



Culture, Heritage and Libraries Committee

Date: MONDAY, 25 JANUARY 2021
Time: 11.30 am
Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members:

Deputy Wendy Hyde (Chair)	Alderman Alastair King
Jeremy Simons (Deputy Chair)	Vivienne Littlechild
Munsur Ali	Deputy Edward Lord
Matthew Bell	Andrew Mayer
Deputy John Bennett	Jeremy Mayhew
Peter Bennett	Wendy Mead
Deputy David Bradshaw	Sylvia Moys
Thomas Clementi	Barbara Newman
Mary Durcan	Graham Packham
Deputy Kevin Everett	John Petrie
Tracey Graham	Judith Pleasance
Caroline Haines	Deputy Richard Regan
The Revd Stephen Haines	Deputy Dr Giles Shilson
Graeme Harrower	Deputy Tom Sleigh (Ex-Officio Member)
Deputy Tom Hoffman	James Tumbridge
Ann Holmes	Mark Wheatley
Alderman Robert Howard	Dawn Wright

Enquiries: Chloe Rew
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Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

https://youtu.be/WMID9_-C1S8

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the previous meeting held on 23 November 2020.

For Decision
(Pages 1 - 8)

4. **DRAFT MINUTES - BENEFICES SUB-COMMITTEE**

To note the draft public minutes and non-public summary of the Benefices Sub-Committee meeting held on 9 November 2020.

For Information
(Pages 9 - 12)

5. **FORWARD PLAN**

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

For Information
(Pages 13 - 14)

6. **ANNUAL REVIEW OF THE COMMITTEE'S TERMS OF REFERENCE**

Report of the Town Clerk & Chief Executive.

For Decision
(Pages 15 - 20)

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

Report of the Director of Major Projects.

For Decision
(Pages 21 - 30)

8. **OUTDOOR ARTS PROGRAMME: 2020 PERFORMANCE EVALUATION REPORT**
Report of the Director of Major Projects.
For Information
(Pages 31 - 38)
9. **DELIVERING CULTURE THROUGH PLANNING - DRAFT SUPPLEMENTARY PLANNING GUIDANCE**
Report of the Director of the Built Environment.
For Information
(Pages 39 - 44)
10. **LONDON METROPOLITAN ARCHIVES ACCREDITATION REPORT**
Report of the Director of Major Projects.
For Information
(Pages 45 - 48)
11. **GATEWAY 2: LONDON METROPOLITAN ARCHIVES - REPLACEMENT OF FIRE ALARM, CHILLERS AND LANDLORDS LIGHTING AND POWER (REF - CS 410/20)**
Report of the City Surveyor.
For Decision
(Pages 49 - 64)
12. **REVENUE AND CAPITAL BUDGETS - 2021/22**
Joint report of the Chamberlain, Assistant Town Clerk and Director of Major Projects, Director of Open Spaces, and Director of Community and Children's Services.
For Decision
(Pages 65 - 80)
13. **DRAFT TOWN CLERK'S CULTURAL SERVICES BUSINESS PLAN FOR 2021/22**
Report of the Assistant Town Clerk & Director of Major Projects.
For Decision
(Pages 81 - 90)
14. **OPEN SPACES DEPARTMENT BUSINESS PLAN FOR 2021/22**
Report of the Director of Open Spaces.
For Information
(Pages 91 - 98)

- 15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
- 16. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT**
- 17. **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

- 18. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting held on 23 November 2020.

For Decision
(Pages 99 - 102)

- 19. **DRAFT NON-PUBLIC MINUTES - BENEFICES SUB-COMMITTEE**

To note the draft non-public minutes of the Benefices Sub-Committee meeting held on 9 November 2020.

For Information
(Pages 103 - 104)

- 20. **TOWER BRIDGE (BRIDGE HOUSE ESTATES CHARITY REGISTRATION NO. 1035628) AND THE MONUMENT PRICING PROPOSAL FOR 2021/22**

Report of the Director of Open Spaces.

For Decision
(Pages 105 - 114)

- 21. **CULTURE AND COMMERCE TASKFORCE: PUBLICATION OF RECOMMENDATIONS**

Report of the Director of Major Projects.

For Information
(Pages 115 - 162)

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

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

CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Monday, 23 November 2020

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

Present

Members:

Deputy Wendy Hyde (Chair)	Deputy Tom Hoffman
Jeremy Simons (Deputy Chair)	Ann Holmes
Munsur Ali	Alderman Robert Howard
Matthew Bell	Vivienne Littlechild
Deputy John Bennett	Deputy Edward Lord
Peter Bennett	Jeremy Mayhew
Deputy David Bradshaw	Wendy Mead
Thomas Clementi	Barbara Newman
Mary Durcan	John Petrie
Deputy Kevin Everett	Deputy Dr Giles Shilson
Caroline Haines	Deputy Tom Sleigh (Ex-Officio Member)
The Revd Stephen Haines	James Tumbridge
Graeme Harrower	Dawn Wright

In Attendance

Officers:

Chloe Rew	- Town Clerk's Department
Peter Lisley	- Assistant Town Clerk/Director of Major Projects
Nick Bodger	- Town Clerk's Department
Andrew Buckingham	- Town Clerk's Department
Jack Joslin	- Town Clerk's Department
Geoff Pick	- Town Clerk's Department
Sarah Phillips	- Town Clerk's Department/ Remembrancer's
Graham Nickless	- Chamberlain's Department
Julie Smith	- Chamberlain's Department
Ellen Wentworth	- Chamberlain's Department
Kay English	- Department for the Built Environment
Ian Hughes	- Department for the Built Environment
Carol Boswarthack	- Community & Children's Services
Rachel Pye	- Markets & Consumer Protection
Colin Buttery	- Director of Open Spaces
Christopher Earlie	- Open Spaces Department

1. **APOLOGIES**

Apologies were received from Tracey Graham, Sylvia Moys, Graham Packham, Deputy Richard Regan and Mark Wheatley.

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

The Chair declared a prejudicial and non-pecuniary interest in respect of the Beckett Pageant at Item 6.

3. **MINUTES**

RESOLVED, that – the public minutes and non-public summary of the meeting held on 21 September 2020 be agreed as a correct record.

4. **FORWARD PLAN**

The Committee's forward plan was noted.

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 Initiative's Recommendations to the Culture, Heritage and Libraries Committee.

RESOLVED, that – Members ratify the City Arts Initiative's recommendations in relation to proposal 1-2 in the report as follows:

- **Amulet: An Icon of Future Finance:** approve subject to Planning Permission and Scheduled Monument consent being granted, as well as the other recommendations outlined in the main report.
- **Monument to Human Trafficking:** decline the application, noting the technical issues outlined in the main report.

6. **INSPIRING LONDON THROUGH CULTURE**

Members considered a report of the Director of Major Projects relative to the Inspiring London Through Culture funding stream.

In response to Members' queries regarding rejecting the Beckett Pageant, the Cultural and Visitor Development Director advised that other avenues for funding from the City Corporation had been identified and the Head of the Central Grants Unit had contacted the Beckett Pageant to discuss these.

RESOLVED, that Members:

1. note the grants approved by the panel under the Inspiring London through Culture funding stream, a part of the City Corporation's Central Grants Programme;
2. approve the panel recommendation to reject the application for the Beckett Pageant which applied for £15,000; and,
3. note the grants rejected and pending by the panel under the Inspiring London through Culture funding stream.

7. **COVID-19 SUPPLEMENT TO THE CITY'S VISITOR DESTINATION STRATEGY**

Members received a report of the Director of Major Projects relative to the COVID-19 Supplement to the City's Visitor Destination Strategy.

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

8. **CITY INFORMATION CENTRE: ANNUAL REPORT**

Members received a report of the Director of Major Projects relative to the City Information Centre Annual Report which outlined the latest position of the City Information Centre (CIC).

Members expressed concern regarding the circumstances of the CIC, which had been heavily impacted by COVID-19. The Director noted factors such as lack of tourists, the Foreign Exchange moving out, decline in leaflet-rack rentals, and no longer being permitted to sell tickets to attractions due to track-and-trace measures. The Director emphasised the importance of the CIC as a resource for tourism and the significant role it may play in recovery, but that the CIC was struggling due to reliance on commercial income.

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

9. **CULTURE AND COMMERCE TASKFORCE**

Members received a report of the Director of Major Projects relative to the Culture and Commerce Taskforce.

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

10. **CULTURE'S ROLE IN DRIVING INVESTMENT AND BUSINESS**

Members received a report of the Director of Major Projects relative to Culture's Role in Driving Investment and Business.

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

11. **BLACK HISTORY MONTH AND GOOGLE ARTS & CULTURE**

Members received a report of the Director of Major Projects relative to Black History Month and Google Arts & Culture. Progress is underway to develop the City's Google presence; to develop cultural programming and activities to include communities which have been underrepresented in the City's cultural output.

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

12. **BARBICAN AND COMMUNITY LIBRARIES - EXEMPTIONS FOR SERVICES DURING THE SECOND LOCKDOWN**

Members received a report of the Director of Community & Children's Services relative to the Barbican and Community Libraries Exemptions for Services During the Second Lockdown. Members were informed that the libraries offered 'select and collect' services by phone and email for lending; PCs were available for essential use; and that the libraries had been proactive in communicating

these services with library members. The libraries had received positive feedback from their members, particularly from those who use the libraries for essential services.

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

13. **LONDON METROPOLITAN ARCHIVES: ACCREDITATION**

The Director of the London Metropolitan Archives was heard with respect to the LMA being re-awarded the Archive Service Accreditation, demonstrating that the LMA met the national standards relating to management, resourcing, care of its collection and service offering. A detailed report would be brought to the Committee in January 2021.

RESOLVED, that – the update be noted.

14. **DRAFT MINUTES - KEATS HOUSE CONSULTATIVE COMMITTEE**

RESOLVED, that – the draft minutes of the Keats House Consultative Committee meeting held on 15 October 2020 be received.

15. **MID-YEAR UPDATE REPORT FOR KEATS HOUSE CHARITY, 2020/21**

Members received a report of the Director of Open Spaces relative to the Mid-Year Update Report for the Keats House Charity for 2020/21. The Director informed Members that content was made available online, but that COVID-19 had a severe impact on visitation. Members who had visited Keats House were impressed with the service and measures in place when the site was open.

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

16. **SPECIAL EVENTS ON THE HIGHWAY ANNUAL REPORT**

Members considered a report of the Director of the Built Environment relative to the Special Events on the Highway Annual Report. Whilst Members welcomed the programme of events, Members requested that residents and churches would be given advance notice of street closures ahead of the events.

RESOLVED, that – Members agree to support the proposed events outlined in this report subject to the appropriate constraints and guidance related to COVID-19.

17. **RESETTING OF DEPARTMENTAL BUDGETS**

Members received a report of the Chamberlain relative to the resetting of departmental budgets. The report was presented to a number of Committees to inform Members of changes in the budgets of their service areas in light of the impact of COVID-19. Members were asked to note in particular the recommended budget adjustment of £392,000 for Open Spaces (Monument) as the attraction was closed.

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

18. **REVIEW OF PILOT AND FUTURE BRIDGE HOUSE ESTATES FUNDING FOR ENFORCEMENT ACTIVITY AGAINST ILLEGAL STREET TRADING ON AND BY THE BRIDGES**

Members received a report of the Director of Markets & Consumer Protection relative to the review of pilot and future Bridge House Estates (BHE) funding for enforcement activity against illegal street trading on and by the bridges. Members were informed that the two-year pilot project had been successful, with a near elimination of illegal street trading, due to the BHE funding which allowed for resources to be deployed on the bridges 7 days per week. Additional work was being done in collaboration with the City of London Police to address other illegal activity (gambling, pickpockets); enhanced enforcement powers enabled officers to work across boundaries in Southwark and Tower Hamlets; and partnerships with organisations such as the National Food Crime Agency were beneficial in addressing crime on the bridges.

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

19. *** REPORT OF ACTION TAKEN**

Members received a report of the Town Clerk & Chief Executive relative to a decision taken under urgency since the Committee's last meeting regarding the membership of the Benefices Sub-Committee.

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

20. *** GATEWAY 3 - TOWER BRIDGE HV SYSTEM REPLACEMENT AND INCREASING RESILIENCE**

Members received a Gateway 3 report of the City Surveyor relative to the Tower Bridge HV System Replacement and Increasing Resilience.

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

21. *** GATEWAY 4C - TOWER BRIDGE HV SYSTEM REPLACEMENT AND INCREASING RESILIENCE**

Members received a Gateway 4c report of the City Surveyor relative to the Tower Bridge HV System Replacement and Increasing Resilience.

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

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

There were none.

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

There was no other business.

24. **EXCLUSION OF THE PUBLIC**

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

25. **NON-PUBLIC MINUTES**

RESOLVED, that – the non-public minutes of the meeting held on 21 September 2020 be agreed as a correct record.

26. **LOOK AHEAD TO 2021/2022 - CHIEF OFFICERS UPDATE**

Chief Officers provided verbal updates on their respective service areas.

RESOLVED, that – the updates be received.

27. **REPURPOSING OF FUNDING FOR LONDON & PARTNERS DOMESTIC TOURISM CONSORTIUM**

Members received a report of the Director of Major Projects relative to repurposing of funding from London & Partners domestic tourism consortium to a joint initiative with the City's BIDs and business partnerships to drive footfall to the City.

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

28. **TOWER BRIDGE (BRIDGE HOUSE ESTATES CHARITY REGISTRATION NO.1035628) AND MONUMENT PERFORMANCE REPORT APRIL TO SEPT 2020**

Members received a report of the Director of Open Spaces relative to the Tower Bridge and Monument Performance Report from April to September 2020.

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

29. *** NON-PUBLIC APPENDIX - TOWER BRIDGE GATEWAY 3 APPENDIX 3**

The non-public appendix was received with the report of the City Surveyor at Agenda Item 20.

30. *** NON-PUBLIC APPENDIX - TOWER BRIDGE GATEWAY 4C APPENDIX 3**

The non-public appendix was received with the report of the City Surveyor at Agenda Item 21.

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

There was one question.

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

There was no other business.

The meeting ended at 1.03 pm

Chair

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BENEFICES SUB (CULTURE, HERITAGE & LIBRARIES) COMMITTEE

Monday, 9 November 2020

Minutes of the meeting of the Benefices Sub (Culture, Heritage & Libraries)
Committee held virtually on Monday, 9 November 2020 at 3.00 pm

Present

Members:

Alderman Gregory Jones QC (Chairman)	Deputy Edward Lord
Simon Duckworth (Deputy Chairman)	Stephen Quilter
Deputy the Revd Stephen Haines	James de Sausmarez
Ann Holmes	Ian Seaton
Deputy Wendy Hyde (Ex-Officio Member)	Jeremy Simons (Ex-Officio Member)
Deputy Jamie Ingham Clark	

In Attendance

Officers:

Chloe Rew	- Town Clerk's Department
Joseph Anstee	- Town Clerk's Department
Ellen Wentworth	- Chamberlain's Department

1. APOLOGIES

It was moved by Deputy Edward Lord and seconded by Alderman Gregory Jones that Stephen Quilter takes the chair.

Apologies were received from Caroline Haines and Deputy Richard Regan.

2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA

Members made the following declarations:

- Ian Seaton declared an interest as a church warden and member of the church council for St. Lawrence Jewry;
- Deputy Jamie Ingham Clark declared an interest as a church warden for St. Lawrence Jewry; and,
- Alderman Gregory Jones declared an interest as a member of the church council for St Lawrence Jewry.

3. TERMS OF REFERENCE

RESOLVED, that – the Sub-Committee's Terms of Reference be received.

4. ELECTION OF A CHAIRMAN

Members elected a Chairman in accordance with Standing Order 29.

RESOLVED, that – being the only Member willing to serve, Alderman Gregory Jones be elected as Chairman for the ensuing year.

5. **ELECTION OF A DEPUTY CHAIRMAN**

Members elected a Deputy Chairman in accordance with Standing Order 30.

RESOLVED, that – being the only Member willing to serve, Simon Duckworth be elected as Deputy Chairman for the ensuing year.

6. **MINUTES**

RESOLVED, that – the public minutes and non-public summary of the previous meeting held on 24 February 2020 be agreed as a correct record, subject to one amendment at item 4.

7. **COMMITTEE MEMBERSHIP**

Members discussed the new Sub-Committee membership and confirmed the following partnerships with the Benefices:

St John North Woolwich with Silvertown – Stephen Quilter, Deputy Kevin Everett
St Peter Upon Cornhill – Ian Seaton
St Matthias Stoke Newington – Deputy Edward Lord
St Lawrence Jewry – Alderman Gregory Jones
St George the Martyr, Southwark – Stephen Haines
St John the Evangelist – Alderman Gregory Jones
St Mark, Clerkenwell – Deputy Jamie Ingham Clark
St John Bethnal Green – Ann Holmes
St Alban with St Augustine, Fulham – James De Sausmarez
St Peter with St Thomas Bethan Green – Caroline Haines

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

The Chairman encouraged Members to reach out to their Benefices to offer support, and to see how they were engaging with their communities and associated schools. The Sub-Committee should encourage more connectedness between the Benefices with the wider work of the City that would be beneficial to the Benefices, including the work of City Bridge Trust and schools that offered boarding education to those in need.

9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

The Chairman recorded his thanks to Andrew McMurtrie for his work as Chairman and his contributions to the Sub-Committee.

10. **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 of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

11. **NON-PUBLIC MINUTES**

RESOLVED, that – the non-public minutes of the meeting held on 24 February 2020 be agreed as a correct record.

12. **VISITS/ COMMUNICATION WITH THE VARIOUS BENEFICES**
Members were invited discuss their recent engagement with City Benefices.
13. **BENEFICES WINTER SURVEY**
Members discussed the responses to the Benefices Winter Survey.
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items of urgent business.

The meeting ended at 3.55 pm

Chairman

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Culture, Heritage and Libraries Committee Forward Plan - to July 2021

29.03.2021	Inspiring London Through Culture	Town Clerk's	Information/Decision
	Trustees Annual Report and Financial Statements - Guildhall Library Centenary Fund (* <i>deferred from January 2021</i>)	Chamberlain's	Information
	Trustees Annual Report and Financial Statements - Keats House (* <i>deferred from January 2021</i>)	Chamberlain's	Information
14.06.2021	CAI Recommendations to the Committee	Town Clerk's	Decision
	Keats House Activities Report - 2020/21	Open Spaces	Information
19.07.2021	CAI Recommendations to the Committee	Town Clerk's	Decision
	Tower Bridge and the Monument - Full Year 2020/21 Performance Report	Open Spaces	Information
	2020/21 Open Spaces Departmental Business Plan - End of Year Performance	Open Spaces	Information
	Open Spaces Department Divisional Risk Report	Open Spaces	Decision
	CHL Revenue Outturn 2020-21	Chamberlain's	Information

Postponed Items			
18.05.2020	Barbican and Community Libraries Digital/E-Services	DCCS	Information

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Committee: Culture, Heritage and Libraries Committee	Dated: 25 January 2021
Subject: Annual Review of the Committee's Terms of Reference	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 8, 10
Does this proposal require extra revenue and/or capital spending?	
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Town Clerk & Chief Executive	For Decision
Report author: Chloe Rew, Committee & Members Services Officer	

Summary

As part of the implementation of the 2011 Governance Review, it was agreed that all Committees/Boards should review their Terms of Reference Annually. This will enable any proposed changes to be considered in time for the re-appointment of Committees by the Court of Common Council in April.

Recommendations

Members are asked to:

1. agree the addition at (i) 'and applications to the City's Blue Plaque Scheme';
2. agree the addition at (j) 'and Aldgate Square Public Programme';
3. agree the amendment at (r) changing the 'Culture Mile Director' to 'Director of Major Projects';
4. consider any other changes to the Committee's Terms of Reference, as required; and,
5. consider the frequency of their meetings going forward, which is currently 6 times per year.

Corporate & Strategic Implications

1. Members are asked to consider the scope of the Committee's Terms of Reference and bear in mind the impact of any proposed changes, particularly resource, legal and equalities implications.

2. The Terms of Reference impacts the following outcomes of the 2018-23 Corporate Plan:
- 3 - People have equal opportunities to enrich their lives and reach their full potential;
 - 8 - We have access to the skills and talent we need;
 - 10 - We inspire enterprise, creativity and collaboration.

Appendices

- Appendix 1 – Terms of Reference of the Culture, Heritage and Libraries Committee (Order of the Court – July 2020)
- Appendix 2 – Terms of Reference – Proposed amendments

Chloe Rew

Committee & Members Services Officer

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Appendix 1 – Order of the Court July 2020

RUSSELL, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 16 th July 2020, doth hereby appoint the following Committee until the first meeting of the Court in April, 2021.
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CULTURE, HERITAGE & LIBRARIES COMMITTEE

1. **Constitution**
A Ward Committee consisting of,
 - two Aldermen nominated by the Court of Aldermen
 - up to 31 Commoners representing each Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides) or Side of Ward
 - the Chairman of the Board of Governors of the Guildhall School of Music & Drama (ex-officio)
 - the Chairman of the Barbican Centre Board (ex-officio)
2. **Quorum**
The quorum consists of any nine Members.
3. **Membership 2020/21**

ALDERMEN

 - 2 Robert Picton Seymour Howard
 - 2 Alistair John Naisbitt King

COMMONERS

10	Barbara Patricia Newman, C.B.E.....	Aldersgate
8	Jeremy Paul Mayhew.....	Aldersgate
10	Sylvia Doreen Moys.....	Aldgate
6	Graeme George Harrower.....	Bassishaw
3	John Petrie.....	Billingsgate
6	Wendy Marilyn Hyde, Deputy.....	Bishopsgate
3	Andrew Paul Mayer.....	Bishopsgate
7	Dr Giles Robert Evelyn Shilson, Deputy.....	Bread Street
4	John Alfred Bennett, M.B.E., Deputy.....	Broad Street
9	Kevin Malcolm Everett Deputy	Candlewick
8	Graham David Packham.....	Castle Baynard
7	Jeremy Lewis Simons.....	Castle Baynard
2	Dawn Lindsay Wright.....	Coleman Street
2	Tracey Graham.....	Cordwainer
8	The Revd. Stephen Decatur Haines.....	Cornhill
10	Vivienne Littlechild, M.B.E., J.P.	Cripplegate
4	David John Bradshaw, Deputy.....	Cripplegate
8	Mark Raymond Peter Henry Delano Wheatley.....	Dowgate
6	Ann Holmes.....	Farringdon Within
5	Richard David Regan, O.B.E., Deputy.....	Farringdon Within
1	Edward Lord, O.B.E., J.P., Deputy.....	Farringdon Without
6	Wendy Mead, O.B.E.....	Farringdon Without
7	Judith Lindsay Pleasance.....	Langbourn
4	Thomas Cowley Clementi.....	Lime Street
4	Munsur Ali.....	Portsoken
4	Caroline Wilma Haines.....	Queenhithe
1	James Richard Tumbridge.....	Tower
10	Tom Hoffman, M.B.E., Deputy.....	Vintry

5 Peter Gordon Bennett..... Walbrook

Together with the following Members in place of the two Wards (Bridge & Bridge Without and Cheap) not making appointments on this occasion:

Mary Durcan

4. **Terms of Reference**

To be responsible for:-

- (a) the City Corporation's activities and services in the fields of culture, heritage and visitors including the development of relevant strategies and policies, reporting to the Court of Common Council as appropriate;
- (b) the management of the City's libraries and archives, including its functions as a library authority in accordance with the Public Libraries and Museums Act 1964 and all other powers and provisions relating thereto by providing an effective and efficient library service;
- (c) the management of the Guildhall Art Gallery and all the works of art belonging to the City of London Corporation;
- (d) the management and maintenance and, where appropriate, furnishing the City Information Centre, the Monument, the Roman Villa and Baths (Lower Thames Street) and the visitor and events elements of Tower Bridge;
- (e) matters relating to the City's obligations for its various benefices;
- (f) the upkeep and maintenance of the Lord Mayor's State Coach, the semi-state coaches, the Sheriffs' Chariots and State Harness;
- (g) London's Roman Amphitheatre and the City of London Heritage Gallery (under Guildhall Art Gallery);
- (h) the City of London's Outdoor Arts Programme;
- (i) the City Arts Initiative – approving recommendations for artworks in the public realm;
- (j) the Guildhall Yard Public Programme (event content only);
- (k) the City of London Police Museum;
- (l) the development and implementation of a strategy for the management of Keats House (registered charity no. 1053381) and all of the books and artefacts comprising the Keats collection, in accordance with the relevant documents governing this charitable activity;
- (m) the management of Guildhall Library Centenary Fund (registered charity no. 206950);
- (n) making recommendations to the Court of Common Council regarding the Cultural Strategy, the Visitor Strategy and other corporate strategies, statements or resolutions relating to any of its functions, following consultation with the Policy & Resources Committee;
- (o) responsibility for the production and publication of the official City of London Pocketbook;
- (p) appointing such Sub-Committees and/or Consultative Committees as are considered necessary for the better performance of its duties including the following areas:-
 - Benefices
 - Keats House
- (q) to be responsible for grants in relation to the 'Inspiring London Through Culture' programme for culture and arts from funds under the Committee's control.
- (r) the appointment of the Directors of Open Spaces, Community and Children's Services and the Assistant Town Clerk and Culture Mile Director (in consultation with the Open Spaces and City Gardens, Community and Children's Services and Establishment Committees).

Appendix 2 – Proposed Amendments

4. Terms of Reference

To be responsible for:-

- (a) the City Corporation's activities and services in the fields of culture, heritage and visitors including the development of relevant strategies and policies, reporting to the Court of Common Council as appropriate;
- (b) the management of the City's libraries and archives, including its functions as a library authority in accordance with the Public Libraries and Museums Act 1964 and all other powers and provisions relating thereto by providing an effective and efficient library service;
- (c) the management of the Guildhall Art Gallery and all the works of art belonging to the City of London Corporation;
- (d) the management and maintenance and, where appropriate, furnishing the City Information Centre, the Monument, the Roman Villa and Baths (Lower Thames Street) and the visitor and events elements of Tower Bridge;
- (e) matters relating to the City's obligations for its various benefices;
- (f) the upkeep and maintenance of the Lord Mayor's State Coach, the semi-state coaches, the Sheriffs' Chariots and State Harness;
- (g) London's Roman Amphitheatre and the City of London Heritage Gallery (under Guildhall Art Gallery);
- (h) the City of London's Outdoor Arts Programme;
- (i) the City Arts Initiative – approving recommendations for artworks in the public realm **and applications to the City's Blue Plaque Scheme;**
- (j) the Guildhall Yard Public Programme **and Aldgate Square Public Programme** (event content only);
- (k) the City of London Police Museum;
- (l) the development and implementation of a strategy for the management of Keats House (registered charity no. 1053381) and all of the books and artefacts comprising the Keats collection, in accordance with the relevant documents governing this charitable activity;
- (m) the management of Guildhall Library Centenary Fund (registered charity no. 206950);
- (n) making recommendations to the Court of Common Council regarding the Cultural Strategy, the Visitor Strategy and other corporate strategies, statements or resolutions relating to any of its functions, following consultation with the Policy & Resources Committee;
- (o) responsibility for the production and publication of the official City of London Pocketbook;
- (p) appointing such Sub-Committees and/or Consultative Committees as are considered necessary for the better performance of its duties including the following areas:-
 - Benefices
 - Keats House
- (q) to be responsible for grants in relation to the 'Inspiring London Through Culture' programme for culture and arts from funds under the Committee's control.
- (r) the appointment of the Directors of Open Spaces, Community and Children's Services and the Assistant Town Clerk and **Director of Major Projects Culture Mile Director** (in consultation with the Open Spaces and City Gardens, Community and Children's Services and Establishment Committees).

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Committee	Dated:
Culture, Heritage and Libraries – For Decision	25 January 2021
Subject: City Arts Initiative: recommendations to the Culture, Heritage & Libraries Committee	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 7 and 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Peter Lisley – Director of Major Projects	For Decision
Report author: Nick Bodger, Cultural and Visitor Development Director	

Summary

This report presents the recommendations of the City Arts Initiative (CAI) which met on 3 December 2020. At this meeting, the CAI considered the public art proposal:

- 1. HSBC Gates** - approval for the artwork to be decommissioned and placed in storage in accordance with the conditions of a planning approval to redevelop Millennium Bridge House

This report also presents the recommendations of the City Arts Initiative in relation to their involvement in wider City of London Corporation programmes:

- 2. City of London Blue Plaque Scheme** – a recommendation for the City Arts Initiative to provide strategic oversight and peer review of the City of London Blue Plaque Scheme.

- 3. Tackling Racism Taskforce: Historic Landmarks Consultation** – a recommendation for the City Arts Initiative to form a working group to help support and deliver the recommendations of the Tackling Racism Taskforce following the Historic Landmarks Consultation.

Recommendation(s)

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

Ratify the City Arts Initiative's recommendations in relation to proposals 1-3 above as follows:

- **HSBC Gates** - approval for the artwork to be decommissioned and placed in storage for the immediate future, noting that the City Arts Initiative will review its future location in December 2021.
- **City of London Blue Plaque Scheme** – approval for the City Arts Initiative to provide strategic oversight of the Blue Plaque Scheme, providing a peer review system for future applications.
- **Tackling Racism Taskforce: Historic Landmarks Consultation** – approval for the City Arts Initiative to form a working group to help deliver the recommendations of the Tackling Racism Taskforce, noting that the Taskforce's recommendations are due to be ratified by Policy and Resources in January 2021.

Main Report

Background

1. The City Arts Initiative (CAI) was established to improve the management of public art in the City. It provides advice to your Committee and other service Committees as appropriate on proposals for new public art, the maintenance of the City's existing public art and, if necessary, decommissioning.
2. The CAI comprises elected Members drawn from your Committee and relevant officers across Planning, Highways, Open Spaces, and Cultural and Visitor Development, as well as those with specific expertise in the visual arts including some from external organisations.
3. At your Committee in September 2020, Members reconfirmed that those occupying the roles of Chairman and Deputy Chairman on the Culture, Heritage and Libraries Committee, and the Chairman of the Sculpture in the City Partner Board should have permanent seats on the City Arts Initiative. Your Committee also elected Judith Pleasance and Tom Sleight to serve on the CAI for the 2020/21 committee year.
4. Apart from officer time handling enquiries and managing the installations, there are no resource implications other than where specifically noted.

Current Position

5. The CAI met on 3 December 2020 to consider the proposals outlined below.
6. Full-colour visual representations of the proposed artworks are circulated electronically with this report and are available in appendix 1. Full details of all the applications to the CAI are available on request from the Director of Major Projects.

Proposals

HSBC Gates

7. The CAI received an application to decommission (remove and relocate) a set of sculptures created by the late Sir Anthony Caro, in accordance with the conditions of a planning approval to redevelop Millennium Bridge House on 14th July 2020.
8. The removal and relocation of the HSBC Gates have been a long-held aspiration since 2013, when they were considered as part of a wider Millennium Bridge Area public realm improvement project.
9. Their removal from their current location was supported by Sir Anthony Caro but he passed away in late 2013. In order to show courtesy to the Caro Family and Estate, the City agreed to put their removal on hold.
10. In July 2020, the Planning and Transportation Committee upheld the decision to have the HSBC Gates removed from the current location and this is now a formal condition of the planning approval for redeveloping Millennium Bridge House.
11. Their removal will be fully funded by the developer as part of the planning agreement. Contractors who installed the artworks originally have already been contacted.
12. The sculptures are owned by Bridge House Estate. A separate report is therefore being submitted to Policy and Resources Committee so that the City Corporation can fulfil any legal obligations as a trustee of the Bridge House Estate and its assets.
13. No immediate location for the artworks has been identified. The City Arts Initiative agreed that the future siting of the artworks should be reviewed in December 2021, noting that the immediate priority is to remove the sculptures from their existing location to fulfil conditions of the planning agreement.
14. Until a new location has been identified and the artworks can be relocated, the storage of the artwork will be funded by the Caro Estate.

15. **The CAI agreed to recommend the application for approval and review the future siting of the sculptures in December 2021.**

City of London Blue Plaque Scheme

16. There are approximately 170 blue plaques sited in the City of London. Administration and governance of the scheme in the Square Mile is led by the City Surveyor's Department, with support from the London Metropolitan Archives and Comptroller & City Solicitor's Department.
17. Currently, an average of two applications for new plaques are made each year. The City Corporation quotes five years as a timescale to achieve a successful installation and to manage the applicant's expectations. This is in line with the circular English Heritage plaques.
18. However, depending upon the proposed location and supporting evidence of the plaque, applications may only take 18 months. For instance, if the plaque is proposed for a City-owned property and, therefore, external permissions are not necessary.
19. Under the current process, external applicants are asked to pay for all the costs involved in manufacturing the plaque. Administration costs are met by City Surveyor's.
20. Siting and information on the plaques is agreed by all parties, but the City Corporation holds the final decision on the text on the plaque and its location.
21. Following a recent review of the current arrangements, officers in City Surveyor's have advised that there is currently no peer-review element of the process and that the CAI may have the appropriate expertise to fulfil this role going forward.
22. At their meeting on 3rd December, the City Arts Initiative was asked to review the current process and discuss:
 - a. If City of London Blue Plaque applications should be incorporated into the group's remit
 - b. What specific role the City Arts Initiative should play when reviewing applications
23. Suggested roles for the City Arts Initiative:
 - a. Recommending applications for approval (both the subject and location)
 - b. Maintaining oversight of applications that are in the programme pipeline

- c. Reviewing the City of London Blue Plaque applications programme, ensuring that opportunities (where possible) are aligned with the City Corporation's Recognition of Women programme and Tackling Racism Taskforce
- 24. The CAI agreed that the selection and siting of future plaques may benefit ongoing programmes connected to representation and diversity in the public realm, citing the Recognition of Women programme and future work as directed by the Tackling Racism Taskforce.
- 25. The CAI's expertise may also assist in developing the programme to ensure it can embed community participation and representation into its future processes.
- 26. The Blue Plaque scheme would continue to be financed under the existing combined model of applicants and the City Surveyor's department.
- 27. It was recommended that the CAI secretariat, working with officers in City Surveyor's and those sitting on the City Arts Initiative, could support the administration of the Blue Plaque Scheme.
- 28. **The CAI recommended that the Blue Plaque Scheme's process be updated so that the City Arts Initiative may provide strategic oversight and a peer review service with its recommendations to be ratified by your Committee. Its roles will include:**
 - a. Recommending applications for approval (both the subject and location)
 - b. Maintaining oversight of applications that are in the programme pipeline
 - c. Reviewing the City of London Blue Plaque applications programme, ensuring that opportunities (where possible) are aligned with City Corporation's Recognition of Women programme and Tackling Racism Taskforce

Tackling Racism Taskforce – Historic Landmarks Consultation

- 29. The debate over contested heritage, within and outside the City of London, has proven to be politically divisive. Following global protests after the death of George Floyd, there was a re-examination of the suitability of certain contested pieces of heritage, namely public statues that displayed subject matters associated with slavery and other forms of racism. The protests and forced removal of the Colston Statue in Bristol was a catalyst for businesses, educational facilities and civil society organisations to re-assess their own cultural artefacts on public display.

30. The City of London Corporation responded by establishing a dedicated workstream, within the Tackling Racism Taskforce, to identify what action if any, should be taken regarding these items. Following approval from the Policy and Resources Committee, the Tackling Racism Taskforce launched a consultative exercise in September 2020 to assist in determining what items existed within the City of London and the future suitability of these items on display.
31. This exercise formally opened to public submissions on 1st September 2020 and closed on 24th November 2020.
32. The consultative exercise was designed to encourage consultees to send their responses, in free form writing, to a bespoke email and postal address.
33. The Tackling Racism Taskforce received 1580 individual responses to the consultative exercise on historic items.
34. The exercise proved to be an important signposting initiative that has helped assess the preferences of the public, of City Corporation staff and other valued stakeholders on this matter, including cultural and educational bodies.
35. On 3rd December, the City Arts Initiative met to review the headline findings and contribute their views on how any potential subsequent recommendations may be developed and put into action.
36. This discussion took place before the Tackling Racism Taskforce meeting on the 11 December so that the CAI's recommendation could be agreed and then formally presented to Policy and Resources in January 2021.
37. Noting their expertise across the visual arts, the built environment and heritage, the City Arts Initiative put forward a recommendation to establish a working group that would seek to understand relevant logistics involved in delivering consultation and Taskforce views, and to explore potential future commissions and/or re-interpretations pertaining to Tackling Racism Taskforce culture workstream.
38. The working group would also work to address how the objectives of the Taskforce may be embedded within current and planned visual arts and public realm programmes run by the City Corporation.
39. This recommendation was passed onto the Tackling Racism Taskforce for decision at its meeting on 11 December 2020 and was agreed.
40. **The CAI agreed to recommend that a working group of CAI members and relevant officers and external experts be formed to support the actions recommended by the Tackling Racism Taskforce in response to its Historic Landmarks Consultation.**

Corporate & Strategic Implications

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

Conclusion

42. This report summarises the discussions of the City Arts Initiative and presents recommendations in relation to the public art applications considered on 3 Dec 2020.

Appendices

- Appendix 1: CAI Images, 3 Dec 2020

Background Papers

Full details of the applications received by the City Arts Initiative are available on request from the Director of Major Projects.

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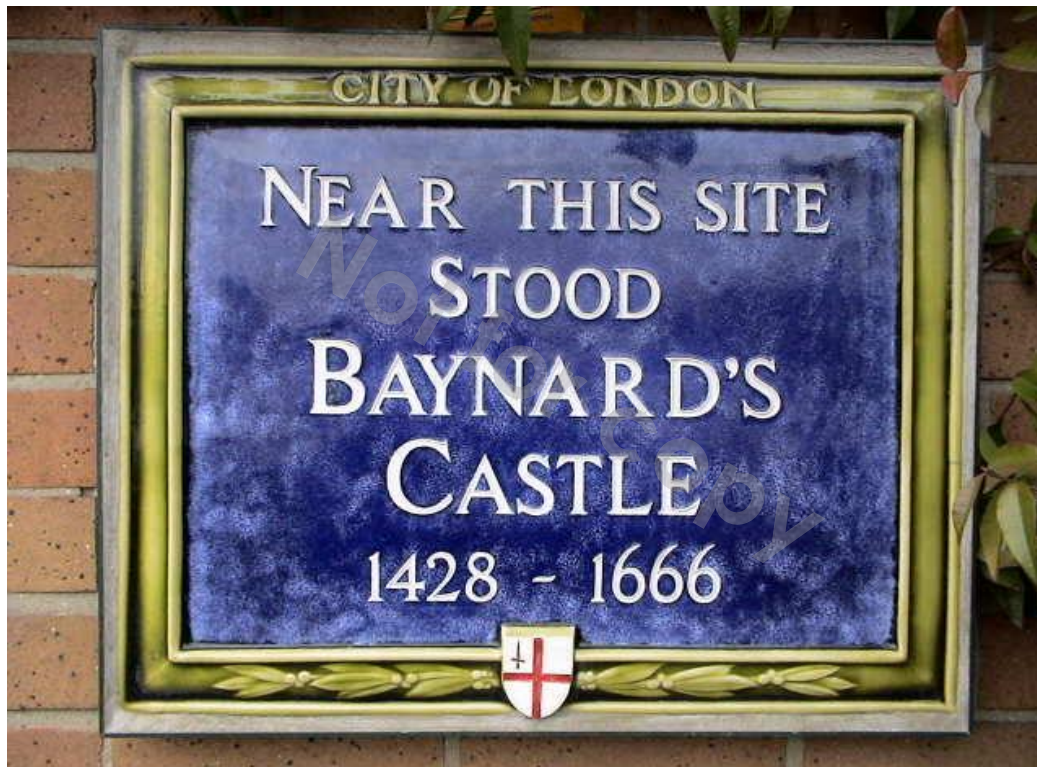
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APPENDIX 1: CAI IMAGES, 3 DEC 2020

HSBC Gates



City of London Blue Plaque Scheme – for reference



Committee	Dated:
Culture, Heritage and Libraries Committee	25 January 2021
Subject: City Outdoor Arts Programme: 2020 Performance Evaluation Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 4, 7, 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Peter Lisley, Director of Major Projects	For Information
Report author: Nick Bodger, Cultural and Visitor Development Director	

Summary

Over the last year, in what has been described as “unprecedented times”, your Outdoor Arts Programme has delivered a record-breaking level of engagement across the audiences it serves, supporting the mental wellbeing of communities, while enabling the local creative and cultural sector through opportunities of work and exposure. Furthermore, it has demonstrated its ability to adapt and respond to national crises, delivering reputational gains for the City Corporation as a dynamic and agile provider of culture while positively addressing issues of national concern, namely those raised by the Black Lives Matter Movement.

This report provides an overview of the achievements of the 2020 Programme against its four “golden thread” principles, highlights the challenges faced due to the Covid-19 pandemic and provides an overview of the programme planned for 2021.

Recommendation(s)

Members are asked to:

- Note the contents of this report.

Main Report

Background

1. Throughout the spring, summer and autumn months of 2020, your Outdoor Arts Programme had planned to deliver a large programme of major and smaller events, building on the significant success of *Fantastic Feats* the previous year

which had seen record-breaking achievements across its “golden thread” principles. These included the securing of more than double the value of the Programme’s core budget through partnership; a record number of events delivered in more outdoor City spaces than ever before; a rise of 71% in attendances year-on-year; and quadruple the number of new commissions, with audiences rating these works as ‘very good’ being the highest in the Programme’s history.

2. The planned Programme (April to September 2020) – entitled “*Believe! – Faith, Freedom and Football*” – drew inspiration from a number of major anniversaries and events during the year, including Mayflower 400, Becket 900 and the Euro 2020 championships. With a focus on religious diversity, tolerance, worship and freedom of speech, artists were contracted, and funding and delivery partners secured. These included the Diocese of London, Aldgate Connect BID, Greenwich + Docklands International Festival, the Whitechapel Art Gallery, the GLA and London International Festival of Theatre (LIFT) amongst others.
3. In response to the pandemic, the Government announced a nationwide lockdown on 23 March (lasting until the 4 July); thereafter, restrictions in play from 5 November to 2 December and again from 16 December to the present day have precluded outdoor arts activity of any kind. In the periods in-between, only non-congregational activity (such as on-street exhibitions) or performance-based activity under heavy social-distancing and policing rules (which has largely been cost prohibitive) have been allowed. Extremely low footfall within the City (across the worker and visitor communities particularly) has also called into question the viability and value of outdoor events activity during this time.
4. In consideration of the above and balancing the appropriate use of funding with continued support for creator makers (many of them freelancers – a group hard-hit by the pandemic) against a rapidly-changing London and national picture, your Outdoor Arts Programme took the difficult decision to incrementally cancel planned activity as restrictions developed, being careful to ensure minimal contractual cancellation penalties were incurred by the City Corporation at the same time as negotiating fair and favourable settlement fees in support of artists and partners. Where possible, this has sometimes resulted in activity being postponed until 2021 so providing future engagement for said contractors.
5. It should be noted that all elements of the Outdoor Arts remit were eventually cancelled as part of this decision including its Aldgate Square and Guildhall Yard Programmes and planned or continuing activity such as the Aldgate Mela and Yard Lunch Markets which, although permissible, were not considered viable by stallholders given the level of footfall in the City. Subsequently, the new test centre in the Yard has precluded the Yard’s use for cultural activities.

Current Position

6. Instead, working with the wider Cultural and Visitor Development Team (CVDT), your Outdoor Arts Programme has sought to establish an online platform that enables streaming of cultural activities, ensuring the ongoing engagement of audiences. At the same time, the platform has provided a mechanism for the City Corporation to promote access to its collections and assets across its full

portfolio, respond to pertinent and new initiatives (such as the work of the Tackling Racism Workforce and the advancement of its *Celebrating City Women* programme) and support local creator makers across the cultural spectrum through the commissioning of online workshops, lectures, creative challenges and other content.

7. The platform – [Our City Together](#) (#visitthecityfromhome) – is fed with content deriving from a consortium of internal and external partners and led by your CVDT. These partners include City Corporation and external City assets and services such as Barbican Centre, Museum of London, Guildhall Art Gallery, London Symphony Orchestra, Guildhall School of Music and Drama, Culture Mile, Tower Bridge, Keats House, Sculpture in the City and the London Metropolitan Archives.
8. As a group, the partnership is uniquely placed to deliver a compelling City offer to inspire, entertain and support audiences during the pandemic at a time when the mental wellbeing of the communities we serve is paramount. Indeed, the involvement of partners such as Thrive LDN in the promotion and launch of the platform has helped ensure the engagement of those most vulnerable.
9. Supported and informed by the content delivered by the partner group and the strength it derives from such a collective endeavour, your Outdoor Arts Programme has been able to commission the activity referenced in item 6 above and in the paragraphs following, with sometimes extraordinary success. Not least in this was a photography masterclass with Nick Turpin broadcast on YouTube which – alone – received over 100,000 views.
10. The results presented in this report consider these commissions in terms of their effectiveness to engage with audiences and support local artists. They are reported against the Outdoor Arts Programme's golden thread principles of working in partnership, animating City spaces, commissioning new and innovative work and attracting new audiences to the City. While ordinarily, the annual report considers quantitative and qualitative data under these headings, (eg the ratings and demographics of its audience), this has not been possible this year as most engagement has taken place online without surveys.

Partnerships

11. Through creative digital co-commissions the Outdoor Arts Programme worked with 21 partners to produce collaborative content for *Our City Together*. This compares to 32 partners in 2019, 37 in 2018 and 22 in 2017, decreases of 34%, 43% and 4% respectively.
12. While this may seem cause for concern, the 2020 figure reflects the severe limitations on funding and activity brought about by pandemic with many regular partners cancelling all activity for the year, reserving resources to ensure they stay in business and furloughing staff accordingly. It is also worth noting that many *Believe!* partners who are not counted in this figure have agreed to a postponement to 2021, nuancing their ideas and products to align with next

year's theme, when it is hoped there will be greater scope for outdoor arts activity.

13. Ordinarily, this annual report attaches a value to the partnerships brokered. This has not been possible this year as partnership has been focussed on promotion and reach, using partners' digital platforms and other marketing tools to deliver greater levels of engagement with no real income or co-commissioning taking place. Rather, the focus of the Programme has been to support the City's cultural and creative sector SMEs, deploying funding through commissions to enable businesses at a time when this is most needed.
14. Partnerships of note in 2021 include continued support of Open City and their Open House London festival, the programme's longstanding alliance with the London Festival of Architecture (LFA) and a new partnership with Google Arts and Culture which saw the creation of a platform that explores the history of the Transatlantic Slave Trade in the City, highlighting City sites connected with this theme and featuring a virtual guided walk by Blue Badge Guide Dominic Burris-North. This work particularly, has helped support Tackling Racism Workforce cultural ambitions and forms a major strand of a wider programme that will seek to celebrate diversity within the Square Mile.
15. Looking to 2021, despite challenging financial circumstances, your Outdoor Arts Programme has successfully secured funding from the Aldgate Connect BID to continue its role managing and coordinating the events programme in Aldgate Square. Similarly, a potential service level agreement (SLA) with a significant City provider is being explored to deliver activity within specific City areas, as is the potential for event provision by the programme team at a new City development with planned outdoor event space. Both initiatives would be funded by the external partners if negotiations prove successful.
16. Finally, it is worth noting that an underspend of £96,000 of the 2020/21 Outdoor Arts Programme budget (a result of the lower level of activity this year) has been identified as a potential resource for Culture Mile if carried forward. This proposal is part of a wider bid to your Policy and Resources Committee this month for continued funding of the Culture Mile initiative. Within it, the Outdoor Arts Programme is cited as the ongoing delivery agent for on-street events within the area (previously, presence was only achieved through ad hoc event partnerships), enabling closer working and greater alignment with programme themes and engagement objectives, and a more effective and efficient pooling of resources.

City spaces

17. Despite physical events in 2020 largely being cancelled, unique City spaces have continued to be animated throughout the year (albeit this has often been through virtual means). In 2020, a total of 35 City spaces (including City attractions) were visited by audiences either physically or from the comfort of their armchairs. This exceeds the Programme's previous record (2019) of 31 spaces (an increase of 13%) and is largely due to the significantly lower cost of exploring a space online than physically animating it.

18. Of note under this principle is the Programme's focus on supporting the wider City visitor offer during the pandemic, delivering curated, guide-led and downloadable walks in, out and around the City to excite neighbouring borough communities to visit our attractions and spend in our shops (as restrictions have allowed). Complementing this, some few physical events within the City's streetscape have also been programmed to signal that the City is open to wider London (when it was) while serving local residential communities with safely viewable on-street content.
19. Highlights include partnerships with TfL and the City Guides to create, deliver and promote the walks – notably [*From the Suburbs to the City*](#) and [*Adventures Close to Home*](#); on-street exhibition [*Faith in the City*](#) (Paternoster and Aldgate Squares, September through December) which celebrated religious diversity using Niki Gorick's photos from her book of the same title and supported the City's Tackling Racism Agenda; and the Programme's support of *Aldgate in Winter* – a small local exhibition trail displaying large lanterns in the windows of the local area's buildings. Both exhibitions could be viewed by the public in a safe and socially distanced way.

Excellent and innovative work

20. The third principle outlined in item 10 (programming excellent and innovative work) is measured by the number of new commissions undertaken and the satisfaction ratings of the audiences engaged with them. Given the Programme's move to online and the rapidity with which this change has taken place, it has not been possible to ascertain ratings in any efficient and expeditious way (as per our usual audience surveys at events). However, the audience numbers (next section) speak for themselves, noting that these have been achieved in a marketplace that is noisier than ever before, with most cultural organisations across the UK and beyond seeking to engage through digital means.
21. In total, the Programme produced 71 commissions throughout the year – this is its highest figure yet and reflects the comparative cheapness of delivering online works noting that the scale of these is significantly reduced and that, rather than events that fill a route through Cheapside and over to St Paul's for example (*Thank You for Having Us*, 2019), commissions have been contained to workshops, lectures, videos and creative challenges (amongst other event types). This compares to 30 new commissions in 2019, seven in 2018 and five in 2017 and sees increases of 136%, 914% and 1,320% respectively.
22. Highlights include the street photography masterclass with Nick Turpin (item 9) which – due to demand – has even been translated into Arabic; the *Ultimate Londoner Quiz* hosted by comedian Dane Baptiste in partnership with the GLA, London and Partners and *The Londonist*, which supported local SMEs by offering a platform to promote their businesses and requested donations from participants to the Mayor of London's *Pay it Forward* campaign; and – as part of the Mayflower 400 commemoration – four composers from “nonclassical” - presenting four new multimedia pieces exploring themes of journeys, migration

and cultural identity on YouTube, the creation of which was stretched over 66 days - the duration of the Mayflower's journey to North America.

23. Overall, the programme supported 50 City and London artists, freelancers and cultural organisations through the commissioning process.

New audiences

25. As indicated previously, without demographic breakdowns, it is difficult to ascertain whether the audiences engaged with this year's Outdoor Arts Programme are new. Its move to online would suggest so but this not a particularly useful comparison, rather it demonstrates the Programme's agility in adapting to changing circumstances and to engage across platforms.
26. Similarly, comparing audience numbers from previous years pits physical visits to events against online engagements and ignores the impacts of the pandemic, noting particularly the difficult context in which audiences have been achieved, namely a crowded online marketplace with most UK cultural organisations and programmes bidding for the same audiences.
27. Considering the issues cited above and to provide useful comparisons, this year's audience figures are divided into those that actively engaged by attending a physical event, participating in an online masterclass or taking part in our quiz (for example); those that passively consumed cultural content by visiting our platforms and those of our external partners (presumably reading and digesting the articles they have accessed, noting the action to visit was of their choosing); and overall reach which calculates the number of people that could, potentially, have seen content through our own dedicated social media and external press coverage. The numbers for 2020 breakdown as follows:
- a. Active engagement: 118k
 - b. Passive engagement: 148k
 - c. Reach: 99.6m
28. In 2019, 96k engaged with a *Fantastic Feats* event or associated activity. This compares to 56k in 2018 and 61k in 2017. Taking the active engagement figure for 2020 only (118k), it has been another record-breaking year for the Programme with a rise in engagement of 23% year-on-year and of 111% and 93% respectively across 2018 and 2017. As above, while these may not be useful comparisons, they do suggest that new audiences, above and beyond those previously achieved, have been engaged.
29. Furthermore, it is interesting to note that if active and passive engagement are combined (266k), this compares favourably with the total number of physical visits to all City attractions (including HM Tower of London, Tower Bridge, St Paul's and Barbican) for the original period of the Programme's planned activities (April to September). The total attractions visitor number was 243k for the period 6 July to 4 October when assets were operational, around 8% lower than the total engagement figure for the Outdoor Arts Programme. If nothing else, this demonstrates the Programme's capacity to adapt its business model

and to engage with audiences in a time of national crisis, delivering consumable content to benefit mental wellbeing without compromise to safety.

Plans for 2021

30. This year, the Outdoor Arts Programme will present *A Thing of Beauty*, commemorating the bicentenary of the death of John Keats and celebrating beauty, which was a recurring motif in his work. This season will focus on beauty, love and truth and examine these concepts in the context of art, nature and relationships addressing themes of diversity, the environment and sustainability. As such, the programme supports, complements and strengthens the City's Climate Action and Tackling Racism Agendas.
31. While government restrictions remain in place, the focus of the programme will be on non-congregational activity which includes an outdoor exhibition programme with partnerships already secured with Keats House, Games London, London Metropolitan Archives, Sculpture in the City, and Greenwich + Docklands International Festival (GDIF). Additional activities planned include the postponed *Mela in the City*, City Beerfest and additional new co-commissions in partnership with GDIF, London International Festival of Theatre, Sculpture in the City, London Landmarks Half Marathon and the GLA. Some of these will be dependent on Covid restrictions being lifted.
32. Because of this, the focus on digital content will continue with the commissions being translatable and streamed alongside small new commissions to the *Our City Together* platform.
33. In addition, the Programme team will deliver key elements emanating from the Lord Mayor's Culture and Commerce Recovery Taskforce, the City's Recovery Taskforce and the Lord Mayor's *Re-opening the City Week* initiative, noting the key role culture has to play in delivering a robust recovery for London across business and tourism markets.

Key Data

34. All relevant data is included in the report above. Detailed breakdowns are available on request from the Director of Major Projects.

Corporate & Strategic Implications

- **Strategic implications:** the work described in this report aligns with (and delivers on) outcomes 3, 4, 7 and 10 in the Corporate Plan with the Programme being a core delivery agent for the City's Cultural and Visitor Strategies. It advances (and continues to advance) the City's Diversity and Climate Action Agendas, and – going forward – will be a key component in recovery plans, notably through its continued support of local artists and creatives and in its ability to drive the City's attractiveness as a place to be.
- **Financial implications:** the Programme returns a £96k underspend this year which has been identified as a potential source of funding to support Culture Mile next year.

- **Risk implications:** a continuing lockdown and/or ongoing restrictions on outdoor event activity could jeopardise plans for 2021 but the Programme has demonstrated significant agility and success in this regard and will ensure these risks are reflected in contracts with artists and technicians, and that cultural content continues to be streamed online.
- **Equalities implications:** the Programme delivers against the City's Diversity Agenda with next year's programme set to celebrate a significant number of protected characteristics.
- **Climate implications:** as above, the 2021 Programme will consider Climate Action as one of its major themes. Concurrently, it has contracted Julie's Bicycle to examine its carbon footprint and recommend ways that this may be reduced and/or offset.

Conclusion

35. Despite the pandemic, the City's Outdoor Arts Programme has successfully pivoted its focus to deliver on its four "golden thread" principles, breaking all previous records across three of them, while supporting local artists and creators through paid cultural commission, and attractions and providers by driving footfall (walks), during this unprecedented and challenging time for the sector.
36. In 2021 the programme will play a significant role in supporting the recovery and reopening of the City and continue to be a key delivery vehicle for the City Corporation's Climate Action Strategy and its Tackling Racism Taskforce as well as core strategies cited above.
37. Furthermore, the agility of the Programme in switching to an online focus has helped support the mental wellbeing of the communities served by the City Corporation, demonstrating its significant value as an engagement tool for all City-based attractions and cultural services.

Appendices

- None

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Committee Culture, Heritage and Libraries	Dated: 25/01/2021
Subject: Delivering Culture Through Planning – draft Supplementary Planning Guidance	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 4, 5, 10,11
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Director of the Built Environment	For Information
Report author: Peter Shadbolt, Assistant Director (Planning Policy)	

Summary

The City Corporation is preparing a revised Local Plan, City Plan 2036, which will update existing statutory planning guidance for the City and provide a framework for future development up to 2036.

The draft Local Plan seeks to support cultural activity and developments across the City. Developers will be required to submit Cultural Plans setting out how their development would contribute to the enrichment and enhancement of the City’s inclusive cultural offer and detailing how this would be delivered and secured. A Supplementary Planning Document is being prepared to provide further guidance to developers on how to prepare a Cultural Plan and what it should contain.

This report outlines the structure and proposed content of the draft Supplementary Planning Document for information and comment.

Recommendation

Members are asked to comment on the draft outline and proposed content of the Cultural Plan Supplementary Planning Document.

Main Report

Background

1. The City Corporation is preparing a new City of London Local Plan, City Plan 2036. This draft Local Plan will set out a framework for how the City will develop over the period to 2036, providing detailed policy guidance for a range of new development, including further office and economic development, new housing, social and community facilities and cultural provision. The Plan aligns closely with the ambitions of the City Corporation’s Climate Action Strategy, its Cultural Strategy and Visitor Strategy and aims to deliver a healthy and inclusive environment for all of the City’s communities.

2. The draft Local Plan is due to be considered by the Court of Common Council on 14 January 2021. Subject to the approval of the Court, it will then be subject to a statutory 6 week public consultation, before being formally submitted to the Secretary of State for public examination. Public hearings into the Plan's proposals are likely to be held by an independent planning inspector later in 2021, with the Plan formally adopted by the City Corporation in 2022.

Current Position

3. The draft City Plan 2036 seeks to maintain and enhance the City's contribution to London's world class cultural offer, in particular through draft Strategic Policy S6: Culture Visitors and the Night-Time economy:

Strategic Policy S6: Culture, Visitors and the Night-Time Economy

The City Corporation will maintain and enhance the City of London's contribution to London's world-class cultural offer and the City's communities will be able to access a range of arts, heritage and cultural experiences, by:

- Providing, supporting, encouraging access to and further developing a wide range of cultural facilities across the City, and delivering a major destination for culture and creativity in the north west of the City through the Culture Mile initiative.
 - Requiring developers to submit Cultural Plans for major development outlining how the development will contribute to the enrichment and enhancement of the City's inclusive cultural offer.
 - Protecting and enhancing existing cultural buildings and facilities where a continuing need exists and ensuring there is no overall loss of cultural facilities or diversity in the City.
 - Supporting the development of creative enterprise through appropriate workspace and digital infrastructure, particularly within Culture Mile.
 - Allowing hotel development where it supports the primary business or cultural role of the City, and refusing new hotels where they would compromise the City's business function or the potential for future business growth.
 - Enabling a vibrant evening and night-time economy, while ensuring that operators proactively manage night-time entertainment premises to minimise potential impact to residents and workers.
 - Maintaining the City's existing collection of public art and culturally significant objects and pursuing opportunities to commission new, high quality pieces in appropriate locations.
 - Maintaining and enhancing the City's open spaces and/or streetscape to accommodate cultural events and activities that are accessible to all City communities and which celebrate the City's unique cultural offer.
4. The draft Plan requires proposals for new development and changes of use to protect existing arts and cultural facilities where they are needed and, where necessary, to require appropriate replacement. This approach reflects the long-standing planning approach in the City to cultural and arts provision.

5. In recognition of the critical importance of culture to the City of London, particularly in the context of COVID recovery and the need to reinvigorate the Square Mile as a destination for business and cultural experiences, the draft Local Plan goes further than previous planning policy. The Plan actively seeks to expand and develop the City's cultural offer and help deliver the ambition for a City for which culture and business are equally well-regarded and known, where the creative and commercial sectors collaborate in new ways to generate innovation and drive competitive advantage.
6. In doing so, the Plan complements the work of the COVID Recovery Taskforce (in particular its 'Vibrant Offer' workstream) and underpins the recommendations of the Lord Mayor's Culture and Commerce Taskforce (which are also presented to your Committee today).
7. To deliver on these points, developers will be required to submit Cultural Plans as part of the planning application for major new development (i.e. where there is an increase of 1,000 sqm floorspace or more than 10 dwellings), setting out how their development will contribute towards enriching and enhancing the City's cultural offer, facilitate public access and support the interpretation of heritage assets, provide permanent or temporary space for creative enterprises, optimise the design of new public spaces for cultural activities and incorporate public art either within the design of buildings or as discrete installations. As such, Cultural Plans will serve all City communities, growing the City's attractiveness as a place in which to invest, locate business, work, live, learn or visit. The quality of Cultural Plans will be assessed by the Department of the Built Environment and colleagues in Town Clerks and the public benefit arising from proposals will contribute significantly to whether a scheme is granted planning permission. Monitoring will ensure that Cultural Plan proposals are maintained and implemented in the long term.
8. The draft Local Plan provides the overarching policy framework, but further guidance is needed setting out how Cultural Plans should be developed and what they should include. The intention is to provide this guidance as a Supplementary Planning Document (SPD) alongside the Local Plan. As well as providing further guidance, the SPD would be formally part of the statutory plan and developers will be required to have regard to the guidance in developing and presenting their cultural proposals.
9. This approach builds upon the experience of other local authorities which have sought to provide greater focus on cultural placemaking through development, including in Wandsworth (https://www.wandsworth.gov.uk/media/4550/cultural_planning_guidance.pdf) and Kensington and Chelsea (<https://futurecity.co.uk/wp-content/uploads/2015/10/RBKC.pdf>).
10. The draft SPD is being developed by a working group of officers from across the City Corporation, including the Culture Mile Manager, the Cultural and Visitor Development Director and officers from the City's Environmental Enhancement, Design and Planning Policy teams. Drawing upon the experience and expertise of officers and their wider professional networks, the aim is to develop SPD guidance which meets statutory requirements, but also aligns with and delivers

the City Corporation's wider culture, heritage and visitor ambitions, especially those around recovery and the levelling up agenda.

11. This report sets out the broad scope of the draft SPD. Members are asked to consider this scope and provide comment and advice to officers to assist in the further drafting of the SPD. The final draft SPD will then be brought back to this Committee for consideration, before approval is sought from the Planning & Transportation Committee for statutory consultation on the draft SPD. Any comments received through the consultation will be carefully considered and suggested revisions to the SPD will again be brought to this Committee for comment before formal adoption through the Planning & Transportation Committee.

Proposals

12. The structure of the draft SPD is set out below. It is intended to set the policy framework for the delivery of cultural projects through planning as well as setting out practical guidance for developers on how to prepare and implement Cultural Plans.

Why Cultural Placemaking is important

13. This section will set out how culture is vital for wellbeing and inclusiveness, how it supports economic development and the City's commercial function and how it can bring in new investment to the City post Covid. Examples of successful cultural placemaking in the City and elsewhere, including internationally, would be included.
14. The approach proceeds from an understanding, supported by high profile examples over the past decade, that property sector investment in culture can deliver PR, brand development, commercial benefit and 'authenticity' to new development, rather than being an add-on or an additional financial obligation necessary to secure planning permission.

Cultural Opportunities in the City of London

15. This section will set out the range of existing unique cultural opportunities in the City, including the City's Roman heritage, its history as a centre of commerce, the historic guilds, liveries and Lord Mayor, St Paul's Cathedral and Wren Churches, the Barbican and Museum of London. It will also highlight the role of Culture Mile and cultural connections to other boroughs, including to Tate Modern, Shoreditch and Whitechapel.
16. This section will also address the role of new development in preserving and enhancing open spaces and historic routes as well as opening up new public spaces which allow communities to interact with and appreciate the City and its history, e.g. the Temple of Mithras or redevelopment of 50 Fenchurch Street.
17. Successful case studies and good practice will be used wherever possible to illustrate the opportunities in the City.

Preparing your Cultural Plan – a project toolkit

18. This section will provide practical guidance to developers, building owners and occupiers on how to develop a Cultural Plan. It will include information on what is meant by 'culture' in the City context, covering 'traditional' culture and arts such as museums, theatres, galleries and temporary and permanent public art and

exhibitions, including pop up facilities and events. At the same time, it will acknowledge that culture can be much wider and include things like food, urban greening, sport and affordable workspace for creative activity. The intention is that the definition will be flexible and adaptable, recognising that creativity and innovation are key elements of art and culture and that our definition will change over time.

19. This section will also guide developers in the practical steps needed to prepare a Cultural Plan, covering advice on how to convene a cultural team with the right experience and breadth of ideas; how to understand a specific development site and its context, its heritage and social and community ecologies and how culture could support these; how to develop a specific Cultural Plan, identifying key stakeholders, cultural deliverables, resources and necessary permissions; how to engage with local stakeholders; and how to implement and deliver the Plan, including commissioning, maintenance, decommissioning and legacy of projects.

Planning Application Process

20. Whilst the SPD will be aimed at developers who have experience of, and understand, the planning process, the SPD also needs to recognise that many of those individuals, communities and organisations involved in the development and implementation of a Cultural Plan, will not have a detailed understanding of the planning process. This section will therefore set out practical guidance on how Cultural Plans should be prepared alongside other planning requirements, including requirements for engagement and consultation, and information on how Cultural Plans will be secured through planning conditions or legal agreements to ensure implementation and long term success.

Further Guidance

21. This section will point developers and others to the wide range of guidance available elsewhere which will help them develop their Cultural Plans, including City Corporation strategies, dynamic priorities and guidance on culture, visitors and Culture Mile, as well as the Mayor's London Cultural Infrastructure Plan.

Committee Engagement

22. The cross-Corporation officer working group is currently drafting the proposed SPD. Comments from Members of your Committee on the overall structure set out in paragraphs 12-21 above will assist in ensuring that the SPD is sufficiently comprehensive in scope to meet City Corporation ambitions. Members are also asked to comment on specific issues, activities and proposals that the Committee would like to see included within the SPD. Time for a discussion with relevant officers who will be happy to take your questions is scheduled in your Committee agenda today.

Corporate & Strategic Implications

23. Strategic implications – Development and delivery of the SPD will support delivery of the three aims of the City's Corporate Plan, the City Corporation's Local Plan, Visitor and Cultural Strategies, implementation of Culture Mile and delivery of the City Corporation's Public Realm and Transportation Strategies. Furthermore, it will complement and support the work of the COVID Recovery Taskforce and Lord Mayor's Culture and Commerce Taskforce.

24. Equalities and Sustainability Implications – the Local Plan has been subject to an Integrated Impact Assessment, which incorporates an Equalities Impact Assessment and a Sustainability Assessment. The SPD will be subject to further EqIA and SA screening.
25. There are no financial, resource, legal, risk or security implications arising from this report.

Conclusion

26. The draft City of London Local Plan seeks to support cultural activity and developments across the City. Developers will be required to submit Cultural Plans setting out how their development contributes to the enrichment and enhancement of the City's inclusive cultural offer. A Supplementary Planning Document is being prepared to provide further guidance to developers on how to prepare a Cultural Plan and what it should contain.

Peter Shadbolt

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Committee: Culture, Heritage and Libraries Committee	Dated: 25 January 2021
Subject: London Metropolitan Archives: accreditation	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 7, 9, 10 and 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Peter Lisley, Assistant Town Clerk and Director of Major Projects	For Information
Report author: Geoff Pick, Director, London Metropolitan Archives	

Summary

This report provides details of the award of Archive Service Accreditation to London Metropolitan Archives (LMA) which was reported verbally to Members at the meeting of this Committee in November 2020. Accreditation is the national quality standard in the archive sector and LMA was one of the first archive services in the UK to achieve this status in 2014. It has to be re-applied for in full every six years. The overall view of the assessors was that they: *welcomed this impressive application from a major archive service which delivers across its extensive remit. They noted particularly the service's success as a core element of the Corporation of London's work; its proactive and successful engagement across diverse communities; a very strong management approach; and the range of improvement activity seen since its original successful application for the award.*

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. Archive Service Accreditation is the single quality standard for archive services of all kinds across the UK and is supported by the sector's professional and advocacy body - the Archives and Records Association - as well as national bodies in the four home countries - The National Archives, the National Records of Scotland, the Scottish Council on Archives, the Public Record Office of Northern Ireland, the Welsh Government through its Museums, Archives and Libraries Wales division and the Archives and Records Council Wales.
2. The Standard looks at how an archive service acquires, preserves and provides access to their collections over the long term, through the management of risks and by planning for change. Archive Service Accreditation also represents a

pathway for the ongoing development of a service. An accredited archive service delivers within a framework of professionally recognised standards, supported by effective resourcing and management structures.

Current Position

3. The Standard is divided into three sections - Organisational Health, Collections and Stakeholders and their experiences. In addition to the general assessment quoted in the Summary, the Accreditation Panel made the following overall comments on LMA's delivery in each section:
4. Organisational Health: *The service has a clear focus. It has a highly professional staff, across all areas, with strong support from interns and volunteers. There is an evident commitment to improvement in all areas and regular monitoring of progress. LMA is well-managed, with a strategic position within the wider corporate structure. Although there is some uncertainty around the Fundamental Review, the service appears financially secure and settled in its main accommodation in Northampton Road.*
5. Collections: *The LMA has a comprehensive suite of policies covering this area. The application and discussion during our visit shows how policy has informed planning and procedures to provide a coherent approach. The service is aware of challenges in terms of cataloguing and packaging and is taking steps to address these.*
6. Stakeholders and their experiences: *With input from across the service, particularly led by its Engagement and Learning, Public Services, Digital Services, and Graphical and Digital Collections Teams, the service has an excellent understanding of its audiences and its many stakeholders. There is a concern to extend its audiences and the service is looking to broaden its offer. LMA offers a wide variety of means of access to its collections, and the COVID-19 pandemic has shown how it can adapt to meet the demands of an online audience, also in a variety of ways.*
7. The Panel also gave specific feedback:
 - *London Metropolitan Archives's mission statement declares, "We aim to provide a world class service aspiring to the highest standards that is open and engaging, innovative, inclusive, secure and sustainable." It has demonstrated in this application how it is achieving this.*
 - *The service has excellent structures, and clear and coherent policies and procedures in place, to ensure the organisation is not complacent and continues to move forward, developing its staff, collections and audiences.*
 - *The service contributes significantly to the achievement of wider City of London Corporation goals but it also maintains a wide range of partnerships and relationships with different sectors, organisations and communities.*

- *Its development of a comprehensive digital preservation solution, incorporating digital preservation and access into business as usual for all staff is particularly impressive.*

8. The Panel also lists required and improvement actions resulting from the assessment. Required actions need to be addressed to meet accreditation in future. Improvement actions point to areas of future service development. The actions are followed by LMA's response.

9. Required actions

- *Make the case for vacant senior professional posts to be filled by appropriate staff.* While the value of the two current vacant senior professional posts at LMA is clearly understood within the department, it is also clear that the City is under significant financial pressure at the moment. Changes have been made to adapt LMA's work to accommodate the deletion of both posts as part of its delivery of the 2021-22 savings targets.
- *Continue to increase the proportion of the LMA's archives available through the online catalogue.* This continues as part of LMA's mainstream work.
- *Continue to increase the proportion of the archives with appropriate secondary packaging.* This continues as part of LMA's mainstream work.

10. Improvement actions

- *Ensure all long-term storage accommodation is maintained within current environmental standards for relative humidity and temperature.* This continues as part of LMA's mainstream work and is reflected in the Cultural Services Risk Register.
- *Seek external certification of the service's TiTAN Digital Repository solution.* This will be progressed in 2021-22.
- *Consider introducing sample environmental monitoring inside archive boxes and other packaging.* This will be progressed in 2021-22
- *Maintain the storage and exhibition space at current levels.* There are no plans for this space to be changed.

Corporate & Strategic Implications

11. Strategic implications – the assessment confirms LMA's value and role in the City Corporation and its support for the Corporate Plan as well as its position as a flagship service in the archive sector within London, nationally and internationally.

12. Financial and resource implications – there are no significant implications beyond those recognised in the 2021-22 savings targets

13. Equalities implications – LMA has a strong track record in the area of equalities, diversity and inclusion, as noted by the assessors. It is currently looking to build on this across all its work.
14. Climate implications - LMA will continue to maintain and develop its position as one of the City's most energy efficient sites with a current energy performance operational rating of 43.
15. Risk and Security implications - one of the City's key risks is the potential for damage to or loss of the extremely valuable and often unique collections held by LMA, through inadequate intellectual and physical preservation. This risk is managed on an ongoing basis and is also reflected in the Town Clerk's Cultural Services Business Plan.

Conclusion

16. London Metropolitan Archives will continue to build on this extremely positive external assessment of its work both within the City Corporation and in the archive sector more widely.

Report author

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Committees: Corporate Projects Board - for decision Project Sub Committee – for decision Culture Heritage and Libraries – for decision	Dates: 25 November 2020 17 December 2020 25 January 2021
Subject: London Metropolitan Archives - Replacement of Fire Alarm, Chillers and Landlords Lighting and Power (Ref - CS 410/20) Unique Project Identifier: 12242	Gateway 2: Project Proposal Regular
Report of: City Surveyor Report Author: Andrew Coke and Jessica Lees	For Decision
<h1>PUBLIC</h1>	

Recommendations

1. Next steps and requested decisions	<p>Project Description: <i>This project will carry out essential replacements of the current electrical installation, lighting, fire alarm and chillers for the London Metropolitan Archives (LMA). The works will bring assets up to compliant standards and improve efficiency.</i></p> <p>Next Gateway: Gateway 3/4 - Options Appraisal (Regular)</p> <p>Next Steps: To get a detailed survey to provide options at gateway 3/4</p> <p>Funding Source: City Fund Reserve</p> <p>'In principle' funding of up to £1,397,000 was approved by Resource Allocation Sub and Policy and Resources Committees in December 2019 as part of the 2020/21 annual capital bid round.</p>
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	<p>Additional funding from the Finsbury Business Centre @ 29.75% of fire alarm element (£74,375), landlords lighting and power (£119,000) and professional fees (£39,698), with a total estimated contribution of £233,073.</p> <p>Requested Decisions:</p> <ol style="list-style-type: none">1. That budget of £145,000 is approved to carry out more detailed surveys to prepare the M&E design and tender documents to reach the next Gateway;2. Note the total estimated cost of the project of £1,145,000 (excluding risk).3. Note that there is a Costed Risk of £180,000 (post-mitigation).4. Note that the total estimated cost of the project of £1,325,000 (including risk).5. Note that 'in principle' central funding from City Fund reserves was agreed as part of the 2020/21 annual capital bids, together with an element of funding recoverable from the Finsbury Business Centre (elements that additionally benefit FBC) – giving a total funding envelope of £1,630,073.6.																
<p>2. Resource requirements to reach next Gateway</p>	<table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Consultant services engineer</td><td>To carry out surveys and prepare detailed M&E design and tender documents</td><td>City Fund Reserve*</td><td>£70,000</td></tr><tr><td>R&D asbestos survey</td><td>Survey to locate and identify all asbestos-containing materials (ACMs)</td><td>City Fund Reserve*</td><td>£20,000</td></tr><tr><td>Fire risk consultant</td><td>To review fire risks identified against the three buildings</td><td>City Fund Reserve*</td><td>£25,000</td></tr></table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Consultant services engineer	To carry out surveys and prepare detailed M&E design and tender documents	City Fund Reserve*	£70,000	R&D asbestos survey	Survey to locate and identify all asbestos-containing materials (ACMs)	City Fund Reserve*	£20,000	Fire risk consultant	To review fire risks identified against the three buildings	City Fund Reserve*	£25,000
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		that make up the site		
	CDM advisor	To meet health and safety duties	City Fund Reserve*	£10,000
	Other	Planning/ building control	City Fund Reserve*	£5,000
	Staff costs	Project management	City Fund Reserve*	£15,000
	Total			£145,000
<p><i>*'In principle' funding was approved by Resource Allocation Sub and Policy and Resources Committees in December 2019 as part of the 2020/21 annual capital bid round. Draw-down of these funds is subject to further approval of RASC and P&R.</i></p>				
3. Governance arrangements	<ul style="list-style-type: none"> • Peter Lisley, Assistant Town Clerk • Senior Responsible Officer, Geoff Pick, Director, London Metropolitan Archives • A project board is not required as this is a regular project and works are not considered complex at this stage. Further consideration will be taken at gateway 3/4 upon recommended option. • The project will be progressed by the City Surveyor's Department (CSD) in conjunction with the London Metropolitan Archives • CSD Project Manager - Carmel McGowan, Senior Principal Engineer 			

Project Summary

4. Context	<p>4.1 The site's electrical installation is in an aged and poor condition and requires urgent attention as graded as 'Unsatisfactory' at the last 5 yearly fixed wire test (FWT) report with recommendations that need to be addressed.</p> <p>4.2 A preliminary survey/report on the fire alarm system covering the site has identified a range of non-compliance issues and lack of coverage.</p>
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	<p>4.3 The chillers are beyond their working life and regularly break down. The risk to the unique archives stored there is increased when running with equipment which is beyond its serviceable life as any failures could result in irreversible damage. The value and importance of the historical archives of the City of London Corporation are recognised nationally and internationally. Their preservation should not be compromised.</p> <p>4.4 The lighting across several areas, is poor and the units are obsolete, with unit failures common.</p> <p>4.5 The forward maintenance plan for the LMA identified several mechanical and electrical assets need to be replaced.</p>
5. Brief description of project	<p>5.1 The project will renew the landlord lighting and power with more efficient and controllable lighting. This will address previously highlighted failings and recommendations and replace obsolete fittings.</p> <p>5.2 The installation of new chillers to provide more efficient and manageable temperature control in key areas of archive storage.</p> <p>5.3 The installation of a new fire detection system throughout the complex (Old Building, Extension and the Annex).</p> <p>5.4 We will also look at other similar projects taking place to identify any economies of scale and review lessons learnt.</p>
6. Consequences if project not approved	<p>6.1 If deferred, the electrical systems will continue to be at risk of failure with an increased risk of fire. Site has already experienced significant failures and the landlord power has been classed as 'Unsatisfactory' on the last FWT.</p> <p>6.2 Given the public awareness of the Grenfell Tower fire as well as other reported incidents, there is a public expectation that local authorities are doing all they can to mitigate fire risk in their buildings. Also, given the value and importance of the unique archives stored at the LMA, compliant and up to date fire protection is an essential requirement to meet international standards.</p> <p>6.3 The current fire alarm and detection installation has been identified as having a considerable number of age expired elements which are prone to failure and non-compliant cabling which is in poor condition.</p>

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	6.4 If the site's chillers were to suffer a total failure the documents and artefacts stored on site would be subject to damage through deterioration and or need to be re-housed elsewhere.
7. SMART project objectives	<p><i>What is the project required to achieve? Highlight a few objectives. These may be derived from your measures of success as described in your Project Briefing.</i></p> <ul style="list-style-type: none"> - To ensure that there is compliant landlord lighting and power, fit for purpose with acceptable lux levels and better energy management. - To ensure that there is a compliant fire detection safety system with the installation of a new fire alarm that will meet British standards and building regulations - More reliable and efficient chiller system.
8. Key benefits	<ul style="list-style-type: none"> - The long-term preservation of the City of London Corporation's archives as identified within the Town Clerk's Culture Business Plan. - To reduce energy charges associated to lighting as LED smart lighting could be utilised. - To reduce number of reactive call outs and charges. - To provide compliant fire alarm and electrics.
9. Project category	1. Health and safety
10. Project priority	A. Essential
11. Notable exclusions	<p>11.1 Boilers and Heating system – this is to be covered by a Cyclical Works Project – The reason for keeping this item separate is due to lead times.</p> <p>11.2 An additional report has been submitted under the 'Energy Reduction Programme – Phase 2' proposal. The report is focused towards energy reduction however, this submission focuses on compliance. It is envisaged that these projects may be delivered individually but may offer efficiencies if delivered together. Initial discussions have already taken place and will continue to the next gateway.</p>

Options Appraisal

12. Overview of options	Option 1 – Commence with all M&E and electrical and lighting works. Including the delivery of replacement chillers.
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	<p>Option 2 - Part retain and part replacement of the existing landlord lighting and power that are highlighted as recommendations under the FWT as well as partial renewal of the fire alarm detection system. Complete replacement of the chillers.</p> <p>Option 3 - Do nothing: City of London may not be compliant with the Health & Safety at work Act. The City would also be exposed to considerable risk if there were to be a catastrophic failure of a chiller, therefore not considered as an acceptable option.</p>
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Project Planning

13. Delivery period and key dates	<p>Overall project: Five months from start work on site/ estimated completion date August 2022.</p> <p>The project briefing previously estimated a completion date of between June and March 2021 as was on the basis that the project would start on site between May – June 2020. Due to review of project scope and detailed survey requirements identified within this gateway 2, the start on site date is now Estimated March 2022 with an estimated completion date of July/ August 2022.</p> <p>Key dates:</p>	
	Gateway 2 approval	January & February 2021
	Appoint consultant for survey and design	April 2021
	Undertake asbestos R&D survey	May 2021
	Gateway 3/4 report for approval	July 2021
	Finalise tender documents	August 2021
	Tender project	September 2021
	Tender return	October 2021
	Gateway 5 report for approval	November 2021
	Place order with contractor	January 2022

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	Asbestos removal	February 2022
	Start work on site	March 2022
	Project completion	July/ August 2022
	Gateway 6	July 2023
	Other works dates to coordinate: These works may coincide with the delivery of a project under the 'Energy Reduction Programme – Phase 2'. This could be delivered in line with the proposed project which would allow better synergy with regards delivery.	
14. Risk implications	Overall project risk: Low Project risk is low as at early stages of the gateway process. The overall project risk may change once detailed surveys are carried out as part of the gateway 2. Please note the current total costed risk (post-mitigation) for the project of £180,000 . Further information available within the Risk Register (Appendix 2).	
15. Stakeholders and consultees	15.1 London Metropolitan Archive (LMA) 15.2 Finsbury Business Centre (FBC) 15.3 Terence Short – Fire Officer, CSD 15.4 Energy Management Team	

Resource Implications

16. Total estimated cost	Likely cost range (excluding risk): £1,000,000 - £1,320,000 Likely cost range (including risk): £1,180,000 - £1,500,000	
17. Funding strategy	Choose 1: Partial funding confirmed	Choose 1: Mixture - some internal and some external funding
	Funds/Sources of Funding	Cost (£)
	City Fund Reserve*	£1,397,000
	Proposed funding from the Finsbury Business Centre**	£233,073

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	<table border="1"> <tr> <td>Total</td><td>£1,630,073</td></tr> </table> <p><i>*'In principle' funding was approved by Resource Allocation Sub and Policy and Resources Committees in December 2019 as part of the 2020/21 annual capital bid round. Draw-down against this allocation is subject to further approval of RASC and P&R.</i></p> <p><i>**Contribution from Finsbury Business Centre @ 29.75% of fire alarm element (£74,375), landlords lighting and power (£119,000) and professional fees (£39,698).</i></p> <p>£1,397,000 was agreed in principle by Resource and Allocation Sub and Policy and Resources Committees in December 2019. With the additional contribution by Finsbury Business Centre this provides a total funding envelop of £1,630,073.</p> <p>Upon approval of recommendation at gateway 3/4 and updated total estimated project cost, tenant contributions will be sourced so that they will be utilised against the required funding and reduce the City contribution.</p>	Total	£1,630,073
Total	£1,630,073		
18. Investment appraisal	It is essential to carry out work to the electrics and fire alarm as a bare minimum.		
19. Procurement strategy/route to market	<p><i>The procurement of the Consultants will be run in line with the City of London's procurement code and liaising with the City Procurement Team.</i></p> <p><i>The works for this project proposed at the next gateway, will at this time be run via the Internal Intermediate Works Framework as a competition to all parties.</i></p>		
20. Legal implications	<i>If the project is not carried out then electrics and fire alarm will become non-compliant in the near future.</i>		
21. Corporate property implications	<p><i>No direct implications. This project is in support of the management plan for this income generating asset.</i></p> <p><i>Islington Local Plan refers to the LMA site as a heritage asset.</i></p>		
22. Traffic implications	N/A		
23. Sustainability and energy implications	<p><i>The project is to replace lighting with LED lighting and management as well as the chiller/cooling system.</i></p> <p><i>The Corporate Energy Team will be further consulted during the design and specification drafting stage.</i></p>		
24. IS implications	None		

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25. Equality Impact Assessment	<ul style="list-style-type: none"> <i>An equality impact assessment will not be undertaken</i>
26. Data Protection Impact Assessment	<ul style="list-style-type: none"> <i>The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken</i>

Appendices

Appendix 1	Project Briefing
Appendix 2	Risk Register
Appendix 3	

Contact

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Telephone Number	07928668635/ 07872114059

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Project Briefing

Project identifier			
[1a] Unique Project Identifier		[1b] Departmental Reference Number	
[2] Core Project Name	Replacement of Fire Alarm, Chillers and Landlords Lighting and Power-LMA		
[3] Programme Affiliation (if applicable)	These works derive from the Forward Maintenance Plan for the LMA complex and have been combined to create a capital project.		

Ownership	
[4] Chief Officer has signed off on this document	Paul Wilkinson, The City Surveyor
[5] Senior Responsible Officer	Alison Bunn, Head of Facilities Management
[6] Project Manager	Andrew Coke, Property Facilities Manager – Gateway 1-2 <i>Gateway 3 onwards CSD Minor Projects Team</i>

Description and purpose
[7] Project Description
The forward maintenance plan for the LMA identified several electrical and M and E assets which needed to be replaced. After carrying out a survey on these assets, it has been identified that the fire alarm, chillers and landlords lighting and power are beyond recognised economic working life and it is considered essential that these are replaced.
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?
Without carrying out this work the building will start to fail, this will impact on the building use and service that the LMA can provide to their clients. The risk to the building, the artefacts and documents stored there is increased when running with equipment which is beyond its serviceable life as any failures could result in irreversible damage.
There is also a non-compliance issue which we need to address as currently the 5 Year Fixed Wire test is deemed to be unsatisfactory, and the chillers have elements of non-compliance which need to be addressed.
We have consulted with the building occupier and they understand the work needs to take place and we will work with them to deliver the project while they remain in situ.
[9] What is the link to the City of London Corporate plan outcomes?
[1] People are safe and feel safe. [2] People enjoy good health and wellbeing. [4] Communities are cohesive and have suitable housing and facilities. [5] Businesses are trusted and socially and environmentally responsible. [9] Our spaces are secure, resilient and well-maintained.
[10] What is the link to the departmental business plan objectives?
City Surveyor's Department will optimise the City's property assets for the benefit of our customers, our community, our partners and our colleagues. We will ensure buildings are fit for purpose, sustainable, safe and secure, providing access for all, meeting service needs and community expectations.

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[11] Note all which apply:					
Officer: Project developed from Officer initiation	Y	Member: Project developed from Member initiation	N	Corporate: Project developed as a large-scale Corporate initiative	N
Mandatory: Compliance with legislation, policy and audit	Y	Sustainability: Essential for business continuity	Y	Improvement: New opportunity/ idea that leads to improvement	N

Project Benchmarking:			
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?			
1) To demonstrate that we have compliant building systems			
2) Reduction in reactive maintenance costs on these systems			
3) Reduced risk to the building contents and safeguarding the City's heritage			
[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)			
No			
[14] What is the expected delivery cost of this project (range values) [£]?			
Lower Range estimate £1.25m Upper Range estimate: £1.50m			
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs) [£]:			
We maintain the current systems out of the City Surveyor's local risk budget and this will continue to be the case once the project is complete.			
[16] What are the expected sources of funding for this project?			
Source	Asset	Amount	Approved
City Fund Reserves	Fire Alarm Replacement	£300,000	No – however Business Centre is liable for a 29.75% (£89,250) recoverable element for this work
City Fund Reserves	Chillers	£500,000	No
City Fund Reserves	Lighting and Power	£500,000	No
City Fund Reserves	Prof Fees	£195,000	No – however Business Centre is liable for a contribution of fire alarm fees for the Fire Alarm i.e. 15% x£300,000 x 29.75% = £13,387.50
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?			
Lower Range estimate: August 2020 – December 2020 Upper Range estimate: Nov 2020- March 2021			

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Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
No	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: John James
Chamberlains: Procurement	Officer Name:
IT	Officer Name:
HR	Officer Name:
Communications	Officer Name:
Corporate Property	Officer Name: Stephen Chandler
Internal	Geoff Pick, Stephen Maberley, Tim Harris
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department:
Supplier	Department:
Supplier	Department:
Project Design Manager	Department:
Design/Delivery handover to Supplier	Gateway stage: <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

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City of London: Projects Procedure Corporate Risks Register

Project Name: LMA - Replacement of Fire Alarm, Landlord lighting			PM's overall risk rating: Low								CRP requested this gateway: £ -		Average unmitigated risk		6.5		Open Risks		10				
Unique project identifier:			Total estimated cost (exc risk): £ 1,145,000								Total CRP used to date: £ -		Average mitigated		4.1		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	2	(5) H&S/Wellbeing	Failure to complete the project	Health & Safety Risks and non Compliances are not addressed	Possible	Major	12	£0.00	N	C – Uncomfortable	Submit Gateway3-4 report for approval	£50,000.00	Unlikely	Major	£0.00	8	£0.00		13/08/20	CHL/City Surveyors	Andrew Coke		
R2	4	(2) Financial	Extensive asbestos removals	Risk of cost increase and delay to programme	Possible	Serious	6	£30,000.00	N	C – Uncomfortable	Commission a detailed asbestos survey and remove all asbestos identified in the report	£20,000.00	Possible	Serious	£20,000.00	6	£0.00		01/10/20	City Surveyors	Carmel McGowan		
R3	4	(1) Compliance/Regulatory	The design is compliant with Building Control regulations	requires additional time in programme if not approved	Possible	Serious	6	£0.00		C – Uncomfortable	Early engagement with Building Control officers on concept, and detailed design of scheme.	£0.00	Unlikely	Serious	£0.00	4	£0.00		01/10/20	Ciy Surveyors	Carmel McGowan		
R4	5	(1) Compliance/Regulatory	Building regulations for electrical installations are updated after gateway 3/4 but before gateway 5	Changes to design and scope of work will delay start of project and increase cost	Likely	Serious	8	£50,000.00	N	C – Uncomfortable	Continuous engagement with the Fire officer and bUilding Control	£5,000.00	Possible	Serious	£0.00	6	£0.00		01/10/20	City Surveyors	Carmel McGowan		
R5	4	(1) Compliance/Regulatory	Extensive remedial work will be identified by the fire consultant and DSEAR assessment	Changes to design and scope of work will delay start of project and increase cost	Possible	Serious	6	£40,000.00	N	C – Uncomfortable	Carry out a DSEAR assessment and appoint a fire consultant	£10,000.00	Possible	Minor	£10,000.00	3	£0.00		01/10/20	City Surveyors	Carmel McGowan		
R6	4	(1) Compliance/Regulatory	Planning permission for any element of project/scheme	would require additional time in programme, and no guarantee of approval	Possible	Minor	3	£0.00	N	C – Uncomfortable	confirmation from Planning office that scheme within permitted development rights	£0.00	Rare	Serious	£0.00	2	£0.00		01/10/20	City Surveyors	Carmel McGowan		
R7	4	(2) Financial	Onerous planning conditions imposed	Delay to the contract, and possible increased cost	Unlikely	Serious	4	£150,000.00	N	C – Uncomfortable	Early engagement with planners	£3,000.00	Unlikely	Minor	£0.00	2	£0.00		01/10/20	City Surveyors	Carmel McGowan		
R8	4	(5) H&S/Wellbeing	Delay in procurement of contractor	Existing plant continues to deteriorate	Likely	Serious	8	£100,000.00	N	C – Uncomfortable	Early engagement with procurement	£50,000.00	Unlikely	Serious	£50,000.00	4	£0.00		01/10/20	City Surveyors	Carmel McGowan		
R9	4	(2) Financial	Extensive changes to scope of works	Risk of cost increase as design is developed	Possible	Serious	6	£150,000.00	N	C – Uncomfortable	Appoint design team to undertake extensive surveys and develop design at GW2	£50,000.00	Unlikely	Serious	£100,000.00	4	£0.00		01/10/20	City Surveyors	Carmel McGowan		
R10	4	(3) Reputation	Continued operation of the chiller/cooling system - A total failure could impact on the operational feasibility of the sites services.	The programme for delivering is to align with the sites needs to minimise impact.	Possible	Serious	6	£0.00	N	C – Uncomfortable	C.S project officers are to engaged with site to develop a programme for delivery to aligns with the sites needs.	£0.00	Unlikely	Minor	£0.00	2	£0.00		01/10/20	City Surveyors	Carmel McGowan		
R11																							
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Committee	Dated:
Culture Heritage & Libraries Committee	25 January 2021
Subject: Revenue and Capital Budgets – 2021/22	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: The Chamberlain Assistant Town Clerk and Director of Major Projects Director of Open Spaces Director of Community and Children's Services	For Decision
Report author: Graham Nickless - Chamberlains	

Summary

This report is the annual submission of the revenue and capital budgets overseen by your Committee. In particular it seeks approval of the provisional revenue budget for 2021/22, for subsequent submission to the Finance Committee. Details of the Committee's draft capital budget are also provided.

The proposed budget for 2021/22 has been prepared within the resource envelope allocated to each Director by Resource Allocation Sub Committee, including the Department's Target Operating Model (TOM) efficiency savings of 12%.

The 12% efficiency savings do not relate to Tower Bridge as this is funded through Bridge House Estates (BHE).

Summary of Appendix 1	Original 2020/21 £'000	Latest Approved 2020/21 £'000	Original 2021/22 £'000	Movement 2020/21 Original to Original 2021/22 £'000
Net Local Risk	(6,665)	(7,194)	(5,549)	1,116
Net City Surveyor	(609)	(501)	(460)	149
Net Cyclical Works Programme	(868)	(279)	(500)	368
Net Central Risk	(6,886)	(6,858)	(6,774)	112
Support Services and Recharges (including capital charges)	(6,676)	(6,564)	(6,088)	588
Total Net Expenditure	(21,704)	(21,396)	(19,371)	2,333

Overall, the provisional 2021/22 revenue budget envelope totals (£19.371m), a decrease of £2.333m compared with the original budget for 2020/21. The local risk budget movements are due to the following:

- 12% savings £966,000 to enable a balanced budget across the medium term.
- A reduction in centrally funded apprentices budgets £123,000.
- Previously agreed Fundamental Review savings £53,000.
- Other minor budget adjustments resulting in a (£26,000) budget increase.

In addition, there was a reduction in the Cyclical Works Programme (CWP) of £368,000 where Covid-19 has led to a reduced bid for reasons set out in paragraph 13 and Appendix 6 of the report, reductions in the City Surveyors planned and reactive works schedule for reasons set out in paragraph 14 and Appendix 6 of the report, a reduction in central risk budgets of £112,000 due to premises cost reductions and savings to the Outdoor Arts Programme and reductions in recharges of £588,000 largely due to decreases to the Admin charges for the Guildhall Complex. More detail of the Summary Table and the savings made can be found in Appendix 1. A high level overview of how the 12% savings are being met can be found in paragraphs 8 and 19 of the report.

Recommendation

Members are asked to:

- review the proposed allocation of the 2021/22 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- authorise the Chamberlain, in consultation with the Directors of Community and Children's Services, Open Spaces and the Assistant Town Clerk and Director of Major Projects to revise these budgets to allow for any further implications arising from Corporate Projects, other reviews and changes to the Cyclical Works Programme;
- review and approve the draft capital budget;
- agree that any minor amendments for 2020/21 and 2021/22 budgets arising during budget setting be delegated to the Chamberlain.

Main Report

Introduction

1. The revenue budget management arrangements are to:
 - Provide a clear distinction between local risk, central risk and recharge budgets.
 - Place responsibility for budgetary control on departmental Chief Officers.
 - Apply a cash limit policy to Chief Officers' budgets.
2. The budget has been analysed by the service expenditure and compared with the latest approved budget for the current year.
3. The report also compares the current year's budget with the forecast outturn.

Business Planning Priorities for 2021/22

4. The Town Clerk's, Open Spaces and Department of Community and Children's Services business priorities for the forthcoming year will be set out in the 2021/22 business plans. The draft business plan priorities for Town Clerk's 2021/22 will be covered as part of a separate report presented to this Committee. The plans for the Open Spaces and Department will be presented to this Committee on 25 January. The Department of Community and Children's Services report is being prepared for the Department of Community and Children's Services Committee on 29 January and will be brought to this Committee for information in March 2021.

Departmental budget estimates for 2021/22

5. This report presents, at Appendix 1, the budget estimates for 2021/22 for the Town Clerk's - Cultural Services, Open Spaces and Community and Children's Services Department.

Proposed Revenue budget for 2021/22

6. This report presents, in Appendix 1, the budget estimates for 2021/22 for the Culture, Heritage and Libraries Committee analysed between:
 - Local Risk Budgets – these are budgets deemed to be largely within the Chief Officer's control.
 - Central Risk Budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).
 - Support Services and Capital Charges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk. Further analysis can be found in Appendix 3.
7. The provisional 2021/22 budgets, under the control of the Assistant Town Clerk and Director of Major Projects, Director of Open Spaces and the Director of Community and Children's Services being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets.

For 2021/22 budgets include;

- 12% reduction of £1.012m agreed by Resource Allocation Sub Committee on 10th December 2020 reflecting a combination of savings between the new 'Target Operating Model', and additional savings to enable a balanced budget across the medium term.
 - 2% uplift for inflation offset by 2% efficiency savings (a flat cash position).
 - Previously agreed fundamental review savings of £53k.
 - The 12% reduction and 2% efficiency savings do not relate to Tower Bridge as this is funded through Bridge House Estates
8. To achieve the 12% savings, incremental pay increases and mitigate the income losses owing to the pandemic, officers have planned expenditure reductions in the following areas:

- Direct employee costs £331,000 – reduction in training budgets, removal of vacant posts, reduction in centrally funded apprentices and redeployment of staff to offset maternity cover and support vacant posts.
 - Efficiencies £1.956m – premises and supplies & services savings primarily from where sites have been closed and activities have ceased or become more digital.
 - Unidentified savings £1.351m - savings required to achieve the allocated budget but which have not yet been finalised.
9. Income, increases in income and reductions in expenditure are shown as positive balances, whereas brackets will be used to denote expenditure, increases in expenditure, or shortfalls in income. Only significant variances (generally those greater than £50,000) have been commented on and are referenced in the relevant table. Overall there is a decrease of £2.333m between the 2020/21 original budget and the 2021/22 original budget. The movement is explained in the following paragraphs.
10. Analysis of the movement in staff related costs are shown in Appendix 5 below. Staffing levels have remained relatively stable between 2020/21 and 2021/22 budgets, this is due to holding vacancies and flexible retirement proposals within the current establishment. Committees will continue to work through proposals against the 12% savings and these will be revised once the TOM is progressed through the year. The 12% savings in the budget showing as unidentified savings are to ensure flexibility to move people into the right roles as a result of the TOM.
11. Tower Bridge budgets are anticipating a shortfall of net income of £2.276m, which will be funded from Bridge House Estates. Steps have been taken at Tower Bridge to reduce BHE expenditure by reducing variable budgets considerably, including but not limited to cutting back on all non-essential minor works costs £643,000 and reducing supplies and services of £857,000, mainly due to a reduction in Gift Shop related expenditure.
12. The decrease of £52,000 in central risk premises expenses are largely due to a reduction in budgeted rental costs for London Metropolitan Archives (LMA), following conclusion of a rent review and a reduction in utility and other premises related costs at the Barbican Library. These costs are recharged to the library from the Barbican Centre.
13. Given the Covid-19 pandemic a review has been undertaken of the corporate CWP bid for 21/22 and it has been significantly reduced. Only Health & Safety related projects will now be undertaken in 21/22 which has reduced the overall corporate CWP bid list down from £12M to £4M, this reduction allows for the City to make savings to help its immediate financial pressures and for the project delivery team to catch up after a period of non-activity at the start of the Covid-19 pandemic and lockdown.
14. The decrease of £149,000 to the 2021/22 Original Budget for repairs & Maintenance budgets is largely due to non-essential repairs at Keats House

originally scheduled for 2020/21 being postponed due to the current situation and the fall out of previous estimates for works no longer required.

15. The decrease to local risk Supplies and Services budgets are mainly due to decreased retail stock expenditure budgets in the Tower Bridge Gift Shop (see paragraph 11), reductions to budgets across the Cultural, Visitor and Gallery services achieved through the closure of services during lockdown and the cutting of all non-staffing and premises budgets at the Monument.
16. The decrease in Other grants and Reimbursements is due to a reduction in externally funded salary costs at the London Metropolitan Archives (LMA). This is because some projects are reaching completion.
17. The reduction in Customer, Client Receipts is largely due to anticipated income losses at Tower Bridge (see paragraph 11) and the City Information Centre owing to current restrictions and forecasted reduction in the tourism sector. In addition, despite the promising news regarding vaccine roll-outs, it is anticipated that some degree of distancing requirements will continue across the upcoming financial year, in which case the Monument is likely to remain closed throughout 2021/22 and will therefore not be able to generate any income.
18. Appendix 3 provides a full analysis of Support Services and Capital costs. The decrease of £579,000 in the budget for Support Services and Capital Charges (City Fund) is mainly due to decreases to the Admin charges for the Guildhall Complex, of which the Guildhall Art Gallery and the Guildhall and City Business Libraries are recharged a proportion of this.
19. The 12% efficiencies for the 2021/22 budgets total £1,012m for this Committee. Of this, £915,000 falls under the responsibility of the Assistant Town Clerk and Director of Major Projects and will be met by changes to service provision over the financial year. The Director of Community and Children's Services efficiencies totalled £70,000 and are currently listed as unidentified savings as they are not at a stage where they can be finalised. The Director of Open Spaces efficiencies totalled £27,000 and will be met by the deletion of one existing vacant post and a reduction in the annual exhibition and events programme and associated marketing.

Revenue Budget 2020/21

20. An in-year re-budgeting exercise has been undertaken corporately to assist in repairing the damage to the City's budgets arising from the Covid-19 pandemic. The 2020/21 latest approved budgets were increased by (£463,000) following Court of Common Council approval on 3 December 2020. Further budget adjustments included in the 2020/21 latest approved budget are increases of (£78,000) in lieu of contribution pay, an allocation of (£45,000) from the Department of Community and Children's Services relating to children's community work at the lending libraries and a rates increase at Artizan Street Library (£2,000). These increases have been partly offset by a reduction in central funding for apprentices

of £59,000. Tower Bridge's forecasted shortfall (£3,386m) will be met by a drawdown from BHE's reserves. The forecast outturn for the current year is broadly in line with the latest approved budget of £11.360m. Movement of the Local Risk Budgets from the 2020/21 Original Budget to the 2020/21 Latest Approved Budget can be found in Appendix 4.

Draft Capital and Supplementary Revenue Project budgets for 2021/22

21. The latest estimated costs for the Committee's current capital and supplementary revenue projects are summarised in the Table below.

Service	Project	Exp. Pre 01/04/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Later Years £'000	Total £'000
CITY FUND							
	<u>Pre-implementation</u>						
Guildhall Art Gallery	Cloakroom & WCs refurbishment	8	8				16
	<u>Authority to start work granted</u>						
Libraries	Self Service Kiosks	10	75				85
TOTAL CITY FUND		18	83	0	0	0	101

Service	Project	Exp. Pre 01/04/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Later Years £'000	Total £'000
CITY'S CASH							
	<u>Pre-implementation</u>						
The Monument	Visitor Centre	39	3				42
	<u>Authority to start work granted</u>						
Mayoralty & Shrievalty	Lord Mayor's Coach refurbishment	698	5				703
							0
TOTAL CITY'S CASH		737	8	0	0	0	745

22. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work.
23. It should be noted that the two pre-implementation schemes – Guildhall Art Gallery cloakrooms and WCs refurbishment and Monument visitor centre - are currently on hold following a review of funding priorities in response to the current financial pressures.
24. The Self Service Kiosks and Lord Mayor's Coach refurbishment projects are now complete.
25. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2021.

Security Implications

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

Public sector equality duty

26. Should the capital projects be approved for funding it will significantly improve the service and experience provided to our local communities. Where capital funded projects are approved for progress or new policies and strategies developed, we will undertake 'tests of relevance' and where appropriate, Equality Analysis. Our fees and charges are regularly benchmarked with neighbouring / competing facilities, but we will continue to informally assess any negative impact on protected characteristic groups.

Conclusion

27. This report presents the budget estimates for 2021/22 for Members to consider and approve those plans relevant to the work of the Committee.

Appendices

- Appendix 1 – Committee Summary Budget – by risk, Fund and Chief Officer
- Appendix 2 – Analysis by Service Managed
- Appendix 3 – Recharges from/to Culture, Heritage & Libraries
- Appendix 4 – Original Local Risk 2020/21 budget to Latest Approved 2020/21 Local Risk Budget and Original Local Risk 2020/21 budget to Original Local Risk 2021/22 budget
- Appendix 5 – Staffing Statement
- Appendix 6 – Cyclical Works Programme and City Surveyors Local Risk

Background information

- Report 2021/22 Budget setting update; Resource Allocation Sub Committee
10th December 2020

Graham Nickless

Acting Group Accountant – Chamberlain's

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CULTURE, HERITAGE AND LIBRARIES COMMITTEE SUMMARY– ALL FUNDS							
Analysis of Service Expenditure	Local or Central Risk	Actual 2019/20 £'000	Original Budget 2020/21 £'000	Latest Approved Budget 2020/21 £'000	Original Budget 2021/22 £'000	Movement 2019/20 Original To Original Budget 2021/22 £'000	Para. Ref.
EXPENDITURE							
Employees	L	(10,863)	(10,900)	(10,868)	(10,569)	331	10
Employees	C	(146)	(120)	(120)	(120)	-	
Premises Related Expenses	L	(1,262)	(1,401)	(666)	(715)	686	11
Premises Related Expenses *	C	(1,139)	(1,143)	(1,118)	(1,091)	52	12
Cyclical Works Programme	L	(389)	(868)	(279)	(500)	368	13
City Surveyor – Repairs & Maintenance	L	(519)	(609)	(501)	(460)	149	14
Transport Related Expenses	L	(80)	(77)	(75)	(76)	1	
Supplies & Services	L	(3,761)	(3,062)	(2,190)	(1,792)	1,270	11,15
Grants to Museum of London	C	(5,292)	(5,292)	(5,292)	(5,292)	-	
City Outdoor Arts Programme	C	(456)	(299)	(299)	(278)	21	
Capital Charges – City's Cash & BHE	C	(164)	(163)	(160)	(145)	18	
Transfer to Reserves	L	(245)	-	-	-	-	
Unidentified Savings	L	-	-	-	1,351	1,351	8
Total Expenditure		(24,316)	(23,934)	(21,568)	(19,687)	4,247	
INCOME							
Other Grants, Reimbursements & Contributions	L	832	422	940	292	(130)	16
Customer, Client Receipts	L	8,649	8,353	2,279	3,684	(4,669)	11,17
LMA Rental, City of London & Outdoor Arts income	C	267	131	131	152	21	
Transfer from Reserves	L	132	-	-	-	-	
Net Income Shortfall – BHE	L	-	-	3,386	2,276	2,276	11
Total Income		9,880	8,906	6,736	6,404	(2,502)	
TOTAL (EXPENDITURE)/ INCOME BEFORE RECHARGES		(14,436)	(15,028)	(14,832)	(13,283)	1,745	
RECHARGES							
Central Support Services and Capital Charges – City Fund		(6,657)	(6,859)	(6,829)	(6,280)	579	18
Recharges within Fund		(62)	(75)	(38)	(74)	1	
Recharges Across Funds		306	258	303	266	8	
Total Recharges		(6,413)	(6,676)	(6,564)	(6,088)	588	
TOTAL NET EXPENDITURE		(20,849)	(21,704)	(21,396)	(19,371)	2,333	

*(Barbican & Shoe Lane Libraries and LMA Rates, Service Charges & rent)

Analysis by Service Managed	Fund	Actual 2019/20 £'000	Original Budget 2020/21 £'000	Latest Approved Budget 2020/21 £'000	Original Budget 2021/22 £'000	Movement 2020/21 Orig To Orig Budget 2021/22 £'000	Para Ref.
Assistant Town Clerk & Director of Major Projects							
Guildhall Library	CF	(830)	(783)	(783)	(553)	230	8
City Business Library	CF	(634)	(658)	(658)	(578)	80	8
Culture, Heritage & Libraries Directorate^	CF	(1,987)	(2,180)	(2,162)	(1,860)	320	18
Museum of London	CF	(5,292)	(5,292)	(5,292)	(5,292)	-	
Guildhall Art Gallery	CF	(2,908)	(3,232)	(3,192)	(2,926)	306	8,15,18
London Metropolitan Archives	CF	(3,317)	(3,243)	(3,153)	(2,875)	368	8,16
City Records Services	CF	(1,046)	(1,118)	(1,125)	(1,003)	115	8
Visitor & City Information Services	CF	(926)	(1,083)	(956)	(962)	121	8,15,17
City Outdoor Arts Programme	CF	(423)	(385)	(385)	(339)	46	
Police Museum	CF	(20)	(22)	(22)	(18)	4	
Roman Remains & Guildhall Complex Land (City Surveyor)	CF	(29)	(23)	(39)	(22)	1	
Heritage Gallery	CC	(25)	(25)	(25)	(25)	-	
Mayoralty & Shrievalty (City Surveyor)	CC	(141)	(142)	(129)	(125)	17	
Total Assistant Town Clerk & Director of Major Projects		(17,578)	(18,186)	(17,921)	(16,578)	1,608	
Director of Open Spaces							
Keats House	CC	(540)	(470)	(390)	(334)	136	14
Monument	CC	(39)	75	(309)	108	33	15,17
Tower Bridge Tourism	BHE	907	611	712	748	137	11,15,17
Total Director of Open Spaces		328	216	13	522	306	
Director of Community & Children's Services							
Barbican & Shoe Lane Libraries	CF	(3,089)	(3,285)	(3,061)	(2,919)	366	8,13
Artizan Street Library & Portsoken Health & Community Centre	CF	(510)	(449)	(427)	(396)	53	8
Total Director of Community & Children's Services		(3,599)	(3,734)	(3,488)	(3,315)	419	
Total City Fund	CF	(21,011)	(21,753)	(21,255)	(19,743)	2,010	
Total City's Cash	CC	(745)	(562)	(853)	(376)	186	
Total Bridge House Estates	BHE	907	611	712	748	137	
Total		(20,849)	(21,704)	(21,396)	(19,371)	2,333	

^ The Culture, Heritage and Libraries Directorate budget include the costs of the Guildhall Library building and therefore include £0.6m and £0.4m of Capital Recharges for 2020/21 and £0.7m and £0.5m for 2021/22 respectively

Recharges from/to Culture, Heritage and Libraries	Actual 2019/20 £'000	Original Budget 2020/21 £'000	Latest Approved Budget 2020/21 £'000	Original Budget 2021/22 £'000
Support Service and Capital Charges				
Administrative Buildings	(2,826)	(3,080)	(3,080)	(2,745)
City Surveyor's Employee Recharge	(119)	(138)	(138)	(136)
Insurance	(281)	(270)	(270)	(258)
IS Recharges - Chamberlain	(1,001)	(942)	(942)	(854)
Capital Charges – City Fund	(1,562)	(1,624)	(1,594)	(1,533)
Support Services -				
Chamberlain and CLPS	(474)	(310)	(310)	(401)
Comptroller and City Solicitor	(3)	(11)		(2)
Town Clerk	(349)	(455)	(11)	(316)
City Surveyor	(33)	(29)	(455)	(35)
Other	(9)	-	(29)	-
			-	
Total Support Services and Capital Charges	(6,657)	(6,859)	(6,829)	(6,280)
Recharges Within Funds				
Utilities recharge - Barbican Centre	(280)	(270)	(256)	(286)
Open Spaces Directorate Recharge	(21)	(32)	(21)	(27)
Technical Services Recharge	(1)	(13)	(1)	(1)
Corporate and Democratic Core – Finance Committee	240	240	240	240
Recharges Across Funds				
Support Services – CHL Guildhall Administration and Open Spaces Directorate Recharge	306	258	303	266
TOTAL SUPPORT SERVICE AND CAPITAL CHARGES	(6,413)	(6,676)	(6,564)	(6,088)

Original to Latest Approved Local Risk Budget	£000
Original Local Risk Budget 2020/21	(8,142)
All funds contribution pay, budget uplift	(78)
City of London Apprenticeship Scheme	59
Net City Fund budget virements from Community and Children's services (£45,000) relating to children's community work at the lending libraries and a rates increase at Artizan Street Library (£2,000).	(47)
Resetting of departmental Budgets 2020/21 due to COVID-19 pandemic	(463)
City Surveyor local risk changes to planned and reactive works and Facilities Management.	108
Changes in the phasing over the 3 year cycle of each of the Cyclical Works Programmes.	589
Latest Approved Local Risk Budget 2020/21	(7,974)

Original to Original Local Risk Budget	£000
Original Local Risk Budget 2020/21	(8,142)
City Fund reduction in budgets from Fundamental Review income generating proposals and efficiencies in future years	53
City of London Apprenticeship Scheme	123
Net City Fund and BHE budget virements from a 2% pay and price increase at Tower Bridge and a rates increase at Artizan Street Library, partly offset by completion of drawdown from Finance Contingency.	(26)
12% savings	966
City Surveyor local risk changes to planned and reactive works and Facilities Management.	149
Changes in the phasing over the 3 year cycle of each of the Cyclical Works Programmes.	368
Original Local Risk Budget 2021/22	(6,509)

Staffing statement	Original Budget 2020/21		Latest Approved Budget 2020/21		Original Budget 2021/22	
	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000
Guildhall Library	12.13	(573)	12.13	(578)	10.72	(533)
City Business Library	7.42	(352)	7.42	(356)	7.60	(358)
Barbican and Shoe Lane Libraries	38.78	(1,719)	38.78	(1,744)	37.71	(1,756)
Artizan Street Library & Portsoken Health & Community Health Centre	7.00	(277)	7.00	(277)	7.00	(288)
Guildhall Art Gallery	11.18	(600)	11.18	(604)	11.18	(597)
London Metropolitan Archives	50.65	(2,373)	50.65	(2,400)	46.29	(2,241)
City Records Services	22.52	(1,050)	22.52	(1,063)	22.21	(1,076)
Keats House	4.11	(238)	4.11	(239)	3.78	(232)
Visitor Services & City Information Centre	11.81	(697)	11.81	(701)	11.81	(704)
Monument*	6.98	(325)	5.41	(252)	5.65	(263)
Tower Bridge Tourism*	54.59	(2,696)	49.98	(2,654)	48.62	(2,521)
TOTAL CULTURE, HERITAGE AND LIBRARIES	227.17	(10,900)	220.99	(10,868)	212.57	(10,569)

*Furlough credits received in 2020/21 sit within income and are not reflected in this table.

CYCLICAL WORKS PROGRAMME	Original 2020/21 £'000	Latest Approved Budget 2020/21 £'000	Original Budget 2021/22 £'000
Barbican and Shoe Lane Libraries	(240)	-	-
Guildhall Art Gallery	(208)	(139)	(200)
London Metropolitan Archives	(180)	(58)	(123)
Visitor Services & City Information Centre	(152)	(24)	(108)
Keats House	(39)	(8)	(60)
Monument	(24)	(22)	-
Mayoralty and Shrievalty	(25)	(12)	(9)
Roman Remains & Guildhall Complex Land	-	(16)	-
Total Cyclical Works Programme	(868)	(279)	(500)

CITY SURVEYOR LOCAL RISK	Original 2020/21 £'000	Latest Approved Budget 2020/21 £'000	Original Budget 2021/22 £'000
Planned & Reactive Works (Breakdown & Servicing)			
Barbican and Shoe Lane Libraries	(7)	(7)	(6)
Guildhall Art Gallery	(15)	(15)	(12)
London Metropolitan Archives	(90)	(99)	(71)
Keats House	(151)	(34)	(29)
Visitor Services & City Information Centre	(14)	(14)	(13)
Monument	(10)	(10)	(7)
Cleaning	(322)	(322)	(322)
Total City Surveyor	(609)	(501)	(460)

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Committee:	Date:
Culture, Heritage and Libraries	25/01/2021
Subject: Draft Town Clerk's Cultural Services Business Plan for 2021/22	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 7, 8, 10 and 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	Yes, within budget estimate
Report of: Peter Lisley, Assistant Town Clerk & Director of Major Projects	For Decision
Report author: Peter Lisley, Assistant Town Clerk & Director of Major Projects	

Summary

This report presents for approval the Business Plan for the Town Clerk's Cultural Services for 2021/22.

Recommendation

The committee is recommended to:

- i) Note the factors taken into consideration in compiling the Town Clerk's Cultural Services Business Plan under the heading *what's changed since last year*, and
- ii) Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan for Town Clerk's Cultural Services for 2021/22 (or the elements therein that fall within this committee's Terms of Reference. See paragraph 3 for details).

Main Report

Background

1. Business Plans for 2021/22 are being presented based on current departmental structures. These will be adjusted, alongside budgets, when any changes to these structures are implemented.

Current Position

2. Business Plans are aligned to departments, so all financial information presented within the Business Plan reflects the departmental budget rather than the Committee budget.
3. Culture, Heritage and Libraries Committee funds all elements of the Business Plan presented. Members are asked to scrutinise the elements of the plan that are relevant to the committee they are representing at the meeting.

Proposal

4. The draft high-level summary Business Plan for Town Clerk's Cultural Services is presented at **Appendix 1**.

Key Data

5. Key data is presented within the draft high-level summary Business Plan for Town Clerk's Cultural Services is presented at **Appendix 1**.

Corporate & Strategic Implications

6. Strategic implications – Strategic priorities and commitments are expressed in **Appendix 1**.
7. Financial implications – The draft high-level summary Business Plan at **Appendix 1** has been drawn up on the basis of a 12% reduction in the departmental budget compared to 2020/21. This is to support the achievement of an overall budget reduction of 12%.
8. Risk implications – Key risks managed by the department and their flightpaths are included in the draft high-level summary Business Plan at **Appendix 1**.
9. Resource implications – Any changes to resources will be identified and delivered through the move to the Target Operating Model.
10. Equalities implications – Equalities self-assessment scores are included within the high-level summary Business Plan for key Cultural Services. This can be found on the fourth page of the Plan. The Plan presented does not represent significant changes in service provision by Town Clerk's Cultural Services except for specific

support given by the Director of Cultural and Visitor Development for the Tackling Racism Taskforce and the findings of the Historic Landmarks Consultative Exercise.

11. Climate Implications – The City’s outdoor arts programme will focus on climate action, championing strategy themes to audiences while a partnership with Julie’s Bicycle will see Cultural and Visitor Development assets strive to achieve a carbon neutral position for operations. LMA will continue to maintain and develop its position as one of the City’s most energy efficient sites with a current energy performance operational rating of 43.
12. Security implications – one of the City’s key risks is managed through Town Clerk’s Cultural Services, that is the potential for damage to or loss of (through inadequate intellectual and physical preservation) the extremely valuable and often unique collections held notably by London Metropolitan Archives, Guildhall Art Gallery and Guildhall Library. These are managed on an ongoing basis and the Business Plan presented does not represent significant changes in service provision.

Conclusion

13. This report presents the draft high-level summary Business Plan for 2021/22 for Town Clerk’s Cultural Services. This committee is recommended to approve it.

Appendices

- Appendix 1 – Draft High-level summary Business Plan 2021/22 for Town Clerk’s Cultural Services

Peter Lisley

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Our aims and objectives are...

- To deliver the strategic framework for the City's cultural and visitor sectors to recover from the pandemic and thrive in a post-Covid era.
- To support, connect and enable London's cultural, heritage and tourism sectors through partnership and contributions to pan-London and industry-led recovery programmes.
- To vigorously promote access to the City's tourism offer in domestic and overseas leisure and business markets, and to deliver a world-class welcome pre-, in- and post-trip.
- To engage with, and support, the diverse communities we serve promoting equality and inclusion.
- To preserve and make accessible our collections, on-site and digitally
- To deliver enterprise and employability strategies, business skills development for young people and partnerships for enterprise development.
- To contribute to changing perceptions of the City to ensure that it is recognised as a global leader in culture, creativity and learning as well as commerce.

Our major workstreams this year will be...

1. To remodel our services in response to required efficiencies, the fundamental and governance reviews, target operating model and changing user behaviour (as a result of COVID-19).
2. To deliver our Visitor Strategy Covid Recovery Plan as agreed with City tourism stakeholders and to develop (and deliver on) a similar supplementary plan for our Cultural Strategy based on findings from the Culture and Commerce Taskforce and other initiatives, while informing and responding to wider City Corporation strategies and initiatives such as London Recharged and the Covid Recovery Taskforce.
3. To continue to broaden access to the collections and services of London Metropolitan Archives (LMA) Guildhall Library (GHL) and City Business Library (CBL), particularly through partnerships with external organisations and stakeholders, including the London boroughs; and digitally.
4. To continue to develop London Metropolitan Archives' services for the City Corporation, including records management and the Islington Partnership.
5. To respond actively across all relevant programmes to the City's climate action work and its equality and inclusion agendas, particularly those arising from the work of its Tackling Racism Taskforce.

The Corporate Plan outcomes we have a direct impact on are...

- *Outcome 3* People have equal opportunities to enrich their lives and reach their full potential.
- *Outcome 7* We are a global hub for innovation in finance and professional services, commerce and culture.
- *Outcome 8* We have access to the skills and talent we need.
- *Outcome 10* We inspire enterprise, excellence, creativity and collaboration.
- *Outcome 12* Our spaces are secure, resilient and well maintained.



What's changed since last year...

- *Our City Together* launched: a series of collaborative digital platforms enabling streaming and promotion of cultural content from across the City's assets (internal and external); to be retained.
- Significant loss of overseas and domestic visitor footfall and spend at attractions due to Covid; 2021/22 actions will continue to address this.
- Focus on local London communities for cultural engagement and to drive audiences at attractions (with hyper-local discount incentives); to be retained.
- Fluidity of staff across teams to focus on areas of highest priority as capacity allows; to be retained.
- Loss of all income streams at the City information Centre; 2021/22 actions will seek to address this and drive revenues.
- Co-commissioning and partnership delivery of cultural activities are prioritised to drive value and extend reach; to be retained.
- Adoption of the assessment of Blue Plaques by City Arts Initiative; to be retained.
- Commitment to the Climate Action Strategy with Julie's Bicycle integrating environmental sustainability and embedding this across our services and through a positive cultural exploration of the climate emergency through the Outdoor Arts Programme; 2021 only.
- Commitment to the City's Black history across all our programmes working in collaboration with the BAME network and Tackling Racism Taskforce; to be retained.
- Refocus of engagement activities and a broadening of access online (through LMA and GHL) in response to the impact of Covid-19 while on site public access has been suspended.
- Further development of diversity and inclusion programmes (through LMA, GHL and CBL), including the launch of LMA's *Switching the Lens* project.
- Progress into the final year of *Unlocking the UK's Sound Heritage*, LMA's 3-year project as the London regional hub, working with the British Library and funded by the National Heritage Lottery Fund (NLHF).
- Commencement of *Positive history: preserving the archives of HIV/AIDS*, LMA's 18-month project funded by the Wellcome Trust.
- Progress through years 1 and 2 of *Voices Through Time: the Story of Care*, LMA's partnership project with Coram for their NLHF funded 4-year project.
- Strategic development of CBL's services, particularly in the light of the pandemic, through increased digital SME support services and a transition to a more focused business service, better aligned with the needs of SMEs in the City, London and the wider UK.
- Leadership taken by CBL during the pandemic in the co-ordination of the SME support that is delivered throughout the Corporation to ensure consistent messaging and alignment with the Corporate Plan.

Our strategic commitments

Visitor Destination Strategy 2019/22

- All actions within strategy are served by the work of the Cultural and Visitor Development Team as strategy champions and delivery agent, excepting Culture Mile elements. Focus will be on the recently approved strategy supplement which addresses recovery for the City's tourism sector.

Cultural Strategy 2018/22

- All actions within strategy are served by the work of the Cultural and Visitor Development Team as strategy champions and delivery agent, excepting Culture Mile elements. A supplement that focuses on recovery for the sector will be developed as part of this work.

Culture Mile Strategy 2018/28

- To contribute to changing perceptions of the City to ensure that it is recognised as a global leader in culture, creativity and learning as well as commerce.
- To develop Culture Mile as a vibrant and welcoming cultural, creative & learning destination for all.

Climate Action Strategy 2020/27

- The City's outdoor arts programme will focus on climate action, championing strategy themes to audiences while a partnership with Julie's Bicycle will see Cultural and Visitor Development assets strive to achieve a carbon neutral position for operations.

Digital Skills Strategy 2018/23

- Continue to develop and improve digital service delivery, the digitisation of City collections, digital preservation and staff/stakeholders' digital skills.

Social Mobility Strategy 2018/28

- Continue to develop and improve digital service delivery and the digitisation of collections at all City cultural and heritage institutions.
- Increase a more diverse engagement with our services through our cultural and heritage programmes
- Support the London Borough of Culture Programme - making culture more inclusive and accessible to residents.
- Fund projects aimed at 'Inspiring London through culture' through the Central Grants Programme.

London Recharged: Our Vision for the London in 2025

- Support SMEs and artists to recharge the city centre (3C)
- Create vibrant experiences within the city (5.3)

Tackling Racism Taskforce

- Contributions through the City Arts Initiative in response to the Historic Landmarks Consultative Exercise's findings
- Increase a more diverse engagement with our services through our cultural and heritage programmes; and specifically at LMA, through its rediscovering collections programme
- Google Arts and Culture Black History pages and diversity as a key programmatic theme in the 2021 Outdoor Arts Programme.

Information Management

- Continue to support the wider City strategic commitments through LMA's Records Management work.

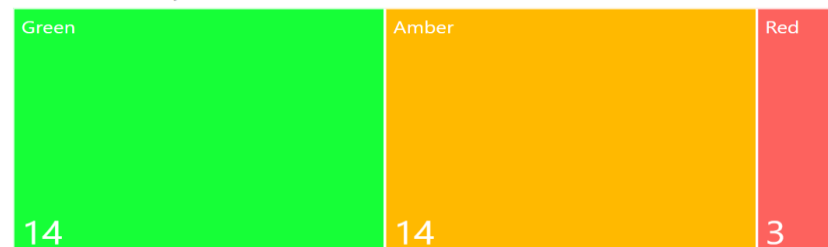
Plans under consideration

Plan	Time Scale
Dynamic responses in a cultural and tourism context re national, London and City Covid-19 recovery strategies, boards and taskforces, and delivery of ambitions cited.	2021-24
Response to Brexit regulations in a cultural and tourism context; utilisation of soft power options to champion international trade.	2021-22
Contributions to national and London celebrations (partially aligning with above), notably Australia 2021, China 2022, Wren 300 (2023) and Bart's 900 (2023).	2021-23
Explore options around consolidation of LMA and GHL services and accommodation needs under fundamental review and the target operating model.	2021-22
Continue to improve the City's good public governance through developing (a) more coordinated records management systems, particularly through LMA's work with the cross departmental Information Management Board and the Comptroller's Compliance Team and (b) LMA's digital archiving systems.	2021-22
<p>This business plan will need to evolve in the light of:</p> <ol style="list-style-type: none"> 1. Culture and commerce taskforce outcomes 2. Recovery taskforce outcome 3. Next steps on the pandemic/return to the City 	2021-22



Key Risks

Number of risks by current RAG



Risk Title	Score
GAG footfall and income falls due to long periods of closure (lockdown) and significantly reduced capacity due to social distancing mitigations related to COVID-19	16
The conditions for displaying art in the gallery are compromised	16
Covid-19 lockdown restrictions prevent outdoor events from taking place or event costs are prohibitive due to required mitigations	16
London's tourism footfall reduces (through terrorist, climate, political or economic incident)	16
Damage to or loss of the valuable and often unique collections held by LMA and GHM through inadequate intellectual and physical preservation	16

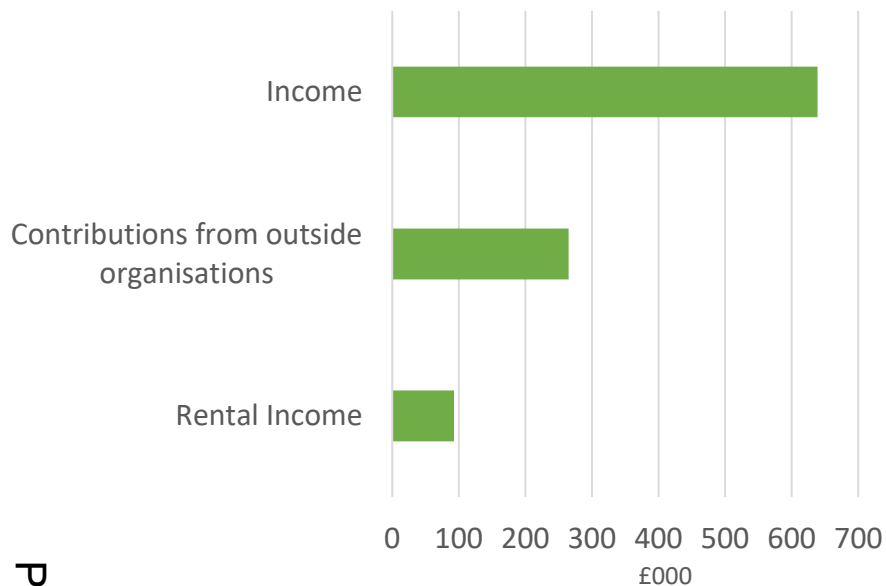
Key Performance Indicators

KPI	Current Performance	Direction of Travel/ Target
# visitor footfall at City attractions	7.44m	Down due to Covid
# business and leisure visitor footfall within City	21m (2019)	Down due to Covid
# overall visitor spend in the City	£2.1bn (2019)	Down due to Covid
% income targets achieved	100% (2019/20)	Down due to Covid
% culture-at-risk organisations sustained	-	New; target 70%
Use of LMA's direct website	385,000 page impressions (2019/20)	Improvement
Use of LMA's online catalogue	2,500,000 page impressions (2019/20)	Improvement

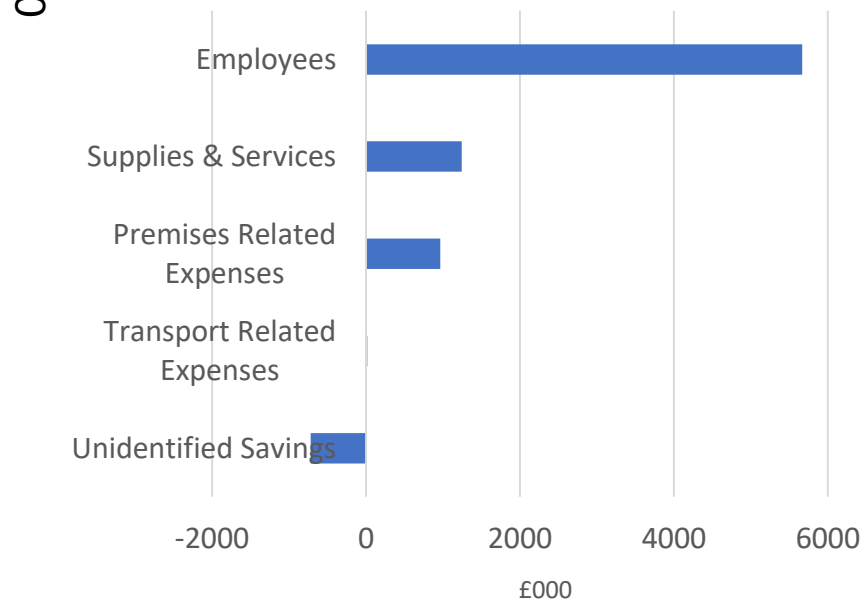
Equalities, Diversity & Inclusion

Our E, D & I self assessment score	LMA	GAG	CIC	CVD
Monitoring and use of data and information	N/A	4	4	2
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	2	2	4	1
Target setting and mainstreaming equalities into performance systems	2	1	2	1
Using procurement and commissioning to achieve equality and cohesion targets	4	1	1	1
Engagement & partnership	4	3	3	4
Employment and training	2	4	4	1

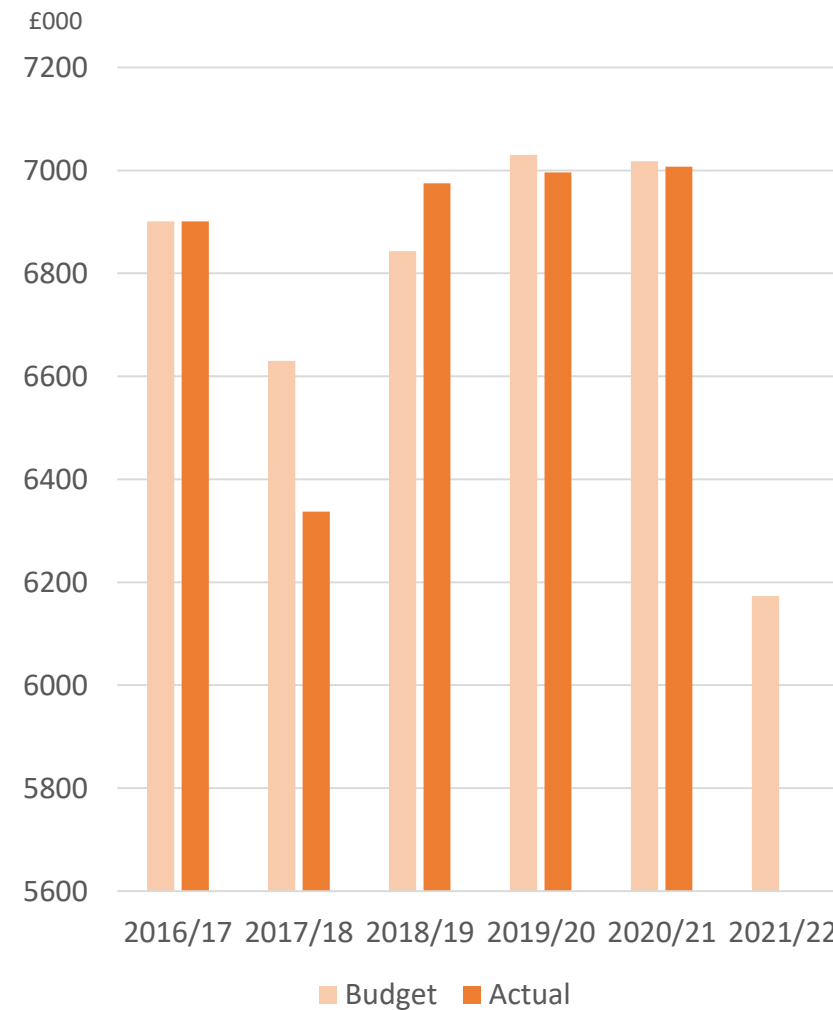
Where our money comes from



Where our money is spent



Budget vs Actual



Committee:	Date:
Culture Heritage and Libraries Committee	25 January 2021
Subject: Open Spaces Department Business Plan for 2021/22	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Outcomes: 1, 2, 3, 4, 5, 8, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Colin Buttery, Director	For information
Report author: Gerry Kiefer, Directorate Business Manager	

Summary

This report presents for information the high-level Business Plan for the Open Spaces Department for 2021/22. This plan identifies seven major workstream for the whole Department together with the actions within various Corporate strategies that the Department is helping to deliver, sets out the current Departmental risks, provides financial information and identifies our performance measures. This report also identifies next year's key areas of work for Tower Bridge & Monument and Keats house.

Recommendation

Members are asked to:

- Note the report

Main Report

Background

1. Business Plans for 2021/22 are being presented based on current departmental structures. These will be adjusted, alongside budgets, when any changes to these structures are implemented.

Current Position

2. Business Plans are aligned to Departments, so all financial information presented within the Business Plan reflects the Departmental budget rather than the Committee budget.

Proposal

3. The high-level summary Business Plan for the Open Spaces Department is presented at **Appendix 1**. This plan identifies the 7 major workstreams over the next year for the whole Department, some of which will be progressed by officers from Tower Bridge & Monument and Keats House.
4. Officers working at Tower Bridge and the Monument have identified the following as their *additional key areas of work* over the next year:
 - Work towards the continued recovery of the tourism business, including revised visitor figures and income targets, adapting the operational model according to any future changes in central Gov advice, internal financial planning or wider UK/London visitor economy trends and developments.
 - Mitigate their potential negative effects on the tourism business and day-to-day operations of the major projects due to be undertaken on the Bridge (including high voltage system, pipework replacement projects).
 - Continue to develop the new digital strategy and operational model for learning (resources, workshops, partnerships and collaboration) and redevelop the offer for families and community engagement.
 - Work closely with Tower Bridge's sole events management partner towards the safe reinstatement and recovery of its venue hire business
 - Constantly review opportunities for reductions in 'variable cost' expenditure budgets in order to minimise losses for BHE where Covid-19 restrictions continue.
 - Continue to seek reductions in expenditure for the Monument while closed to the public
5. Officers at Keats House have identified the following as their *additional key areas of work* over the next year:
 - Deliver access improvement projects at Keats House
 - Implement Keats House Activities Plan for 2021/22
 - Develop a three year Management Plan for Keats House, to ensure the future sustainability of the Keats House Charity and its operating model.

Corporate & Strategic Implications

6. Strategic implications – Strategic priorities and commitments are expressed in Appendix 1, sides 1 and 2.
7. Financial implications – The high-level summary Business Plan at Appendix 1 has been drawn up taking into consideration increasing employee costs as well as a 12% reduction in the departmental budget compared to 2020/21.

8. Risk implications – Key risks managed by the department are included in the high-level summary Business Plan. The COVID19 risks which are reported corporately but relate to this Department are also included in the Business Plan.
9. Resource implications – Any changes to resources will be identified and delivered through the move to the Target Operating Model and/or to meet budget savings. Requests for capital funding for projects will be made as part of the annual capital bidding process.
10. Equalities implications – Where we develop new policies, strategies, service provision and capital projects we will undertake ‘tests of relevance’ and where appropriate a full equalities analysis.
11. Climate Implications – Open Spaces already offset 40% CoL scope 1 and 2 co2 emissions. An annual capital bid has been made as part of the overall Climate Action Strategy funding request; to support the work to increase co2 sequestration through land management and innovative working, which will contribute to 100% reduction target of CoL scope 1 and 2 emissions by 2025.
12. The capital funding will enable this project to build on the initial works that have mapped the carbon sequestration benefits from City Corporation Open Spaces and accelerate this function through re-introduction of best land management practices. The second area is to create a commercially sustainable future use of the sustainably produced timber and other agricultural products.
13. Security implications – there are no security implications arising from this report

Conclusion

14. This report presents the Open Spaces Department high-level Business Plan for 2021/22 and key areas of work at a local level for the services that report to this Committee.

Appendices

- Appendix 1 – Open Spaces Department High-level Business Plan 2021/22

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Business Manager – Open Spaces Department

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THE DEPARTMENT'S VISION IS:

We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

Our overarching objectives are:

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

Our major workstreams this year will be...

1. Implement the required savings to deliver a balanced budget within the reduced core funding envelope through a combination of reducing expenditure, increasing income.
2. Implement actions arising from the new Target Operating Model and provide open and early communication to all employees.
3. Progress the landscaping of Finsbury Circus, the replacement playground at West Ham Park and all other RASC approved capital projects including the Climate Action Strategy.
4. Work with other CoL Depts to commence the entire overhaul of Tower Bridge's High Voltage system, hydraulic pipework replacement and implementation of permanent solutions following the extensive Working at Heights review.
5. Working with City Surveyors, progress future use of the nursery site at West Ham Park.
6. Assess impact of expanded ULEZ on existing fleet, procurement and supplier capacity and available financial resources.
7. Continue to cultivate the Burnham Beeches Gateway and biodiversity net gain project partnership with local landowners and make ready for grant/funding applications.

The Corporate Plan outcomes we have a direct impact on are...

- Outcome 2 - People enjoy good health and wellbeing**
- Outcome 3 - People have equal opportunities to enrich their lives and reach their full potential**
- Outcome 5 - Businesses are trusted and socially and environmentally responsible**
- Outcome 10 - We inspire enterprise, excellence, creativity and collaboration**
- Outcome 11 - We have clean air, land and water and a thriving and sustainable natural environment.**
- Outcome 12 - Our spaces are secure, resilient and well-maintained.**

What's changed during 2020

- *More staff working from home / remotely.*
- *New ways of working for non office staff to comply with Government guidance*
- *Increased use of online services for payment and bookings.*
- *Increased use of cashless payment.*
- *'Took our services on-line', increasing the provision of digital content so 'digitally open while physically closed'.*
- *The massive increase in visitor to the open spaces, due the pandemic, is having a negative long-term impact on the sites' biodiversity and infrastructure.*
- *Greater focus on generating additional income e.g. through new lease arrangements, licencing, donations, car park charging.*

Plans under consideration	Time Scale
<i>Offices unlikely to return to full capacity– long term use of office accommodation to be considered</i>	2022/23
<i>COVID19 operating models will inform future service operations.</i>	2021/23
<i>Approach to cycling to be reviewed across a number of properties</i>	2022/23
<i>Visitor attractions, may require re-setting of business models</i>	2021/23
<i>Prioritising high priority select bids for Capital that meet the precise capital funding criteria</i>	2021 onwards

Our Strategic Commitments

Below are some of the Corporate Strategy Actions we will help deliver

Apprenticeship Strategy

- Deliver apprenticeships within the organisation from levels 2 to 7, in terms of placements and training, which generate positive feedback from those involved in completing and delivering them and achieve target retention rates

Climate Action Strategy

- Introduce new land management practices across our open spaces aiming to maximise their ability to remove carbon, and optimise their biodiversity and resilience value
- Advocate the importance of green spaces and urban greening as natural carbon sinks, and their contribution to biodiversity and overall wellbeing

Cultural Strategy

- Support cultural excellence in a range of fields and champion an ethos of innovation, creative risktaking and artistic citizenship
- Support the delivery of the City of London's Education Strategy by nurturing an exemplary Cultural Education Partnership

Responsible Business Strategy

- Contribute to delivering the various strategy actions, particularly under the strategy outcome: *The planet is healthier*

Social Mobility Strategy

- Remove barriers, overcome gaps and improve access and participation in order to improve attainment.

Sport & Physical Activity Strategy

- Contribute to delivering the various strategy actions, particularly under the strategy outcome: *People enjoy good health and wellbeing and health inequalities are reduced*

Volunteering Strategy

- Promote volunteering opportunities and benefits to drive more and better volunteering.

Key Departmental Risks

		0	6	3	Total = 9
	Likely (4)				
	Possible (3)		1	4	1
	Unlikely (2)			1	2
	Rare (1)				
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
		Impact			

Departmental Risk Title	Score
Wanstead Park reservoirs	24
Repair and maintenance of buildings and structural assets	16
Maintaining the City's water bodies	16
Impact of development	12
Ultra Low Emission Zone (ULEZ) fleet purchase risk	12
The effect of a major event in central London on the tourism business at Tower Bridge and Monument	12
Pests and diseases	12
Health and safety	8
Extreme weather and climate change	6
These are reported Departmentally apart from Wanstead Park Reservoirs which is a Corporate risk	

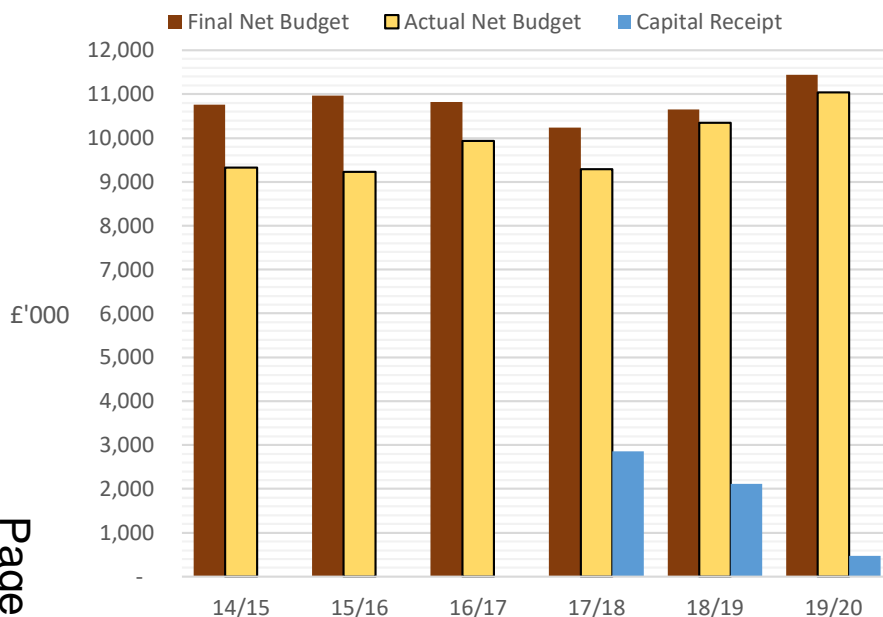
Open Spaces risks related to COVID-19

COVID-19 Risk Title	Score
Failure of Cemetery & Crematorium services	16
Income generation and financial management	16
Health and Safety of visitors and staff	12
Bridge lifts at Tower Bridge	6
Reopening services	4
Two additional risks are being considered for inclusion. The risks are: <ul style="list-style-type: none"> Accelerated long-term damage to sites Open Spaces workforce wellbeing 	
These risks are reported Corporately	

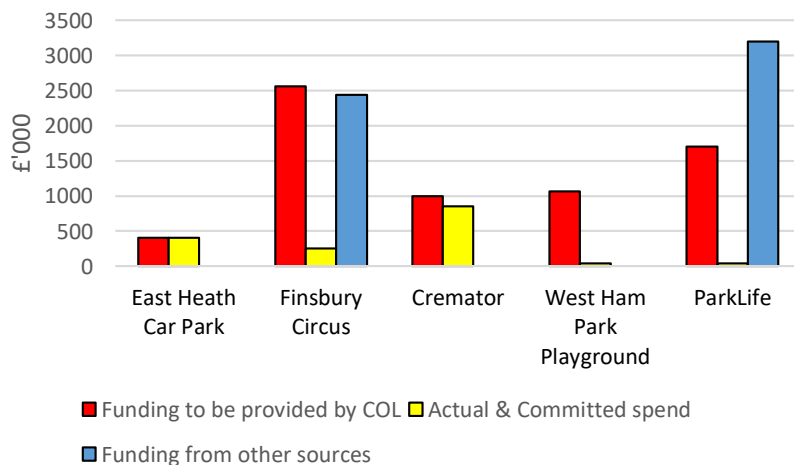
Equalities, Diversity and Inclusion Self Assessment	Score
Monitoring and use of data & information	4
Completing Equality Analysis and tackling discrimination and barriers to inclusion	3
Target setting and mainstreaming equalities into performance systems	N/A
Using procurement and commissioning to achieve equality and cohesion targets	N/A
Engagement and partnership	3
Employment and training	2
Where 4 is excellent and 2 is average	

Directors local risk

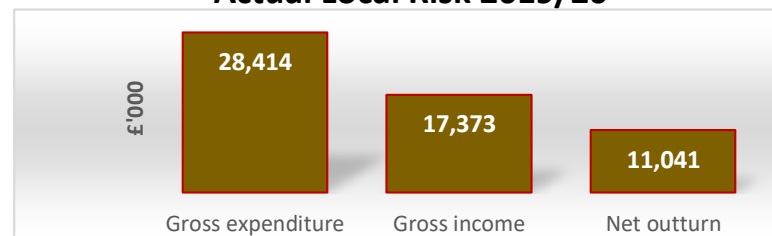
Net Budget vs Actual Net Budget and Capital Receipts



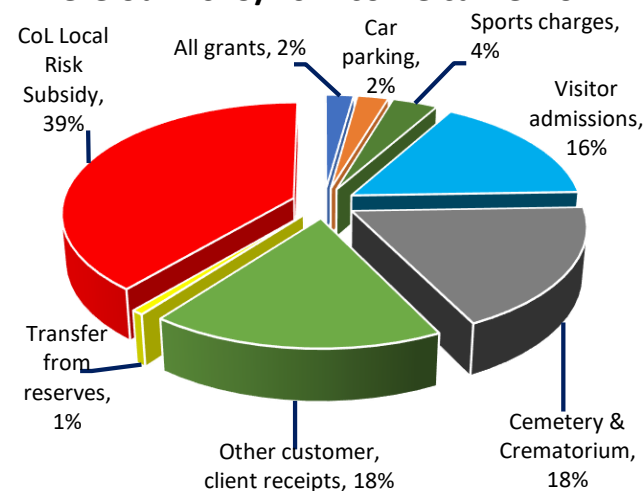
OSD Capital projects - showing anticipated COL and other funding plus spend to date



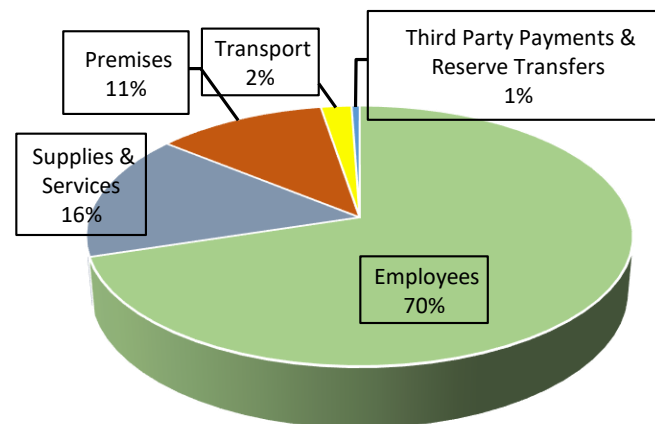
Actual Local Risk 2019/20



Where our 2019/20 income came from



How we spent our local risk budget in 2019/20



THE DEPARTMENT'S VISION IS:

We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

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

A. Open spaces and historic sites are thriving and accessible

- ✓ Our open spaces, heritage and cultural assets are protected, conserved and enhanced (12)
- ✓ London has clean air and mitigates flood risk and climate change (11)
- ✓ Our spaces are accessible, inclusive and safe (1)
- ✓ Our habitats are flourishing, biodiverse and resilient to change (11)

B. Spaces enrich people's lives

- ✓ People enjoy good health and wellbeing (2)
- ✓ Nature, heritage and place are valued and understood (3)
- ✓ People feel welcome and included (4)
- ✓ People discover, learn and develop (3)

C. Business practices are responsible and sustainable

- ✓ Our practices are financially, socially and environmentally sustainable (5)
- ✓ London's natural capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation (10)
- ✓ Our staff and volunteers are motivated, empowered, engaged and supported (8)
- ✓ Everyone has the relevant skills to reach their full potential (8)

KEY: The numbers in brackets show how the Open Spaces Outcomes link to the twelve Corporate Plan Outcomes 2018-2023.

Performance Measures	2020/21 Performance	2021/22 Direction of travel / target
Green Heritage Accreditation	13 Awards	13 Awards
Green Flag Awards	15 Awards	15 Awards
Active ancient tree management as part of the Stewardship Schemes at Epping Forest & Burnham Beeches.	As per Stewardship agreement - annual data not yet available	As per Stewardship agreement
The condition of our Sites of Special Scientific Interest	No new assessments in 2020 to enable any change to have been recorded	All re-assessed SSSI's are rated 'favourable' or 'unfavourable recovering'.
Number of visits to Open Spaces Departments webpages	647,457 to date	Increase
Tennis court usage	26,953 to date	Maintain
Customer satisfaction at Tower Bridge	New COVID19 related measure - annual	Maintain
Our environmental footprint	Annual data not yet available	Link to Climate Action Strategy
Net expenditure (OS local risk only)	Achieve readjusted budget	Achieve budget
Income generated (OS local risk)	Achieve budget	Achieve budget
Learning & volunteer programme - various measures	Annual data not yet available	Increase
Apprentice performance – various measures	Annual data not yet available	Maintain
Short term sickness	1.21 to date	Maintain
H&S accident investigations	88% to date	Corporate target

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