandemics eg. Flu
- OSD TBM 009: Economic Downturn in the City, UK and Foreign Markets
- OSD TBM 010: Health and Safety – Working at Height

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Appendix 4 – Tower Bridge and Monument Risk History Report

OSD Tower Bridge and Monument Risk History Report
























Generated on: 24 June 2020

















Rows are sorted by Risk Score

Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Likelihood	Impact	Flight path
Page 77 OSD TBM 008	Income and Service Delivery Affected by Pandemics eg. flu	13-Mar-2017	Service	Financial		16		8	01-Jun-2020	16		Likely	Major	
									27-Feb-2020	8		Likely	Serious	
									19-Sep-2018	4		Unlikely	Serious	
									30-May-2018	4		Unlikely	Serious	
									05-Dec-2017	4		Unlikely	Serious	
OSD TBM 001	The effect of a major event in central London on the tourism business at	09-Mar-2015	Departmental	Financial		12		12	01-Jun-2020	12		Possible	Major	
									24-Mar-2020	12		Possible	Major	
									15-Jan-2020	12		Possible	Major	

Appendix 4 – Tower Bridge and Monument Risk History Report

Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Likelihood	Impact	Flight path
	Tower Bridge and Monument								18-Apr-2019	12		Possible	Major	
									19-Mar-2019	12		Possible	Major	
OSD TBM 009	Economic Downturn in the City, UK and Foreign Markets	13-Mar-2017	Service	Financial		12		6	01-Jun-2020	12		Possible	Major	
									26-Apr-2019	12		Possible	Major	
									18-Apr-2019	6		Possible	Serious	
									12-Apr-2019	6		Possible	Serious	
									19-Sep-2018	6		Possible	Serious	
OSD TBM 004	Bridge Lifting Operation may fail or become unreliable	10-Mar-2017	Service	Reputation		6		6	01-Jun-2020	6		Possible	Serious	
									27-Feb-2020	6		Possible	Serious	
									12-Apr-2019	6		Possible	Serious	
									19-Sep-2018	6		Possible	Serious	
									30-May-2018	6		Possible	Serious	
OSD TBM 006	Facilities Management Maintenance	10-Jun-2016	Service	Customer/Citizen		6		4	02-Jun-2020	6		Possible	Serious	
									27-Feb-2020	6		Possible	Serious	

Appendix 4 – Tower Bridge and Monument Risk History Report

Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Likelihood	Impact	Flight path
	Response Times								12-Apr-2019	6		Possible	Serious	
									19-Sep-2018	6		Possible	Serious	
									30-May-2018	6		Possible	Serious	
OSD TBM 007	Closure of Tower Bridge to Vehicle and Pedestrian Access	13-Mar-2017	Service	Reputation		6		6	02-Jun-2020	6		Possible	Serious	
									27-Feb-2020	6		Possible	Serious	
									12-Apr-2019	6		Possible	Serious	
									19-Sep-2018	6		Possible	Serious	
									30-May-2018	6		Possible	Serious	
OSD TBM 010	Health and Safety – Working at Height	23-Sep-2019	Service	Health and Safety		6		4	02-Jun-2020	6		Possible	Serious	
									23-Sep-2019	6		Possible	Serious	

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Appendix 5 – COVID-19 Risks Relevant to Tower Bridge & Monument

Covid-19 Public Services Silver Group – Risks Relevant to Tower Bridge & Monument

Report Author: Martin Falder

Generated on: 23 June 2020



Department Description Director of Open Spaces

Department Description: Director of Open Spaces 5

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
COVID19 SGPS 29 Bridge Lifts at Tower Bridge (OSD) 29-Apr-2020	<p>Cause: Pandemic significantly impacts staff required to deliver statutory services at Tower Bridge. Staff from other areas are not able to be reassigned to compensate for this shortfall. Key staff with specialist knowledge, expertise & qualifications are unavailable.</p> <p>Event: Failure to meet statutory requirement to lift Tower Bridge.</p> <p>Impact: Legal repercussions; reputational damage; possible health & safety impact; chain of financial impact on third party who required bridge lift.</p>	Likelihood Impact	6	<p>Scheduled bridge lifts have largely been cancelled by operators. Technical team are working on site to ensure these can still be delivered if required, and maintenance is still being performed. Risk remains a concern, but under control at present.</p> <p>Target date has been pushed to September, as the current risk is that we are not at full capacity of bridge drivers. Trainee expected to have completed course by September, at which point full contingent will be employed and risk level can be reduced.</p> <p>09 Jun 2020</p>	Likelihood Impact	4	01-Sep-2020	 Constant

Appendix 5 – COVID-19 Risks Relevant to Tower Bridge & Monument

Colin Buttery							
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 29 001 Tower Bridge Actions	Actions undertaken at Tower Bridge and The Monument to ensure delivery of statutory responsibilities	<ul style="list-style-type: none"> • Technical team have returned to site and are carrying out maintenance bridge lifts and can facilitate any booked bridge lifts. • Security presence still provided • Key maintenance duties being undertaken. • Staff resources are being managed locally. Some staff are self-isolating or quarantined • Trainee bridge driver expected to have completed training by September; target date amended. 	Chris Earlie	09-Jun-2020	01-Sep-2020

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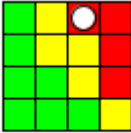
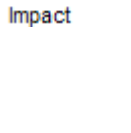
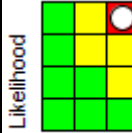


29-Apr-2020
Colin Buttery

CVD19 SGPS	Actions undertaken at Tower Bridge and The Monument	Statutory and essential works continue:	Chris	09-Jun-2020	04-Jul-2020
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Appendix 5 – COVID-19 Risks Relevant to Tower Bridge & Monument

30 006 Tower Bridge & Monument Actions	to maintain key H&S works.	<ul style="list-style-type: none">• PPM’s undertaken by in-house staff and external contractors,• Generic Covid Risk Assessment undertaken and all security and operational risk assessments currently being reviewed,• Tower Bridge Management Group meet regularly to review position and are planning for re-opening of attraction when advised to do so	Earlie		
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Appendix 5 – COVID-19 Risks Relevant to Tower Bridge & Monument

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CVD19 SGPS 32 Income Generation and Financial Management (OSD) 29 Apr-2020 Colin Buttery	Cause: COVID-19 has led to closure or deferral of many of the income-generating aspects of our business, as well as the incursion of significant additional costs. In combination with existing financial pressures, we are likely to run significantly overbudget. Event: Significant overspend due to underachievement of expected income. Impact: Financial impact, potentially leading to permanent cessation of services. High likelihood of requiring additional financial support from the corporate centre.	 Likelihood  Impact	16	Target of maintaining the risk at current level, rather than escalating, was achieved for 1st June. Target date for review now moved to September. We are not able to moderate the risk at this time, and therefore the current and target risk will remain the same. This risk should be cross-referenced with CVD19 SG BE 09: Loss of Income (Culture) . Tower Bridge is at risk of losing around £500k per month. 09 Jun 2020	 Likelihood  Impact	16	01-Sep-2020	 Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 32 001 Departmental Actions	Departmental overview of actions taken to help mitigate this risk.	<ul style="list-style-type: none"> Working closely with Chamberlains to monitor budget lines and keep them informed as financial situation develops. Predictions on loss of income being worked up to aid longer term decision making, including rentals, sports provision, catering and retail. <p>Tower Bridge due for reopening 4 July, with various financial scenarios forecasted based on reduced visitor capacity in order to ensure social distancing. Estimated to reduce £500k/month loss to £250k/month loss.</p>	Colin Buttery	09-Jun-2020	04-Jul-2020

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Committee:	Date:
Culture, Heritage & Libraries	13 July 2020
Subject:	Public
Keats House Risk Management	
Report of:	For Decision
Director Open Spaces	
Report Author:	
Martin Falder, Project Support Officer	

Summary

This report provides your Committee with an update on the management of risks faced by Keats House, within the Open Spaces Department. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department. It is also reviewed regularly by the Divisional Management Team.

The Open Spaces Department reports on nine departmental risks. These were last reviewed at Open Spaces and City Gardens Committee on 9 December 2019. A decision paper reporting on these risks will be sent to Open Spaces and City Gardens Committee on 14 July 2020.

At Keats House there are four risks managed by the Principal Curator:

- OSD KH 001 Health and Safety of staff, volunteers, visitors and contractors (Green)
- OSD KH 002 Theft or damage to Keats House or its contents (Green) (Reduced)
- OSD KH 003 Insufficient maintenance (Amber)
- OSD KH 004 Loss of staff expertise (Green)

None of the risks are reported red.

Risks related to COVID-19 are managed corporately under a separate risk register which was accepted by Audit and Risk Management on 2 June 2020. Risks relevant to this committee have been attached at Appendix 5 for information.

Your Committee is responsible for Keats House, a registered charity, (number 1053381). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. Using the corporate risk register guidance, the management of these risks meets the requirements of the Charity Commission.

Recommendation

Members are asked to note the report and:

- Approve the Keats House risk register included within Appendix 2.

Main Report

Background

1. The Open Spaces Department's risk registers conform to the City's corporate standards as guided by the Risk Management Strategy 2014, and all of our departmental and divisional risks are registered on the Pentana Risk Management System.
2. The Open Spaces Department manages risk through a number of processes including: Departmental and Divisional risk registers, the Departmental Health and Safety Improvement Group, Divisional Health and Safety Groups and Risk Assessments. Departmental Risks are reviewed by the Department's Senior Leadership Team (SLT) and Divisional Risks by Divisional Management Teams on a regular basis.
3. The Charity Commission requires Trustees to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually. Each Committee to which the Open Spaces Department charities report is presented with relevant risk registers to fulfil this requirement.
4. Risks related to COVID-19 are managed corporately under a separate risk register which was accepted by Audit and Risk Management on 2 June 2020. Risks relevant to the work of this Committee have been attached at Appendix 5 for information.

Current Position

5. There are four risks identified at Keats House. These are:

OSD KH 001	Health and Safety of staff, volunteers, visitors and contractors (green, score 4)
OSD KH 002	Theft or damage to Keats House or its contents (green, score 4) (Reduced)
OSD KH 003	Insufficient maintenance (amber, score 8)
OSD KH 004	Loss of expertise (green, score 4)
6. There are currently three green risks and one amber risk. There are no red risks.
7. The target risk score for one of the risks is amber and the remaining three are green.
8. OSD KH 002 – Theft or damage to Keats House or its contents has reduced to green from amber at last report, following the reinstatement of CCTV at Ten Keats Grove. Full details of this change can be found at Appendix 2.
9. The detail of the individual risks is shown in Appendix 2. This also shows the actions that are being undertaken to reduce the current risk score to the target risk score.

Corporate & Strategic Implications

10. The Departmental and Keats House risk registers will help us achieve the Corporate Plan 2018 – 2023 aims to:
 - Contribute to a flourishing society
 - Shape outstanding environments
 - Our spaces are secure, resilient and well maintained
11. The Departmental and Keats House risk registers reflects the risks associated with delivering the Open Spaces Department's Business Plans top line objectives and associated outcomes:
 - A. Open spaces and historic sites are thriving and accessible.
 - B. Spaces enrich people's lives.
 - C. Business practices are responsible and sustainable.

Conclusion

12. The need to systematically manage risk across the Department and at a Divisional level for Keats House is addressed by the production of this Risk Register, as too are the requirements of the Charity Commission. This document in turn will inform the collective risk across the department's business activities.

Appendices

- Appendix 1 – Corporate Risk Scoring grid
- Appendix 2 – Keats House risk register
- Appendix 3 – Matrix to show current and target risks using the Corporate Risk Scoring Grid
- Appendix 4 – Risk History Report
- Appendix 5 – COVID-19 Risks & Actions Relevant to Keats House

Martin Falder, Project Support Officer

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Appendix 1:

City of London Corporation Risk Matrix

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom left (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right below, a green risk is one that just requires actions to maintain that rating.

Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time Period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

Impact Criteria

Impact Title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people objectives: Failure to achieve a strategic plan objective.
Extreme (8)	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

Risk Scoring Grid

		Impact			
Likelihood	X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

Risk Definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014

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Appendix 2 – Keats House Risk Register

OSD Keats House - All risks

Report Author: Martin Falder

Generated on: 23 June 2020



Rows are sorted by Risk Score

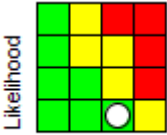
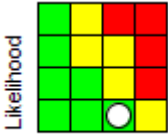

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
P OSD KH 003 Insufficient maintenance Page 93	Cause: Building deteriorates due to insufficient maintenance Event: City of London required to carry out maintenance on property which may cause inconvenience to visitors, including closure of building for extended periods. Impact: Reputational damage, poor visitor experience, poor working conditions, long-term survival of the heritage asset compromised, damage to collection due to poor environmental conditions (e.g. in case of heating failure)	 Likelihood	8	In addition to the redecoration of internal circulation routes completed in April 2019, a major project to refurbish and redecorate the exterior of Keats House was completed by City Surveyors between 21 October 2019 and March 2020. This has resolved a number of long-standing issues with the roof and façade of the building. A new, local environmental monitoring process and hardware has been invested in from local risk, allowing us to more accurately monitor the environmental conditions within the internal rooms and individual display cases. Keats House have an established relationship and regular meetings with City Surveyors team, fostering an improved understanding of the maintenance needs of these Grade I and II listed properties.	 Likelihood	8	31-Mar-2021	

Appendix 2 – Keats House Risk Register

07-Apr-2017 Richard Gentry				We accept the current level of risk. 16 Jun 2020				Constant
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Action no	Action description	Latest Note				Action owner	Latest Note Date	Due Date
OSD KH 003a	KH to continue developing relationship with CSD and attend, when necessary, client liaison meetings.	These meetings are diarised and continue to take place quarterly. Ongoing action.				Rob Shakespeare	16-Jun-2020	31-Mar-2021

Appendix 2 – Keats House Risk Register

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD KH 001 Health and Safety of staff, volunteers, visitors and contractors 07-Apr-2017 Bob Warnock	Cause: Poor understanding and/or delivery of H&S policies and procedures; inadequate training; failure to implement results of divisional H&S audits; security; anti-social behaviour; dealing with members of the public Event: staff, volunteer or contract undertakes unsafe working practice Impact: Death or injury of staff, contract, member of public or volunteer	 Likelihood	4	Understanding of H&S has been strengthened through: regular item for discussion at team meetings; adoption of high level and bespoke risk assessments produced for property and specific activities / events; representative attends Divisional and Departmental H&S meetings. 16 Jun 2020	 Likelihood	4	30-Apr-2021	 Constant

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Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
OSD KH 001 a	Keats House staff to be invited to attend divisional H&S meetings	A representative of Keats House attends divisional and, where relevant, departmental H&S meetings. Keats House is part of the North London division of the Open Spaces department, which sends a representative to all departmental H&S meetings.			Bob Warnock	16-Jun-2020	31-Mar-2021

Appendix 2 – Keats House Risk Register

			owner	Date	
OSD KH 002a	KH to ensure CSD feature the regular maintenance and upkeep of effective security system in the CWP.	Ten Keats Grove CCTV has been reinstated. There is budget in the CWP for this year to upgrade the CCTV system for Keats House itself. This system is operational but due to be replaced as a BAU item.	Richard Gentry	16-Jun-2020	31-Mar-2021

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Appendix 2 – Keats House Risk Register

			owner	Date	
OSD KH 004a	All interpretation staff to be familiarised with the collection to ensure retention of collections-related knowledge	Ongoing action.	Rob Shakespeare	16-Jun-2020	31-Mar-2021
OSD KH 004b	Improved collections management system to be purchased	As per the main update, this is expected to be in place by next year. This action will reduce the risk of staff change and the commensurate loss of specialist knowledge.	Rob Shakespeare	16-Jun-2020	31-Mar-2021

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Appendix 3 – KH Risk Scores & Targets

Keats House Risks and Target Scores

Likelihood	<i>Likely (4)</i>				
	<i>Possible (3)</i>				
	<i>Unlikely (2)</i>	<i>KH 004</i>	<i>KH 002 KH 004</i>	<i>KH 003</i>	
	<i>Rare (1)</i>			<i>KH 001</i>	
Keats House Risks July 2020		<i>Minor (1)</i>	<i>Serious (2)</i>	<i>Major (4)</i>	<i>Extreme (8)</i>
		Impact			

Bold - Current Score
Italics - Target Score
Bold Italics - Current & Target Score Aligned

Risk Reference:

- OSD KH 001 Health and Safety of staff, volunteers, visitors and contractors
- OSD KH 002 Theft or damage to Keats House or its contents
- OSD KH 003 Insufficient maintenance
- OSD KH 004 Loss of staff expertise

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Appendix 4 – Keats House Risk History Report

OSD KH risks - Review history by status


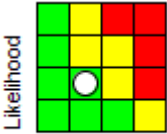















Generated on: 19 June 2020



Rows are sorted by Risk Score

Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Likelihood	Impact	Flight path
OSD KH 003	Insufficient maintenance	07-Apr-2017	Service	Physical	<div><div>Likelihood</div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>	8		8	16-Jun-2020	8		Unlikely	Major	
									04-Jun-2020	8		Unlikely	Major	
									11-Apr-2019	8		Unlikely	Major	
									07-Apr-2017	12		Possible	Major	
OSD KH 001	Health and Safety of staff, volunteers, visitors and contractors	07-Apr-2017	Service	Health and Safety	<div><div>Likelihood</div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>	4		4	16-Jun-2020	4		Rare	Major	
									04-Jun-2020	4		Rare	Major	
									25-Apr-2019	4		Rare	Major	
									25-Sep-2018	4		Rare	Major	

Appendix 4 – Keats House Risk History Report

Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Likelihood	Impact	Flight path
									27-Oct-2017	8		Unlikely	Major	
OSD KH 002	Theft or damage to Keats House or its contents	07-Apr-2017	Service	Physical		4		4	16-Jun-2020	4		Unlikely	Serious	
									16-Jun-2020	4		Unlikely	Serious	
									04-Jun-2020	8		Unlikely	Major	
									11-Apr-2019	8		Unlikely	Major	
									27-Oct-2017	8		Unlikely	Major	
OSD KH 004	Loss of staff expertise	07-Apr-2017	Service	Managerial/ Professional		4		2	16-Jun-2020	4		Unlikely	Serious	
									04-Jun-2020	4		Unlikely	Serious	
									15-Apr-2019	4		Unlikely	Serious	
									11-Apr-2019	6		Possible	Serious	
									07-Apr-2017	6		Possible	Serious	

Appendix 5 – COVID-19 Risks Relevant to Keats House

Covid-19 Public Services Silver Group – Risks Relevant to Keats House

Report Author: Martin Falder

Generated on: 23 June 2020



Department Description Director of Open Spaces

Department Description: Director of Open Spaces 5

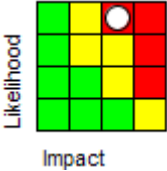
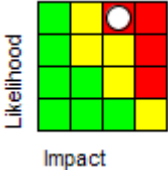

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
COVID19 SGPS 30 Health and Safety of Visitors and Staff (OSD)	<p>Cause: Open Spaces have become essential services during the pandemic as they have been asked to remain open by the government. In the absence of other forms of recreation, public pressure on open spaces has increased significantly, and with staff numbers impacted by the virus, BAU health & safety works become more difficult to deliver and more important than ever.</p> <p>Event: Significant health and safety event at one of our sites (including but not limited to: flood, fire, tree disease leading to collapse, and drowning in open water bodies). Alternatively, the closure or cessation of critical services due to H&S concerns which cannot be properly addressed due to pressure on staff.</p> <p>Impact: Personal injury or death of a member of the public or staff; reputational impact; legal repercussions; cessation of critical service; site closures.</p>	<p>Likelihood</p> <p>Impact</p>	12	<p>This is a blanket health and safety risk intended to cover the threat COVID-19 poses to health & safety related work which takes place at our sites; for further information on the specifics of this work, please see local Open Spaces risk registers.</p> <p>Staffing levels are down due to self-isolation, sickness, and shielding orders, increasing the pressure on remaining staff to deliver critical H&S work. At present this is being delivered at a steady state with reduced staffing.</p> <p>Sites are reaching a steady state and preparing for recovery phase, but</p>	<p>Likelihood</p> <p>Impact</p>	12	04-Jul-2020	

Appendix 5 – COVID-19 Risks Relevant to Keats House

29-Apr-2020 Colin Buttery				<p>service in certain areas (i.e. summer opening times) is expected to be impacted.</p> <p>Target date to maintain current risk level is 4th July, in line with what's expected to be the next governmental lockdown review day.</p> <p>09 Jun 2020</p>				Constant
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 30-004 North London Actions Page 106	Actions undertaken at North London to maintain key H&S works.	<ul style="list-style-type: none"> • Public H&S work continues • Staff are working an emergency roster, this is under review • Ponds are staffed during core hours to reduce illegal entry. Swimming ponds remain closed as does the Lido facility • Running Track open • Car Parks have now re-opened to the general public, NHS are utilising East Heath Car Park, this is under review. NHS will be offered the fairground site, EH Car Park will then be available for public use • Staff deliver the four 'Es' and are working in partnership with other Local Authority officers and the MPS delivering COVID 19 advice, e.g. Stay Alert, control the virus, save lives • Staff continue to carry out weekly H & S checks and these are recorded, e/g water flushing, fire safety checks • PPM visits continue • Tree safety works continue including treatment of OPM across the open space. Bad weather has impacted on this work recently • Reservoir checks continue • Risk Assessments and Safe Systems of Work have been reviewed and shared with staff across the Division. Recent updates include Tennis RA following advice from the LTA • All tennis courts have re-opened, booking is online via ClubSpark • Bowls & croquet lawn reopened • Staff have access to PPE including masks, gloves and cleaning materials • Signage and social media is being used effectively to promote COVID 19 guidance and regulations. 	Bob Warnock	09-Jun-2020	04-Jul-2020

Appendix 5 – COVID-19 Risks Relevant to Keats House

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CVD19 SGPS 32 Income Generation and Financial Management (OSD) 29 Apr-2020 Colin Buttery	Cause: COVID-19 has led to closure or deferral of many of the income-generating aspects of our business, as well as the incursion of significant additional costs. In combination with existing financial pressures, we are likely to run significantly overbudget. Event: Significant overspend due to underachievement of expected income. Impact: Financial impact, potentially leading to permanent cessation of services. High likelihood of requiring additional financial support from the corporate centre.		16	Target of maintaining the risk at current level, rather than escalating, was achieved for 1st June. Target date for review now moved to September. We are not able to moderate the risk at this time, and therefore the current and target risk will remain the same. This risk should be cross-referenced with CVD19 SG BE 09: Loss of Income (Culture) . Tower Bridge is at risk of losing around £500k per month. 09 Jun 2020		16	01-Sep-2020	 Constant

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
CVD19 SGPS 32 001 Departmental Actions	Departmental overview of actions taken to help mitigate this risk.	<ul style="list-style-type: none"> Working closely with Chamberlains to monitor budget lines and keep them informed as financial situation develops. Predictions on loss of income being worked up to aid longer term decision making, including rentals, sports provision, catering and retail. Tower Bridge due for reopening 4 July, with various financial scenarios forecasted based on reduced visitor capacity in order to ensure social distancing. Estimated to reduce £500k/month loss to £250k/month loss.		Colin Buttery	09-Jun-2020	04-Jul-2020

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Committee(s): Culture, Heritage and Libraries Committee	Date(s): 13 July 2020
Subject: End of Year Update Report for Keats House Charity, 2019/20	Public
Report of: Superintendent of Hampstead Heath	For Information
Report author: Rob Shakespeare, Principal Curator (Keats House), Open Spaces Department	

Summary

At the meeting of the Keats House Consultative Committee held on 18 March 2019, Members supported the proposal to use the Annual Report on Activities at Keats House, as the basis for updating Members of the Culture, Heritage and Libraries Committee on achievements and progress at Keats House.

Presented at Appendix 1 for information is the Annual Report on Activities at Keats House for the period 1 April 2019 to 31 March 2020.

Members are asked to note the projects and programmes being delivered at the House, including the Keats200 bicentenary programme, and the extent to which they deliver the objectives of the Charity and contribute to Corporate and Departmental outcomes.

Recommendations

Members are asked to note the contents of this report and performance towards meeting the objectives of the Keats House Charity, aligned with the priorities, aims and objectives outlined within the Corporate Plan 2018-23, the City Corporation's Cultural Strategy and the Departmental Business Plan, 2019/20.

Main Report

Background

1. Keats House is a registered charity (number 1053381) with the City Corporation acting as sole trustee.
2. As a registered charity it is required to submit an annual report and financial statement, detailing its activities and to ensure compliance with the Charities Act 2011. The draft report included at Appendix 1, forms the basis of this report for the 12 months from April 2019 to March 2020.

Current Position

3. Keats House is currently focussed on delivering the Keats200 bicentenary programme through to February 2021 and beyond. In the past 12 months it has also supported the external maintenance project for Keats House and progressed the LB Camden Community Infrastructure Levy funded project to improve access to Keats House and garden.
4. The Keats200 bicentenary is growing in momentum and gaining interest and partners, although is yet to deliver the long-term outcomes in terms of audience growth or increased and diversified income streams.
5. The major project to address the poor external condition of Keats House was delivered by City Surveyors between October 2019 and March 2020.

Proposals

6. The Principal Curator recommends that the following revised priorities for April 2020 onwards are included in the Plans for Future Periods section of the annual report once submitted in spring 2020:

The proposed overarching priorities, which will guide all of our objectives and activities from April 2020, are:

- Deliver access and building maintenance projects at Keats House
- Deliver Keats200 bicentenary programme
- Implement Keats House Activities Plan for 2020/21
- Consult on, finalise and implement the Keats House Management Plan, 2020 - 23

Corporate & Strategic Implications

7. The projects and activities outlined in this update contribute to the outcomes of the City of London's Corporate Plan:

Contribute to a flourishing society

(3) People have equal opportunities to enrich their lives and reach their full potential.

(4) Communities are cohesive and have the facilities they need.

Support a thriving economy

(7) We are a global hub for innovation in finance and professional services, commerce and culture.

(8) We have access to the skills and talent we need.

Shape outstanding environments

(9) we are digitally and physically well-connected and responsive.

(10) we inspire enterprise, excellence, creativity and collaboration.

(12) our spaces are secure, resilient and well-connected.

8. The activities contribute to the outcomes of the Open Spaces Department Business Plan 2019/20 under three top line objectives: A. Open spaces and

historic sites are thriving and accessible; B. Spaces enrich people's lives; and C. Business practices are responsible and sustainable.

Conclusion

9. The operation and programming of Keats House is going through a period of change as it delivers the Keats200 programme through to February 2021 and beyond. Simultaneously, its infrastructure, medium-term plan, policies and procedures need to be reviewed, revised and invested in to ensure the future sustainability of the museum and its continued Accredited status.
10. The major building maintenance project to repair and redecorate the exterior of the building underlines the City Corporation's investment in Keats House as a key heritage asset, although it has limited the audience growth estimates and income achieved for the year 2019/20.

Appendices

- Appendix 1 – Annual Report for Keats House Charity 2019/20
- Appendix 2 – Keats House Activities Plan, 2020/21.

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Appendix 1 – Annual Report on Activities at Keats House 2019/20

1 Objectives and Activities

The Charity's origin

In 1921, a body called the Keats Memorial House Committee appealed to the public for funds to purchase the property and archive from the then private owners to save it from being destroyed or dissipated, and in order to preserve John Keats' former home in which most of the poet's finest work was written. The public appeal was successful, and the property was acquired and vested in the, then, Corporation of Hampstead "as a permanent trust to be restored and equipped with relics of the poet and to be maintained in perpetuity as a Keats Museum and a live memorial to his genius, a shrine of pilgrimage for his worldwide admirers and a literary meeting place and centre". Camden Borough Council became the successors of the former Corporation of Hampstead on 1 April 1965, pursuant to the London Government Act 1963.

Keats House was registered as a charity in March 1996. The City of London Corporation acquired ownership of the land and buildings and responsibility for the administration and management of Keats House with effect from 1 January 1997.

The object of the Charity is:

'to preserve and maintain and restore for the education and benefit of the public the land with the buildings known as Keats House as a museum and live memorial to John Keats and as a literary meeting place and centre.'

The Charity shall first defray out of the income of the Charity the cost of maintaining the property (including the repair and insurance of any buildings thereon) and all other charges and outgoings payable in respect thereof and all the proper costs, charges and expenses of and incidental to the administration and management of the Charity.

Explanation of Aims and objectives for the year including the changes or differences it seeks to make through its activities

The activities of the Keats House charity are guided by its Charitable Object as stated above and developed within the framework of the City Corporation's Corporate Plan and the Open Spaces Department's Business Plan. Our activities also support the City Corporations' Cultural Strategy and the Hampstead Heath Management Strategy 2018 – 28, as well as the wider aims of heritage sector organisations such as Arts Council England, The National Lottery Heritage Fund and The National Archives.

The City of London Corporation's Corporate Plan 2018 – 23 states that:

Our vision

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London with a globally-successful UK.

We aim to...

- Contribute to a flourishing society
- Support a thriving economy
- Shape outstanding environments

The Open Spaces Department's overarching vision is that:

'We enrich people's lives by providing access to ecologically diverse green spaces and outstanding heritage assets'.

The provision of a wide range of services at Keats House helps the Department achieve its three strategic objectives:

- A. Open Spaces and historic sites are thriving and accessible
- B. Spaces enrich people's lives
- C. Business practices are responsible and sustainable.

and nine of the twelve outcomes, in particular:

- Our open spaces, heritage and cultural assets are protected, conserved and enhanced.
- Nature, heritage and place are valued and understood
- People feel welcome and included
- People discover, learn and develop
- Our staff and volunteers are motivated, empowered, engaged and supported

The contribution which Keats House makes towards these is detailed below.

2 Achievements and Performance

Achievement to date against the key priorities for 2019/20 were:

1. Progress access improvements at Keats House

In 2018/19 plans were progressed to put in place a sustainable cyclical works programme to preserve and maintain Keats House (Grade I listed) and Ten Keats Grove (Grade II listed). These arose from the overall condition survey of Keats House and Ten Keats Grove conducted in 2017/18. As a result a number of projects have been scheduled to ensure Keats House and Ten Keats Grove can continue to be accessed and enjoyed by future generations.

In April 2019, the City Surveyor's Department led a project to redecorate the internal, common circulation areas on the ground and first floors of the House.

This necessitated that the House was closed to the public from 23 – 30 April 2019. A major project to repair and redecorate the exterior of the House took place from 21 October 2019 through to March 2020. This has resolved a number of long-standing issues with the external fabric and appearance of the House, while maintaining public access throughout this period.

Following the application for funding from London Borough of Camden's Community Infrastructure Levy grants programme, plans were submitted for the required planning consents in March 2019. Subsequently a number of meetings were held between LB Camden and City Corporation Officers and their appointed contractors to discuss outstanding areas of concern at this Grade I listed site. In November 2019, LB Camden Planning Officers approved the application subject to a Section 106 Agreement between LB Camden and the City Corporation, which is awaiting legal sign-off at the time of writing.

The gardens, which form an essential and much-loved aspect of the heritage site, are maintained and enhanced by volunteers from Heath Hands, supported by the Head Gardener from Golders Hill Park. This year the gardens were entered into the 'Heritage Park / Garden' category of London in Bloom and were awarded 'Silver Gilt' at the presentation ceremony in September. In March 2020, a new border containing heritage variety fruit trees was planted in the north-east corner of the garden at the rear of the house, near to the site of the former kitchen garden.

2. Deliver Keats200 bicentenary programme

The Keats200 programme, which launched on 1 December 2018, has continued in 2019/20 with events celebrating specific events in Keats life as well as projects which support the wider outcomes of the programme.

From April 2019, our temporary exhibition gallery was refreshed to reflect the significant anniversary of the Brawne family moving into the Wentworth Place in April 1819. The 'Keats and the Bawnes at Wentworth Place' exhibition opened on Wednesday 3 April, with a special private view event re-creating a 'claret evening' held at the House in 1819. A new Fanny Brawne character was developed for this and subsequent events, along with new sound installations indicating the presence of the Brawne children in the House.

On 11 April, we re-created the famous meeting between Keats and Coleridge in 1819. Our live interpreters led four walks from Coleridge's House in Highgate, across Hampstead Heath, talking of 'a thousand things' as we walked. A core audience of 44 people took part in the walks, which also attracted much positive attention from Heath visitors, many of whom were previously unaware of Keats House or the Keats200 programme.

May 2019 marked the 200th anniversary of the writing of 'Ode to a Nightingale', one of Keats's six great Odes of 1819 and perhaps the one most closely associated with Wentworth Place. The original manuscript is now cared for in the collections of the Fitzwilliam Museum, University of Cambridge

and was loaned to Keats House for display in Keats's Parlour over the bank holiday weekend. A new, writing desk style, display case was specially designed and built to display this loan and will continue to display changing displays of material from our own and other collections. A total of 252 people visited the House from Friday 3 – Monday 6 May when the manuscript was on display to the public.

We continued to benefit from the support of Keats Foundation through an annual Keats Bicentenary Conference which is held at Keats House, individual talks notably by their Chair Professor Nicholas Roe on 6 June 2019, and their overall support for the Keats200 bicentenary programme. Over the summer, Keats House supported the Keats Foundation to film Keats's six odes of 1819, performed by our Keats character developed with Andrew Ashmore & Associates and played by the actor Matthew Coulton. These videos have now been posted online and are being promoted as one of the key outputs of the Keats200 bicentenary partnership. Keats Foundation's Conference was hosted at Keats House for 3 days in May 2019, when an audience of 100 - 120 listened to experts from around the world delivered papers relating to the latest Keats research.

During the bicentenary, short term residences are being offered to our Keats House Poets, who have been associated with the work of the charity since 2011. Anthony Hett became Poet in Residence from June to August 2019, visiting Keats House on a weekly basis to draw inspiration for his writing and running 'drop in' poetry writing sessions and a final celebratory performance. Simon Mole, used his residency, which ran from September to November 2019, to engage young people with the theme of climate change and, from February to April 2020, Dean Atta delivered poetry writing workshops and readings to engage with LGBTQ+ audiences in particular.

Throughout the Keats200 Bicentenary Keats House have been working with Chickenshed Theatre to develop a performance piece produced for and by young people. A 'Summer Scratch' programme day on 30 July 2019 saw approximately 40 young people aged 12 – 17 years old, take part in a session inspired by Keats's life story and poetry. Following on from this a group of over twenty individuals aged 14 – 19, attended a programme of 18 sessions led by members of Chickenshed Young Company, who worked collaboratively to develop a theatre piece, 'Writ in Water', for performance at Keats House and other venues. The public performances were due to take place in March and April 2020 but had to be cancelled due to the COVID-19 emergency.

August 2019 marked the 200th anniversary of what became known as 'the Peterloo Massacre'. Keats House commemorated this significant event with a talk at the House along with a recreation of 'A life in the day of Keats' on 13 September, when he recorded witnessing the subsequent events on the streets around Mansion House in 1819. A special event to mark Keats's birthday was also held at St Botolph without Bishopsgate, where Keats was baptised, featuring readings by invited guests and the Keats House Poetry Ambassadors.

Our 'Keats and Consumption' exhibition opened to the public on Wednesday 5 February 2020, to mark the bicentenary of Keats realising that he was suffering from this deadly disease and the impact it had on his life and work.

Throughout the year, the Keats200 partnership organisations (Keats House, the Keats Foundation and The Keats-Shelley Memorial Association), have continued to liaise on a range of programmes and initiatives celebrating the life, works and legacy of Keats, during the bicentenary of his time living at Wentworth Place, the period leading up to his death in Rome in 1821 and beyond.

3. Implement Keats House Activities Plan for 2019/20

Keats House continues to be open to the public Wednesday – Sunday, 11am to 5pm. In 2019/21 the house was closed to the public for one week in April for building works (as noted above) and on Sunday 9 February due to Storm Ciara. The house remained open to the public throughout the programme of external maintenance from October 2019 – March 2020.

In April 2019, a special ticket price of £2 for residents of the London Borough of Camden and the City of London was introduced with the aim of increasing the number of local people accessing the House. In 2019/20, 323 people visited the House using this scheme which has proved popular with those that have used it and acts as a useful promotional offer when talking to people at offsite events. We also offer free entry to young people aged 18 and under and Art Fund Members, half price entry to National Trust Members, as well as reduced rate entry to seniors and concessions.

A total of 11,755 people visited the house during 2019/20, a 16% decrease on the previous year's equivalent figure of 13,982. The period October 2019 to March 2020 (when the building works were in progress and the final two weeks of business were lost to COVID-19 related closure) saw a 27% decrease in the number of people visiting the house.

An annual income target of £34,000 is set against Admissions with income of £33,711 achieved prior to the house closing to the public due to the COVID-19 emergency measures from Wednesday 18 March 2020. This represents a 24% reduction in income from Admissions achieved in 2018/19.

Our increasing use of social media helps us form new connections and networks and promote the House and Keats's work. As at April 2020, @keatshouse had over 6,000 followers on Twitter (a c.18% increase since April 2019). Facebook followers increased from 3,600 to c.3,792 (+5.3% over a similar period) and our Instagram channel has grown from c. 1000 in April 2019 to over 1,800 followers (+80%) by April 2020. Much of this increase can be attributed to increased social media output and linking / sharing activity undertaken by the Cultural Heritage Trainees during their placements at Keats House, although all officers play a role in engaging with our audiences online, particularly since the recent closure of the house due to COVID-19.

Between April 2019 and March 2020, Keats House delivered 86 public events

which were attended by 2,178 people. Our regular programme continues to include monthly, themed poetry readings by the Keats House Poetry Ambassadors, walking tours of locations in Hampstead and the City which have a connection to Keats, and free family workshops targeted at families with children aged five to eleven.

Highlights of the summer programme included a pop-up exhibition, 'William Blake's Mystic Map of London' by contemporary artist Louisa Albani and the appearance of our Keats and Fanny Brawne characters at Hampstead Art Fair in June 2019. Drama Impact's performance of William Shakespeare's 'Much Ado About Nothing' on Saturday 6 July, was enjoyed by over 100 people in the garden of Keats House. In July, Keats House staff contributed to the work of the National Citizen Service (NCS), which seeks to connect young people (15-17 year olds) to their local community and social action, delivering a tour of the House and also working offsite with c.60 young people to gain their views on the Keats200 programme and our marketing approach.

A part time Education Officer continues to co-ordinate, deliver and support taught sessions and group visits to Keats House and Gardens for a range of educational organisations. Between April 2019 and March 2020, 60 sessions were delivered to 44 different establishments. This resulted in 719 primary school students, 509 secondary school students and 205 teachers & assistants, taking part in the formal learning programme at Keats House.

In addition, the annual Summer School programme in July 2019, saw 32 students aged 16 – 19 years old from seven different schools, take part in a four day programme of creative writing workshops and activities, including meeting published poets, at Keats House.

Keats House continues to contribute to CultureMile Learning, one of the City Corporation's key initiatives to improve social mobility and support the development of fusion skills for young people. We are specifically involved in supporting the Young City Poets programme and working with London Metropolitan Archives to develop a 'dual site visit' offer for schools studying life in 19th century London.

In July 2019, a Year 12 student from the London Academy of Excellence in Stratford undertook a week-long work experience placement at Keats House as part of The Arts Scholars Cultural Scholarship Scheme. This scheme aims to extend young people's experience of working in arts and heritage organisations, and to inspire them to consider the range of roles available in these sectors.

Keats House are one of 16 cultural organisations across London, including London Metropolitan Archives and the Museum of London, who are offering a 'New Museum School' trainee placement. This initiative is being led by Culture& who have received funding from the National Lottery Heritage Fund to work with sector organisations to diversify the heritage sector workforce. Our first trainee of this three-year programme, completed her traineeship ahead of schedule in August 2019, gaining a Level 3 Diploma in Cultural Heritage. A second trainee joined the team in October 2019 and is leading on

diversifying access to our collections and services, particularly through digital engagement.

In a new initiative, Keats House is supporting two Doctoral Training Partnership (DTP) consortiums in London and the south-east, with the aim of enriching the experience of post-grad students and engaging them with the research potential of the collections. In 2019/20, we have hosted two 'writer's retreat' days and one careers development day organised by the London Arts and Humanities Partnership (LAHP). We have also worked with Roehampton University to develop and recruit to a fully funded, three-year doctoral research student placement. This has now received approval through the Techne DTP (which includes Roehampton, Royal Holloway, Kingston, Brunel and Brighton Universities) and the successful candidate will begin their research in October 2020.

Between April 2019 and March 2020, approximately 27 individual volunteers gave a total of 963 hours of their expertise and time to support the work of the Charity. The main roles in which volunteers continue to support and add value to our activities are Front of House, Tour Guides, Poetry Ambassadors, Event Support and Collections Care.

The shop offers a small but attractive range of merchandise, including Keats House branded souvenir products. The income target for the shop is £15,000 which is calculated at year end to allow for stock held. Shop sales for the 2019/20 trading year amounted to c. £21,595, representing an 18% reduction on sales in 2018/19. Sales in the third and fourth quarter were weaker, coinciding with the period of building works and reduced visitor numbers.

Private hire offer continues to generate an additional source of income to the charity, with £15,007 earned against an income target of £17,000 in 2020/21. In addition, the annual licence for Keats Community Library to occupy Ten Keats Grove also contributes towards our income, along with charges for taught sessions for schools and some events, although income from the latter two income streams has been less in 2020/21 as charges were reduced or events run free during the Keats200 bicentenary.

At a hearing of the London Borough of Camden's Licencing Sub-Committee, held on 12 September 2019, a decision was made to approve a premises licence for 10 Keats Grove. In response to representations made by local Societies, Associations and residents, a number of conditions were agreed to ensure that the licensing objectives were upheld, particularly with regard to the prevention of public nuisance. It was also agreed that the Keats House Consultative Committee would receive a twice-yearly report of licensable events held at the House, to ensure that the operating schedule and conditions were being upheld. To date, no activities involving the sale of alcohol have taken place. One planned 'Late Night Keats' event, which was due to take place in February had to be cancelled due to low ticket sales.

Since Wednesday 18 March 2020, Keats House, including Ten Keats Grove / Keats Community Library, has been closed to the public due to the response to the COVID-19 pandemic. All officers have been working from home since

that date, using virtual meetings to communicate and collaborate on our continuing priorities.

The security of our site and safety of our collections on display are being monitored through daily external inspections conducted by colleagues from the Hampstead Heath team. Keats House officers visit the site each week to ensure that key building safety, security and environmental monitoring tasks are being conducted as required.

Officers from the Hampstead Heath team have also resumed weekly tasks in the garden and this contributes to our security monitoring as well as ensuring this beautiful space is maintained ready for reopening in due course.

Keats House officers are focusing on how they can continue to celebrate the Keats200 bicentenary and engage with our audiences online through the City Corporation's #OurCityTogether (formerly #VisitTheCityFromHome) initiative. We have maintained regular contact with our casual and volunteer workforce through updates and content sharing and many have expressed their appreciation to the City Corporation for the way we have engaged with and supported them through this period.

We will continue to be guided by the UK Government, City Corporation and sector bodies in our preparations for the eventual reopening of our public facilities, whenever this is approved and safe to progress.

4. Draft the Keats House Management Plan, 2020-23

An Activities Plan for 2020/21 was in the process of being consulted on when the COVID-19 emergency measures were introduced. The uncertainties caused by the pandemic will impact on all areas of the charity's activities over the next 12 months and beyond, although it is hoped that our overarching priorities can continue to be progressed, albeit in different ways. The formative consultation for a medium term Management Plan will now be undertaken once the future operating environment becomes clearer.

As a result of the above activities, the Trustee has had due regard to the Charity Commission's public benefit guidance when setting objectives and planning activities.

Plans for Future Periods

The proposed overarching priorities which will guide all of our objectives and activities from April 2020 are:

- Deliver access and building maintenance projects at Keats House
- Deliver Keats200 bicentenary programme
- Implement Keats House Activities Plan for 2020/21
- Consult on, finalise and implement the Keats House Management Plan, 2020 - 23

KPIs for 2019/20

1. To increase visitor numbers to Keats House by 3%. [1/4/2018 – 31/3/2019 = 13,982 visits to House +3% = target of 14,401 for 2019/20. **2019/20 outturn: 11,755 (-16%)** {n.b. closed for one week in April and major building programme from October 2019 – March 2020, followed by closure of house from Wednesday 18 March 2020}.
2. Improve Visit England Annual Quality Attraction Assessment Scheme score at Keats House. [2018/19 score = 81%] **2019/20 score: 82%**
3. Achieve budgeted income and expenditure targets for Keats House Charity. **End of year budget position was 94% of local risk budget.** {98% of planned expenditure (including employees, premises and supplies & services) was achieved, which was offset by 80% of total income target being achieved}

KEATS
HOUSE

Activities Plan 2020/21



KEATS
200

Keats House Charity

Activities Plan 2020/21

The origins of Keats House Charity date back to the 1920s, when a public appeal raised the money to acquire the House and collections for the public. The charity was registered in March 1996 (no. 1053381) and, since 1 January 1997, has been provided by the City of London Corporation as part of its contribution to the cultural life of London and the nation.

The object of the Keats House Charity is:

‘to preserve and maintain and restore for the education and benefit of the public the land with the buildings known as Keats House as a museum and live memorial to John Keats and as a literary meeting place and centre.’

Today, Keats House is open to the public Wednesday – Sunday, 11am – 5pm. It delivers a year-round exhibition and events programme, provides formal and informal learning opportunities for all ages and abilities as well as volunteer and work placements.

Keats House is a lead partner in the Keats200 bicentenary programme:

The **Keats200** bicentenary is a celebration of Keats's life, works and legacy, beginning in December 2018 through to February 2021 and beyond. It is led by three major partners – Keats House, Hampstead, The Keats Foundation and the Keats-Shelley Memorial Association – and is open to all individuals and organisations who have an interest in Keats or poetry. The bicentenary of Keats's most productive years as a poet, and the period when he found inspiration, friendship and love, is an exciting opportunity to (re)discover and enjoy his works as well as engage with poetry and its ongoing relevance to us all today.

About Keats House

Keats House is a Grade I listed Regency villa, which was built between 1814 and 1816. The garden was part of the historic site and today is an important part of the visitor offer and is much used by local residents. Within the grounds of the property at 10 Keats Grove, also stands a Grade II listed building known as Ten Keats Grove. This was first built as the Keats House Museum and Heath Library, which opened in 1931. Today, it functions as a volunteer run library operated by Keats Community Library (registered charity number 1146702), while the Nightingale Room acts as an events and private hire space managed by Keats House.

Our achievements in 2019/20

Between April 2019 and March 2020, we:

- Continued to celebrate the Keats200 bicentenary programme, delivering special events and projects celebrating Keats's life and works.
- Developed and delivered two exhibitions exploring key moments in Keats's life: 'Keats and the Bawnes at Wentworth Place', April 2019 - January 2020 and 'Keats and Consumption', from 5 February 2020.
- Displayed The Fitzwilliam Museum's autograph manuscript of 'Ode to a Nightingale'; the first time this precious document had been back at Keats House since it was written there in the spring of 1819.
- Supported City Surveyors to refurbish the exterior of Keats House, including major repairs to the roof and chimneys, rear canopy, Chester Room windows and external décor, ensuring it remains a top-class visitor attraction for the next ten years and beyond.
- Supported one New Museum School trainee to graduate with a level 3 diploma in Cultural Heritage.
- Delivered 60 sessions to 44 different schools, engaging 719 primary school students and 509 secondary school students through organised groups.
- Devised and delivered our Summer School programme, 'Magic Casements' on 2-5 July 2019, which resulted in a total of 103 instances of engagement with culture for 32 young people aged 16 -19 from 7 different schools.
- Continued to work with our major partners such as the Keats Foundation, London Metropolitan Archives, Culture& and Keats Community Library, as well as establishing new partnerships with the London Arts and Humanities Partnership DTP and Roehampton University / Techne DTP, The Fitzwilliam Museum and Chickenshed Theatre.
- Collaborated with Chickenshed Theatre to develop a youth led theatre piece, 'Writ in Water', for performance at Keats House and other venues. To date this project has engaged with over 20 individuals aged 14 -19, who attended a programme of 18 weekly workshops led by members of Chickenshed Young Company. It also engaged with an additional 40 young people aged 12 – 17, through short term workshop sessions at Chickenshed Theatre, such as their 'Summer Scratch' programme.
- Delivered a total of 86 public events, including poetry readings, talks, family creative workshops and walking tours, attended by over 2,178 people
- Supported 963 hours of volunteering by 27 individuals including five new volunteers.
- Achieved 'Silver Gilt' in the London in Bloom awards 2019, Heritage Garden category.
- Maintained our standing as a Visit England Quality Assured Visitor Attraction with a rating of 82%.

Our governance and strategic context

Keats House operates as a registered charity (no. 1053381) with the City of London Corporation as its sole Trustee. It is managed within the City Corporation's Open Spaces Department and reports to the Cultural, Heritage & Libraries Management Committee. The Keats House Consultative Committee acts as an advisory body and meets twice a year.

Our activities are developed within the framework of the City Corporation's Corporate Plan and the Open Spaces Department's Business Plan. We also support the City Corporations' Cultural Strategy, Culture Mile Learning, the Hampstead Heath Management Strategy 2018 – 28, and contribute to the wider aims of heritage sector organisations such as Arts Council England, the Heritage Lottery Fund and The National Archives.

The City of London Corporation's aims are stated in the Corporate Plan 2018 – 23:

We aim to...

- Shape outstanding environments
- Contribute to a flourishing society
- Support a thriving economy.

The Open Spaces Department's three top line objectives are:

- Open spaces and historic sites are thriving and accessible
- Spaces enrich people's lives
- Business practices are responsible and sustainable.

The main objectives of Keats House Charity in 2020/21 as stated in our annual Charity Report are:

- Delivering access and building maintenance projects at Keats House.
- Implementing Keats House Activities Plan for 2020/21, including delivering the Keats200 bicentenary programme.
- Producing and implementing the Keats House Management Plan, 2020 – 2023.

The resources we have to deliver our objectives in 2020/21 are:

Staffing:

Principal Curator (Keats House) – Rob Shakespeare (1fte)

Interpretation Officer (Operations) – Ken Page (1fte)

Interpretation Officer (Collections) – Sofie Davis (0.5fte)

Interpretation Officer (Programming) – Amy Burgess (0.5fte)

Interpretation Officer (Learning) – Linda Carey (0.43fte)

Information Officer – Alison Lister (0.34fte)

Information Officer – vacant* (0.34fte)

Customer Service Apprentice – to be appointed (1fte)

* From October 2018 to September 2020, Keats House is working with Culture& as a host venue for the New Museum School programme, which aims to diversify the heritage sector. Tabitha Deadman joined the team as Cultural Heritage Trainee (1fte) in October 2019 and will complete her placement with us in October 2020.

We also provide, and benefit from, volunteer opportunities in five main roles: front of house; tour guides; poetry ambassadors; collections care; and event support. Approximately 30 individuals give their time and experience to support our work throughout the year.

Financial:

In 2020/21, the City Corporation will deficit fund Keats House through its City's Cash Fund as follows:

Category:	Annual budget:	Description:
Staff costs:	£238k	Officer salary and on-costs, inc. training.
Revenue costs:	£64k	To pay for the running costs of the premises and our programmes.
Income target:	-£110k	Generated through admissions, shop sales, private hire, events & learning programmes.
Net budget:	£192k*	* In 2019/20 and 2020/21 spend may exceed this amount to fund the Keats200 bicentenary and special projects from the Charity's Reserves.

Between April 2020 and March 2021, we plan to:

Shape outstanding environments / Open spaces and historic sites are thriving and accessible

- Support City Surveyors to deliver the LB Camden CIL funded project to improve access and visitor facilities at 10 Keats Grove along with the associated enhancements to our visitor entrance funded from the Charity's Reserves.
- Work with Open Spaces colleagues to further enhance the garden at 10 Keats Grove, including restoring / referencing historic features which have been lost.
- Maintain and seek to improve our rating under the Visit England Quality Assured Visitor Attraction scheme.
- Make our collections more accessible by procuring and developing a new collections management database, including an online, searchable catalogue.

Contribute to a flourishing society / Spaces enrich people's lives

- Continue to celebrate the Keats200 bicentenary programme, by delivering special Keats200 events, including online.
- Develop and deliver two exhibitions exploring key moments in Keats's life: the bicentenary of the publication of Keats's third and final volume of poems in July '20 and the bicentenary of his death in February '21.
- Continue to support formal learning in primary, secondary and higher education institutions, by providing online learning resources and taught sessions.
- Pilot and evaluate Culture Mile Learning's Dual Site Visits programme, particularly seeking to engage schools with a high pupil premium.
- Deliver a range of actual and virtual events, including poetry readings, talks, family creative workshops and walking tours.
- Provide four poet / artist in residencies at Keats House.

Support a thriving economy / Business practices are responsible and sustainable.

- Continue to work with our major partners (the Keats Foundation, London Metropolitan Archives, Culture& and Keats Community Library) and establish new partnerships, to enhance our cultural offer.
- Support the diversification of the heritage sector workforce by providing one level 2 Apprenticeship in Customer Service and continuing to work with Culture& to support one 'New Museum School' trainee to graduate with a level 3 diploma in Cultural Heritage.
- Continue to provide a range of volunteer opportunities and broaden our volunteer scheme to include volunteers aged 16 - 18.
- Work with our governing body and all stakeholders to recover from the COVID-19 pandemic and to develop a sustainable and deliverable Management Plan for the period 2020 – 23.

To find out more and follow our progress visit:

www.cityoflondon.gov.uk



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[#Keats200](#)

Committee(s): Culture, Heritage and Libraries Committee	Date(s): 13 July 2020
Subject: Report of Action Taken	Public
Report of: The Town Clerk & Chief Executive	For Information
Report author: Chloe Rew, Committee & Members Services Officer	

Summary:

This report provides details of the decision taken under urgency procedures since your last meeting, including decisions following the informal meeting on 23 March 2020 (paragraphs 1-3), and decisions taken prior to the formal virtual meeting on 13 July 2020 (paragraph 4) due to decisions needing to be taken prior to this date.

Recommendation(s)

Members are asked to note the report.

Main Report

1. On 23 March 2020, the Culture, Heritage and Libraries Committee was inquorate, pursuant to Standing Order 36(2), with a number of Members unable to attend physically in light of the public health implications arising from COVID-19.
2. With the meeting dissolved, Members were subsequently given the opportunity to discuss reports on the agenda via video and teleconference, as well as via email, with a view to facilitate Member oversight and scrutiny to inform any requisite decisions being taken under urgency procedures following the meeting.
3. In the absence of a formal meeting, and with the expectation that there would be no formal meeting in the coming period in view of the ongoing COVID-19 crisis, the Town Clerk, in consultation with the Chair and Deputy Chair, agreed the following items:

i. City Arts Initiative – Recommendations to the Culture, Heritage and Libraries Committee

- ratify the City Arts Initiative's recommendations in relation to the following proposals, noting that the London Festival of Architecture has been postponed to August and would proceed subject to the quarantine being lifted:
 - **London Festival of Architecture – Benches:** approve subject to final consent from the Highways and City Gardens teams;
 - **London Festival of Architecture – St Paul's Plinth:** approve subject to final consent from Planning and Engineering;
 - **London Festival of Architecture – Power Walks:** approve the shortlist subject to final consent from Planning and

Highways and subject to the nominated CAI representative being consulted during the decision process;

- **Sculpture in the City:** approve the new updated artworks in principle and subject to necessary permissions and licences from Highways and Planning, as well as consent from the Director of Communications;
- Note the application for **Three Quays Walk** acknowledging that the CAI may only comment and not recommend, and that your Committee may not approve or decline applications for public art on private land.

ii. Special Events on the Highway

- Agree to support the regular core events programme listed in paragraph 5 and detailed in Appendix 1 of the report, noting that the London Marathon has been postponed to October 2020; the London Landmarks Half Marathon has been postponed and officers are working with TfL and Westminster to confirm an alternate date. Postponed events will be rescheduled in line with government advice.
- Agree to support the additional Cultural, Community & Transport Strategy events outlined in paragraphs 21-30, subject to the appropriate degree of due diligence regarding safety, licencing approval, traffic orders (where required) and impact on local stakeholders, noting that events may be postponed and will proceed in line with government advice in light of COVID-19.

iii. Gateway 6: Middlesex Street Social Housing Library

- Agree to close the project

iv. Gateway 6: New Fully Accessible Education and Community Engagement Centre at Tower Bridge

- Approve the content of the outcome report and close the project;
- Note the project was completed within budget but to a revise later timeframe.

4. The Committee's meeting on 13 July 2020 is the first formal meeting to take place since 31 January 2020. The recommendations regarding the phased reopening of attractions, archives and reference libraries needed to be agreed prior to this meeting. Due to the urgency of this request, the Town Clerk, in consultation with the Chair and Deputy Chair, agreed the following:

i. Approval for Phased Reopening of Attractions, Archives and Reference Libraries

- Approved in principle the reopening of Tower Bridge (limited areas to ensure one-way flow), Guildhall Art Gallery (upper galleries, temporary exhibition space and Heritage Gallery only), City Information Centre, Keats House, London Metropolitan Archives (and through it Guildhall Library) and City Business Library (as an online service only for the time being), noting dates and logistics will be approved by relevant Chief Officers under delegated authority;

- Approved the approach adopted by assets planning to reopen, noting: a local community focus; compliance with Government and industry standards; approval by the City Surveyor of risk assessments; identification and non-return of staff identified as vulnerable; absorption of all associated costs within 2020/21 local risk budgets; adoption of a consistent approach across assets to reassure visitors; the undertaking of equality assessments and mitigating actions for any new measures introduced; delivery of digital access options where appropriate or beneficial; and the ability to close efficiently and effectively again without significant costs incurred by the process of shutting down and with a commitment to ensure pre-paying visitors are reimbursed;
- Approved continued closure of The Monument, City of London Police Museum, London's Roman Amphitheatre and Billingsgate Roman House and Baths for reasons of logistics.
- Approved the proposal that relevant Chief Officers adopt an initiative currently under view that would see staff at attractions not assigned to front of house roles forming a resource pool for opening attractions. The initiative proposed that these staff be redeployed to these attractions if staff shift teams need to be replaced due to isolation;
- Noted the below schedule of reopening across the City Corporation's attractions, archives and reference libraries (excepting Barbican) which was considered by the COVID-19 'Recovery From' Gold and Culture Silver Groups:

Venue	First phase opening	Second phase opening (pending review of first)	Community (hyper-local) focus
Tower Bridge	4-19 July, 10:30 to 16:00	20 July to date unknown, 10:30 to 19:00	City, Tower Hamlets and Southwark residents
Guildhall Art Gallery	25 July (Saturday), 10:30 to 16:00 – testing day	1-30 August, weekends only, 10:30 to 17:00; review to expand into days of week thereafter in context of demand, site works programmes and returning workforce	City, Islington and Tower Hamlets residents
City Information Centre	Tuesday 14 July, 11:00-15:00, Tuesday to Saturday	Saturday 1 August, review with potential to extend to 7-days-a-week and until later in the afternoon/evening	All City visitors
Keats House	7 July; 2 days a week alternating with 2 days a week for Keats Community Library; four one-hour visitor slots a day	From 30 September; scale up activities as permitted into days of week based on demand and lessons learned	Camden residents
London Metropolitan	Officers returning over July and August	Public access for individual research	London research

Archives and Guildhall Library		commencing in early September with LMA providing access to Guildhall Library holdings	community – by appointment
City Business Library	Services to remain online	Services to remain online	SMEs / City business

Chloe Rew

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