



## Culture, Heritage and Libraries Committee

**Date:** MONDAY, 29 JANUARY 2024  
**Time:** 11.00 am  
**Venue:** COMMITTEE ROOM 3 - 2ND FLOOR WEST WING, GUILDHALL

**Members:**

Munsur Ali (Chairman)	Alderwoman Jennette Newman
John Griffiths (Deputy Chairman)	Deborah Oliver
John Foley	Graham Packham (Ex-Officio Member)
Emily Benn	Judith Pleasance
James St John Davis	Deputy Alpa Raja
Jason Groves	Anett Rideg
Deputy Madush Gupta	David Sales
Jaspreet Hodgson	Ian Seaton
Amy Horscroft	Alethea Silk
Wendy Hyde	Tom Sleigh (Ex-Officio Member)
Frances Leach	Mark Wheatley
Antony Manchester	Dawn Wright
Alderman and Sheriff Bronek Mas ojada	Irem Yerdelen
Andrew Mayer	Deputy Elizabeth King
Wendy Mead	Caroline Haines
Eamonn Mullally	

**Enquiries:** **Jayne Moore**  
[jayne.moore@cityoflondon.gov.uk](mailto:jayne.moore@cityoflondon.gov.uk)

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<https://www.youtube.com/@CityofLondonCorporation/streams>

or, for this meeting, this link: <https://youtube.com/live/g2ukw2ruwsQ?feature=share>

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**Ian Thomas CBE**  
**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 of the meeting of 20 November 2023.  

**For Decision**  
(Pages 5 - 12)
4. **OUTSTANDING ACTIONS**  
Report of the Clerk.  

**For Information**  
(Pages 13 - 14)
5. **REVIEW OF TERMS OF REFERENCE**  
Report of the Clerk  

**For Discussion**  
(Pages 15 - 18)
6. **FORWARD PLAN**  
Members are asked to note the Committee's forward plan.  

**For Information**  
(Pages 19 - 20)
7. **DEPARTMENTAL BUDGET ESTIMATES 2024-25 - CULTURE, HERITAGE AND LIBRARIES COMMITTEE**  
To consider the report of The Chamberlain, Deputy Town Clerk, Executive Director of Innovation & Growth, Interim Executive Director Environment, Executive Director of Community and Children's Services, and The City Surveyor.  

**For Decision**  
(Pages 21 - 32)
8. **DRAFT HIGH-LEVEL BUSINESS PLAN 2023/24 - LONDON METROPOLITAN ARCHIVES**  
To consider the report of the Interim Deputy Town Clerk.  

**For Decision**  
(Pages 33 - 44)

9. **FLEET STREET HERITAGE INITIATIVE**

To note the report of the Clerk.

**For Information**  
(Pages 45 - 46)

10. **REPORT OF ACTION TAKEN - PURPLE HIBISCUS PROJECT**

Report of the Clerk.

**For Information**  
(Pages 47 - 60)

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

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

13. **EXCLUSION OF THE PUBLIC**

**For Decision**

**Part 2 - Non-public Agenda**

14. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting of 20 November 2023.

**For Decision**  
(Pages 61 - 62)

15. **TEN KEATS GROVE, HAMPSTEAD - OPTIONS FOR USE BY KEATS  
COMMUNITY LIBRARY**

Report of the Interim Executive Director, Environment

**For Decision**  
(Pages 63 - 82)

16. **COMPLETED CORPORATE CHARITIES REVIEW RECOMMENDATIONS - KEATS  
HOUSE**

To receive the report of the Managing Director of City Bridge Foundation.

**For Information**  
(Pages 83 - 92)

17. **GUILDHALL LIBRARY CENTENARY FUND**

To consider the report of the Managing Director of the City Bridge Foundation.

**For Decision**  
(Pages 93 - 98)

18. **PROJECT CLOSURE**  
Report of the Clerk.

**For Decision**  
(Pages 99 - 102)

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

20. **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, 20 November 2023

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Committee Room 3 - 2nd Floor West Wing, Guildhall on Monday, 20 November 2023 at 11.00 am

### Present

#### Members:

Munsur Ali (Chairman)	Eamonn Mullally
John Griffiths (Deputy Chairman)	Anett Rideg
John Foley	David Sales
Wendy Hyde	Ian Seaton
Antony Manchester	Dawn Wright
Alderman and Sheriff Bronek Masojada	Irem Yerdelen
Wendy Mead	Deputy Elizabeth King

### In Attendance

#### Officers:

Elizabeth Scott	- Head of Guildhall Art Gallery
Steven Chandler	- City Surveyor's Department
Rob Shakespeare	- Environment
Jayne Moore	- Town Clerk's Department
Emma Markiewicz	- London Metropolitan Archives
Rachel Levy	- Community and Children's Services
Luciana Magliocco	- Innovation & Growth
Rob McNicol	- Environment
Simi Shah	- Innovation & Growth
Simon Glynn	- Environment
Andrew Buckingham	- Communications & External affairs
Kate Poulter	- Innovation & Growth
Omkar Chana	- Innovation & Growth

#### Also in attendance:

Ann Holmes	- Chief Commoner
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### 1. APOLOGIES

Apologies were received from Frances Leach, Deborah Oliver, Jaspreet Hodgson Mark Wheatley and Alethea Silk.

The following Members observed the meeting online: James St John Davis, Caroline Haines, Jaspreet Hodgson, Alderman Jeanette Newman and Alpa Raja.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**  
No declarations were made.
3. **ELECTION OF DEPUTY CHAIR**  
Being the only Member to express an interest, John Griffiths was duly elected Deputy Chair in accordance with standing order number 30 (following the resignation of John Foley from the position).  
The Committee congratulated John Griffiths on his election, and thanked John Foley for his time and dedication.
4. **MINUTES**  
**RESOLVED**, That the public minutes of the meeting of 18 September 2023 be approved as an accurate record of the proceedings with one amendment: that Jaspreet Hodgson be listed as having observed the meeting.
5. **OUTSTANDING ACTIONS**  
The Committee received the report of the Clerk.  
On action point 6: No paper by the former Head of Profession was circulated. A Member commented that a strategic vision outlined by the former Head of Profession appeared to feature among literature produced by the City Property Association that is publicised beyond the City boundaries (see action point 8).
6. **DRAFT MINUTES OF KEATS HOUSE CONSULTATIVE COMMITTEE MEETING**  
The Committee received the minutes of the Committee meeting of 13 October 2023.  
Members heard that a site visit is expected to be arranged during December 2023 with a view to submitting a report on the options available to the Committee's January 2024 meeting.
7. **FORWARD PLAN**  
The Committee received the report of the Clerk.  
Members noted that the Paul Martin review on Destination City would not be ready in time for the Committee's meeting of 29 January 2024 given the extended consultancy period, and that a further special meeting could be arranged to accommodate the timetable of the review.
8. **MID-YEAR UPDATE ON THE MONUMENT: APRIL - SEPTEMBER 2023**  
The Committee noted the report of the Interim Executive Director of Environment. Referencing paragraph 7 (days of opening), a Member asked for clarification on the process involved in deciding whether the Monument was open on certain days (taking into account the priority given to Tower Bridge as per paragraph 9 of the report) and asked how that information was communicated. The meeting heard that closures could be at short notice due to the small number of staff associated with the Monument, and that opening information was uploaded onto the website and on social media – noting also that further details on workforce resilience was expected to be submitted to the January meeting of the Committee.

Noting the historical significance of the Monument and its importance to London's history, Members asked whether any plans existed to develop the offering and whether the Monument offering could be used to entice more Tower Bridge visitors into the City. The meeting heard that the cultural partners network established within the Destination City governance framework was to be used to map out a calendar taking into account each venue's programme in such a way as to encourage footfall to other venues in the City as part of an umbrella package that could be promoted. Members also heard that a longer-term vision is being developed that is expected to be communicated to the Committee during 2024.

A Member asked whether lunchtime closures were a result of staff shortages and whether lunchtime opening would result in more visitors. The meeting heard that, like Keats House (which also closes at lunchtime) the Monument is a small attraction and that there appears to be little to no impact on visitor numbers provided the opening times are easily available – and that lunchtime opening would be resource-intensive.

In response to further clarification on short-notice closures and how that was communicated (and its impact on pre-booked tickets and school visits, for example) the meeting heard that Monument opening was prioritised when a school visit has been booked.

Noting the drop in visitor numbers during particular months, the meeting heard that visitor information was based on a single year's data and that data across a further year would yield more meaningful figures.

**9. MID-YEAR UPDATE ON ACTIVITIES AT KEATS HOUSE: APRIL - SEPTEMBER 2023**

The Committee received the report of the Interim Executive Director Environment and noted the activities at Keats House from April – September 2023.

**10. KEATS HOUSE RISK MANAGEMENT UPDATE REPORT**

The Committee received the report of the Interim Executive Director Environment setting out the risk management procedures in place within the Environment Department and its Natural Environment Division (that includes Keats House), noting the requirements of the Corporate Risk Management Framework and the Charities Act 2011 within the context of the Committee's responsibility for the Keats House Charity (registered charity number: 1053381).

**RESOLVED**, That (on behalf of the City Corporation as Trustee) Members agree that the register appended to the report satisfactorily sets out the key risks to the Keats House Charity (registered charity number: 1053381) and that appropriate systems are in place to identify and mitigate risks, in line with the requirements of the Charity Commission in accordance with the Charity Commission's Statement of Recommended Practice (SORP).

**11. DESTINATION CITY - BARTHOLOMEW FAIR EVENT EVALUATION**

The Committee received the report of the Executive Director, Innovation and Growth, and noted the evaluation report for Bartholomew Fair measuring the impact of the event across each event Key Performance Indicator (KPI), as approved by the Committee on 20 April 2023.

The Committee congratulated the Bartholomew Fair team on delivering a successful event at short notice.

The Committee noted the learnings of the event including location choice, timeframe and event types, noting also the large amounts of data available to inform those learnings. A Member commented that the 900<sup>th</sup> anniversary element of the original Fair (focussing on the Church and the Hospital) appeared to have been less prominent than might have been expected, noting also the success of the Cloth Fair event. It was noted that the event was the first of its kind and was therefore less likely to generate TV coverage than might an established event such as the Lord Mayor's Show - noting also that there was TV interest in St Paul's-related events. The meeting heard that a partnership had been established with Greenwich+Docklands International Festival (GDIF) which had presented its own publicity challenges. The meeting also heard that publicity had been rolled out across 23 tube stations as well as on buses and on poster sites and cultural attractions.

A Member asked whether the annual Bartholomew Fair was the best way to generate footfall and whether the event generated value for money. The meeting heard that independently provided data indicated that the event generated £1.8M revenue, and that a range of options were being considered on the merits or otherwise of running a further event of that kind to include an analysis of spend, footfall and revenue.

Noting earlier commitments to generating additional funding to cover future events, the Committee heard that the intention is for funding of large-scale events to come from external partners in future, and that such funding would be required for future iterations of Bartholomew Fair, in response to a question on whether the Bartholomew Fair event would be held again. Members noted the need for certainty on the matter given the need to form partnerships, generate interest and properly publicise the event.

A Member noted that BIDs already had significant plans for the Christmas season and that there was merit in working with the BIDs to deliver seasonal events – noting, in response to a Member question, that the overspend on Bartholomew Fair would result in a lighter-touch Christmas programme on the part of the City of London Corporation. The meeting heard that the BIDs were separate to the Corporation and that any relationship with BIDs was based on goodwill, though I&G have been working closely with the BIDs. The Committee noted that there is currently no formal understanding between the City of London and its BIDs, despite the urgent need for such an understanding.

Members commented that there was room for improvement in City of London Corporation communications plan.

Referencing the overspend set out in paragraphs 12 and 13, a Member commented on an apparently excessive security presence at some events. The meeting heard that DC had agreed security levels with the City's security team, and additional counter-terrorism measures (that were partly responsible for the overspend) were introduced following direct recommendations from the City of London Police shortly before the event.



A Member asked for clarification on the budget allocated for cleaning, and whether additional public toilets were provided. The meeting heard that cleansing costs came directly from the event budget. Additional bins and waste collection services were provided at a cost of £6.2K. Additional toilet facilities were managed through local business partnerships, and portable toilets were provided by the City of London where necessary.

## 12. **CULTURAL PLANNING FRAMEWORK**

The Committee noted the report of the Executive Director, Innovation & Growth, and the Interim Executive Director, Environment.

The Committee noted that the Cultural Planning Framework (CPF) is a tool being developed as a cross-departmental project to enable the City Corporation to use its planning system to better orchestrate how culture is delivered across the Square Mile by developers of major schemes, creating an evidence base and set of recommendations to underpin the production of new planning guidance for culture that can be introduced to complement the City Plan 2040, and which has the potential to contribute data and content towards any future cultural strategy that the City Corporation may produce in the future. Members commented on the urgency of establishing a clear vision and strategy to utilise those tools, noting that paragraph 9 states that the CPF “is not of itself a cultural strategy”.

Members commented on the importance of encompassing a sports and learning provision into the CPF and overarching strategy.

In response to a question on the nature of the Committee’s involvement in the development of the CPF (and a request for ongoing transparency), the meeting heard that a more advanced CPF would be brought to the Committee (and other Committees) to help shape the CPF that will later be brought to wider public consultation, noting also that the Committee would be kept updated on the consultancy process.

A Member sought clarification that the cultural element of the CPF would be properly embedded within the Planning remit. The meeting noted that the planning system could not be utilised to secure a specific end-user operator for any cultural offering as such a move would generate legal obligations on a land developer, but that spaces would be secured for cultural offerings. Members heard that developers were being encouraged to give input at an early stage on potential occupiers of cultural spaces.

On paragraph 8 of the report, a Member commented that the Committee had not been consulted on the appointment of Publica Associates Ltd and TJ Culture Ltd. The meeting noted that future relevant commissions would be signalled to the Committee.

Members noted that the first line of paragraph 13 should read “spring 2024” not “spring 2023”.

## 13. **DESTINATION CITY REVIEW**

The Committee received the report of Executive Director Innovation & Growth ‘Destination City Review 2023-24’ circulated on Friday 17 November 2023 that

set out the background, terms of reference and timetable for the Destination City Review.

The following points were made by Members:

- There is no obvious reference to direct comprehensive resident engagement and voluntary groups
- Local entities such as the Guildhall School of Music and Drama and the Barbican Centre did not appear to have been involved
- The role of Chief Commoner should be explicitly included in senior leadership involvement to ensure governance issues are managed upstream in a cross-cutting manner via a dedicated governance entity
- The annual Lord Mayor's show should be explicitly referenced, particularly around seating provision
- Further information on the budget for the Review and the appointment process of Paul Martin, would be welcome
- The Destination City brand is powerful and has a lot of potential

The Committee noted that the Resident Envoy position was designed to engage residents, some commenting that the Resident Envoy position was still ambiguous and that more comprehensive resident engagement would be beneficial as part of the Destination City strategy, including around St Bartholomew's Hospital. The meeting noted that the engagement strategy would run to late January 2024 so that more time could be dedicated to resident engagement to include online tools, among them a Member survey (see action point 9).

A Member commented on an apparent lack of clarity on leadership and ownership, as well as aims and objectives, and asked that clear measurable objectives be set out. The meeting heard that the Destination City Review would encompass consideration of leadership and ownership, noting the Corporation's ending about five years ago of a cross-cutting cultural policy leadership and oversight role at senior officer level that encompassed other City focus areas (including Environment, Planning and Finance) as well as libraries and other cultural activities. A number of Members commented that a senior-level cultural policy and vision officer role would be welcome, commenting also on the need for the Destination City review outcomes to result in a transformational programme over and above the aim of generating footfall.

The meeting noted that the appointment of Paul Martin was made by the Town Clerk & Chief Executive (taking into account the background and expertise of Paul Martin) and that the budget information (though not necessarily details of any contract) may not yet be in the public domain.

The Committee endorsed (with no Members expressing dissent) the broad aims, context and timetable of the Destination City review as set out in the paper submitted that included strategies, objectives and Terms of Reference noting also the reservations, comments and concerns expressed above (particularly around consultation, leadership and governance) and noting the need for a transformational programme beyond generating additional footfall,

and for the implementation of a permanent senior officer role in the CoLC in the domain of establishing and co-ordinating a wide-ranging cultural policy and vision.

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

There were no questions.

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

There was no other business.

**16. EXCLUSION OF THE PUBLIC**

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

**The meeting ended at 1.15pm**

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Chairman

**Contact Officer: Jayne Moore**  
**[jayne.moore@cityoflondon.gov.uk](mailto:jayne.moore@cityoflondon.gov.uk)**

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**CULTURE HERITAGE & LIBRARIES COMMITTEE**  
**Outstanding Actions (updated November 2023)**

<b>Action Number</b>	<b>Date</b>	<b>Action</b>	<b>Responsible Officer</b>	<b>Progress Update</b>
1	22 May 2023	Destination City to provide an overview of its overarching strategy and remit including an implementation programme	DC executive	DC presentation viewed on 17 July 2023
2	22 May 2023	Cultural calendar to be drawn up to include a forward plan/embassy engagement	DC executive	Presented by DC on 17 July 2023
3	22 May 2023	Officer working group on cultural vision and strategy to report outcomes and recommendations to July meeting	Officers	17 July 2023: draft outline in progress ahead of submission to CHL in autumn
4	22 May 2023	Keats Grove temporary licence to be progressed	RS	Update provided 17 July 2023, agenda item in Jan 2024
5	17 July 2023	Folio 400 Jaggard Print House memorial: updates to be provided	Officers	
6	18 Sep 2023 (item 3)	Enquire about whether a working group paper outline was prepared by outgoing CEO and Artistic Director of Barbican – see also action point 3	Clerk	Paper forwarded to Chair/D Chair
7	18 Sep 2023 (item 9)	Barbican Library Refresh CIL funding: Clarity to be provided on timeframe of CIL payments, and its role in overall funding	RL	The anticipated timeframe for the CIL payments is April 2024 to June 2025. Money will be made available once Gateway process to the point of being able/ready to begin the work is completed - after the completion of the Community Meeting Room.
8	20 Nov 2023 (item 5)	Follow up City Property Association literature to clarify publication of strategic vision material authored by former Head of Profession	Clerk	<a href="#">CWPA18_Destination_City.indd</a> <a href="http://citypropertyassociation.com"> (citypropertyassociation.com)</a> Text available at above link.
9	20 Nov 2023 (item 13)	Committee to be given information on outcome of Member survey on Destination City	DC executive	



<b>Committee:</b> Culture, Heritage and Libraries Committee	<b>Dated:</b> 29 January 2024
<b>Subject: Annual Review of the Committee's Terms of Reference</b>	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	3, 8, 10
<b>Does this proposal require extra revenue and/or capital spending?</b>	
<b>If so, how much?</b>	
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	
<b>Report of: Town Clerk &amp; Chief Executive</b>	<b>For Discussion</b>
<b>Report author: Jayne Moore</b>	

## Summary

The Committee's current Terms of Reference are submitted here to give the Committee an opportunity to consider them ahead of the Committee's March 2024 meeting, and ahead of the meeting of the Court of Common Council on 25 April 2024, at which Committees are re-appointed.

## Recommendations

Members are asked to:

1. review the Committee's Terms of Reference

## 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.

## Appendix (1)

- Appendix 1 – Terms of Reference of the Culture, Heritage and Libraries Committee (Order of the Court – April 2023).

## Jayne Moore

Governance Officer

E: [jayne.moore@cityoflondon.gov.uk](mailto:jayne.moore@cityoflondon.gov.uk)

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LYONS, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 27 <sup>th</sup> April 2023, doth hereby appoint the following Committee until the first meeting of the Court in April, 2024.
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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.
  
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 (other than the Small Business Research Centre (SBREC));
  - (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 of the City Information Centre, the Monument, the Roman Villa and Baths (Lower Thames Street);
  - (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;~~ **now overseen by CoLPAB as funded by CoL Police budget**
  - (l) Except for those matters reserved to the Court of Common Council or which are the responsibility of another Committee, the Committee will be responsible for all aspects of the Guildhall Library Centenary Fund [206950] and Keats House [1053381] day-to-day management and administration of the charities. The Committee may exercise any available powers on behalf of the City Corporation as trustee under delegated authority from the Court of Common Council as the body responsible for exercising the powers of the City Corporation as trustee. This includes, but is not limited to, ensuring effective operational arrangements are in place for the proper administration of the charities, and to support expedient and efficient delivery of the charities' objects and activities in accordance with the charities' annual budgets, strategies and policies;
  - (m) 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;
  - (n) responsibility for the production and publication of the official City of London Pocketbook;
  - (o) appointing such Sub-Committees and/or Consultative Committees as are considered necessary for the better performance of its duties including the following areas:-
    - Keats House
  - (p) 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.

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Culture, Heritage and Libraries Committee Forward Plan 2024

March	2024-25 budget estimates		
	CAI recommendations		
	CCS high-level business plan - draft		
	Trustee annual report – GH Library Centenary fund		
	2024-25 budget estimates		
	Keats House fees & charges 2024/25		
	Keats House Activities Plan 2024/25		
	DC – Connect to Prosper		
May	LMA update		
	Libraries update		
	Election of Chair and D Chair		
	Keats House 2023/24 update report		
	Monument 2023/24 update report		
July	Revenue outturn		
	Libraries end of year update		
	CAI recommendations		

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# Agenda Item 7

<b>Committee(s)</b>	<b>Dated:</b>
Culture Heritage & Libraries Committee	29 January 2024
<b>Subject:</b> Departmental Budget Estimates 2024-25 – Culture, Heritage and Libraries Committee	<b>Public</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N/A</b>
<b>Report of:</b> The Chamberlain Deputy Town Clerk Executive Director of Innovation & Growth Interim Executive Director Environment Executive Director of Community and Children’s Services The City Surveyor	<b>For Decision</b>
<b>Report author:</b> Mark Jarvis - Head of Finance, Chamberlain’s Department Reece Surridge – Finance Business Partner - Chamberlains	

## Summary

This report is the annual submission of the revenue budgets in relation to the operational services directly overseen by your committee. It is asking Members to note the latest revenue budget for 2023/24 and approve the proposed revenue budget for 2024/25.

The estimates presented in this report are for the services by Chief Officer, which are summarised below:

- i) **Deputy Town Clerk** – Guildhall Library, London Metropolitan Archives (LMA), City Records Service and Heritage Gallery
- ii) **Executive Director of Innovation & Growth** – The Destination City Team made up of - Guildhall Art Gallery, City Outdoors Programme, Visitor and City Information Services
- iii) **Executive Director of Community and Children’s Services** – Artizan Street, Barbican and Shoe Lane Libraries.
- iv) **Interim Executive Director Environment** – Keats House and Monument
- v) **The City Surveyor** – Mayoralty & Shrievalty and Lower Thames Street

The proposed budget for 2024/25 totals net expenditure of £21.481m, which is an increase of £0.570m (2.73%) compared with the 2023/24 original budget of £20.911m, which is principally due to:

- The full year effect of the July 2023 pay award (inc winter payment) (£0.806m),
- Net 3% inflation (£0.231m),
- Increase in repairs and maintenance costs (£0.017m),
- An increase in the Cyclical Works Programme (£0.050m),
- 3% inflationary uplift applied to the Museum of London grant (£0.159m),

- These increases are partially offset by the Small Business, Research & Enterprise Centre transferred to P&R committee (£0.569m),
- Implementation of fundamental review savings (£0.020m),
- A decrease in capital and support services recharges (£0.099m).

The overall budget is summarised by Chief Officer in the following table.

Summary Revenue Budgets 2023/24 and 2024/25 By Chief Officer and Risk (Table 1)	Original Budget 2023/24	Latest Budget 2023/24	Movement 2023/24 Original to Latest	Original Budget 2024/25	Movement 2023/24 Original to 2024/25
	£m	£m	£m	£m	£m
<b>Local Risk</b>					
The Deputy Town Clerk	(3.880)	(3.588)	0.292	(3.814)	0.066
Executive Director of Innovation Growth	(1.263)	(1.277)	(0.014)	(1.388)	(0.125)
Executive Director of Community and Children's Services	(2.356)	(2.522)	(0.166)	(2.662)	(0.306)
Interim Executive Director Environment	0.038	(0.061)	(0.099)	0.003	(0.035)
The City Surveyor	(0.100)	(0.104)	(0.004)	(0.104)	(0.004)
<b>Total Local Risk</b>	<b>(7.561)</b>	<b>(7.552)</b>	<b>0.009</b>	<b>(7.965)</b>	<b>(0.404)</b>
<b>Central Risk</b>					
The Deputy Town Clerk	(0.742)	(0.742)	0.000	(0.742)	0.000
Executive Director of Innovation Growth	(0.340)	(0.340)	0.000	(0.382)	(0.042)
Executive Director of Community and Children's Services	(0.283)	(0.283)	0.000	(0.283)	0.000
Interim Executive Director Environment	(0.008)	(0.008)	0.000	(0.022)	(0.014)
The City Surveyor	(0.006)	(0.006)	0.000	(0.006)	0.000
Central Management of CHL	(5.292)	(5.292)	0.000	(5.451)	(0.159)
<b>Total Central Risk</b>	<b>(6.671)</b>	<b>(6.671)</b>	<b>0.000</b>	<b>(6.886)</b>	<b>(0.215)</b>
<b>Cyclical Works Programme (CWP)</b>	<b>(0.409)</b>	<b>(0.496)</b>	<b>(0.087)</b>	<b>(0.459)</b>	<b>(0.050)</b>
<b>Capital and Support Services</b>	<b>(6.270)</b>	<b>(6.269)</b>	<b>0.001</b>	<b>(6.171)</b>	<b>0.099</b>
<b>Committee Total</b>	<b>(20.911)</b>	<b>(20.988)</b>	<b>(0.077)</b>	<b>(21.481)</b>	<b>(0.570)</b>

## Recommendation

Members are asked to:

- Review the proposed allocation of the 2024/25 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 Deputy Town Clerk, Executive Directors of Community and Children's Services, Environment, Innovation & Growth and the City Surveyor to revise these budgets to allow for any further implications arising from Corporate Projects, the Target Operating Model other reviews and changes to the Cyclical Works Programme.
- Authorise the Chamberlain to agree minor amendments for 2024/25 budgets arising during budget setting.

## **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 original budget for the current year.
3. The overall budget is summarised in Table 1, including detail on the movement between the original and latest budget for the current financial year, and the movement between the original 2023/24 and proposed budget for 2024/25.

### **Assumptions**

4. The estimate for 2024/25 includes a 3% uplift for inflation and the full year impact of pay increases to staff arising from the pay deal effective from July 2023 and winter pay award effective from April 2023.
5. Members should note that the Cyclical Works Programme (CWP) figures included in the Estimate Report relate only to elements of previously agreed programmes, which will be completed in 2023/24 and 2024/25. The separate bid for CWP works programme for 2024/25 has not been included in this report. The report will be submitted to Committee in January 2024 and will then require approval from Resource Allocation Sub-Committee to agree the funding. Once both Sub-Committees have agreed the 2024/25 programme Members will be advised of the outcome and Members are asked to authorise the Chamberlain to revise the budgets to allow for these approvals.
6. The estimate for 2024/25 does not include the 24/25 Destination City Growth Bid of £2.3m which was in principle awarded for three years (22/23 – 24/25) as a one off from contingency funds each year.

### **Business Planning Priorities for 2024/25**

7. The Deputy Town Clerk's Department, Innovation and Growth Department, Environment Department and Department of Community and Children's Services'

business priorities for the forthcoming year are set out in the 2024/25 business plans.

### **Departmental budget estimates for 2024/25**

8. The proposed budget for 2024/25 totals net expenditure of £21.481m, which is an increase of £0.570m (2.73%) compared with the 2023/24 original budget of £20.911m. The main reasons for this increase are:

i) **Deputy Town Clerk (£0.066m net decrease)** – The full year effect of the July 23 pay award £0.392m and an 3% inflationary uplift of £0.111m. In year SBREC's reporting line was moved from Deputy Town Clerk to the Executive Director of Environment representing a budget decrease 0.569m.

ii) **Executive Directive of Innovation & Growth (£0.167m net increase)** – An increase of £0.167m broken down into - the full effect of the July 23 pay award £0.146m, a net 3% inflationary uplift £0.041m and offset by a previously agreed fundamental review savings of £0.020m.

iii) **Executive Director of Community and Children's Services (£0.306m net increase)** – The full effect of the July 2023 pay award £0.234m, net 3% inflationary uplift £0.079m.

iv) **Interim Executive Director Environment (£0.049m net increase)** – The full effect of the July 2023 pay award £0.034m, and an uplift to capital charges budgets of £0.014m.

v) **The City Surveyor (£0.004m net increase)** – This increase is in relation to an inflationary uplift of £0.004m.

vi) **A decrease in recharges (£0.049m)** – There has been a slight decrease in CHL's apportionment of the central recharges.

### **Potential Further Budget Adjustments**

9. The provisional nature of the revenue budgets recognises that further revisions maybe required to realign funds for:

i) Central and departmental support services apportionments; and

ii) Decisions of the Resource Allocation Sub Committee in relation to the Cyclical Works Programme.

### **Latest Approved Budget 2023/24**

10. The latest approved budget for 2023/24 totals net expenditure of £20.988m which is an increase of £0.077m (0.37%) compared with the original budget of £20.911m. £0.148m relates to the 2023 winter pay award applied to all staff, £0.399m is in relation to the July 2023 pay award & £0.087m relates to changes in the CWP



budgets. These are net off by a £0.569m reductions due to the relocation of SBREC to P&R committee.

## Staffing Statement

11. A summary of the employee related costs and FTEs by department are shown in the table below.

Table 2 Staffing Statement	Original Budget 2023-24		Proposed Budget 2024-25	
	Staffing Full-time equivalent	Estimated cost £m	Staffing Full-time equivalent	Estimated cost £m
Deputy Town Clerk	80.3	(4.279)	72.5	(4.208)
Executive Director of Innovation & Growth	28.4	(1.700)	25.8	(1.767)
Executive Director of Community and Children's Services	46.7	(2.344)	43.4	(2.269)
Interim Executive Director Environment	9.6	(0.525)	8.8	(0.512)
<b>Grand Total</b>	<b>165.0</b>	<b>(8.848)</b>	<b>150.5</b>	<b>(8.756)</b>

12. Staffing levels have decreased for the Deputy Town Clerk' teams, Innovation & Growth and Community and Children's Services between 2023/24 and 2024/25.

13. A breakdown of staffing costs and FTE's by division of service can be found in Appendix 5.

## Capital and Supplementary Revenue Project Costs

14. 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 2024.

## 2023/24 Financial Position as at 31<sup>st</sup> December 2023

15. CHL committee budgets are forecasting a £41k overspend for 2023/24 financial year as at Q3 period end.

## Security Implications

16. 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.

## Financial Implications

17. The proposed 2024/25 budget includes a 3% inflationary uplift based on the original 2023/24 budget after 2023 pay award and other adjustments have been taken into account.

18. The budgets overseen by this Committee of the Deputy Town Clerk, Executive Director of Innovation & Growth, Executive Director of Community and Children's

Services and Interim Executive Director Environment have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees.

### **Public sector equality duty**

19. 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.

### **Resourcing implications**

20. The budgets presented in this report are within their available resource base. As a result, there are currently no resourcing implications identified.

### **Conclusion**

21. This report presents budgets overseen by this Committee for 2024/25 for the Deputy Town Clerk, Executive Director of Innovation & Growth, Executive Director of Community and Children's and Executive Director of Environment for Members to consider and approve.

### **Appendices**

- Appendix 1 – Committee Summary – Analysis of Service Expenditure
- Appendix 2 – Summary Revenue Budget by Chief Officer (including recharges)
- Appendix 3 – Capital Project Bids 2024/25
- Appendix 4 – Staffing Statement

### **Contacts:**

#### **Mark Jarvis**

Head of Finance: Chamberlains Department

[Mark.Jarvis@cityoflondon.gov.uk](mailto:Mark.Jarvis@cityoflondon.gov.uk)

#### **Reece SurrIDGE**

Finance Business Partner: Chamberlain's Department

[Reece.SurrIDGE@cityoflondon.gov.uk](mailto:Reece.SurrIDGE@cityoflondon.gov.uk)



<b>SUMMARY BY RISK</b>				
	Original Budget	Latest Approved Budget	Proposed Budget	Movement
Analysis of Service Expenditure by Risk	2023-24	2023-24	2024-25	2023-24 ORI to 2024-25 ORI
	£m	£m	£m	£m
<b>LOCAL RISK</b> <i>(budgets largely within direct control of Chief Officer)</i>				
<b>EXPENDITURE</b>				
Employees	(7.373)	(7.584)	(8.083)	(0.690)
Premises Related Expenses	(0.457)	(0.442)	(0.475)	(0.018)
Transport Related Expenses	(0.067)	(0.086)	(0.093)	(0.028)
Supplies & Services	(1.244)	(1.072)	(1.332)	(0.088)
Savings to be Applied	0.279	0.199	0.000	(0.279)
<b>Total Expenditure</b>	<b>(8.862)</b>	<b>(8.965)</b>	<b>(9.983)</b>	<b>(1.101)</b>
<b>INCOME</b>				
Charges for specific services	1.301	1.413	1.998	0.697
<b>Total Income</b>	<b>1.301</b>	<b>1.413</b>	<b>1.998</b>	<b>0.697</b>
<b>TOTAL LOCAL RISK</b>	<b>(7.561)</b>	<b>(7.552)</b>	<b>(7.985)</b>	<b>(0.404)</b>
<b>CENTRAL RISK</b> <i>(managed by Chief Officer but outcome can be strongly influenced by factors outside his/her control or are budgets of a corporate nature)</i>				
<b>EXPENDITURE</b>				
Employees	(0.129)	(0.129)	(0.171)	(0.042)
Premises Related Expenses	(1.098)	(1.098)	(1.098)	0.000
Transport Related Expenses	(0.001)	(0.001)	(0.001)	0.000
Supplies & Services	(0.289)	(0.292)	(0.289)	0.000
Capital Charges	(0.038)	(0.038)	(0.051)	(0.015)
Joint Ventures	(5.292)	(5.292)	(5.450)	(0.158)
Savings to be Applied	0.000	0.023	0.000	0.000
<b>Total Expenditure</b>	<b>(6.823)</b>	<b>(6.823)</b>	<b>(7.038)</b>	<b>(0.215)</b>
<b>INCOME</b>				
Charges for specific services	0.152	0.152	0.152	0.000
<b>Total Income</b>	<b>0.152</b>	<b>0.152</b>	<b>0.152</b>	<b>0.000</b>
<b>TOTAL CENTRAL RISK</b>	<b>(6.671)</b>	<b>(6.671)</b>	<b>(6.886)</b>	<b>(0.215)</b>
<b>TOTAL EXPENDITURE BEFORE SUPPORT SERVICES AND CAPITAL CHARGES</b>	<b>(14.232)</b>	<b>(14.223)</b>	<b>(14.851)</b>	<b>(0.619)</b>
<b>SUPPORT SERVICES AND CAPITAL CHARGES</b>				
Central Recharges	(4.720)	(4.719)	(4.318)	0.402
Capital Charges	(1.831)	(1.831)	(2.134)	(0.303)
Recharges Within Fund	(0.175)	(0.175)	(0.175)	0.000
Recharges Across Funds	0.456	0.456	0.456	0.000
Cyclical Works Programme (CWP)	(0.409)	(0.496)	(0.459)	(0.050)
<b>Total Support Services and Capital Charges</b>	<b>(6.679)</b>	<b>(6.765)</b>	<b>(6.630)</b>	<b>0.049</b>
<b>TOTAL NET EXPENDITURE</b>	<b>(20.911)</b>	<b>(20.988)</b>	<b>(21.481)</b>	<b>(0.570)</b>

## Appendix 2

Analysis by Service Managed	Fund	Actual 2022/23 £m	Original Budget 2023/24 £m	Latest Approved Budget 2023/24 £m	Original Budget 2024/25 £m	Movement 2023/24 OR 2024/25 OR £m
Executive Director of Innovation & Growth						
Guildhall Art Gallery	CF	(3.025)	(2.774)	(2.782)	(2.616)	0.158
Visitor & City Information Services	CF	(1.093)	(1.110)	(1.089)	(1.235)	(0.125)
City Outdoor Arts Programme	CF	(0.578)	(0.369)	(0.398)	(0.410)	(0.041)
<b>Total Executive Director of Innovation &amp; Growth</b>		<b>(4.696)</b>	<b>(4.253)</b>	<b>(4.269)</b>	<b>(4.261)</b>	<b>(0.008)</b>
Deputy Town Clerk						
Guildhall Library	CF	(0.626)	(0.574)	(0.605)	(0.610)	(0.036)
Small Business, Enterprise & Research Centre (SBREC)	CF	(0.540)	(0.569)	0.000	0.000	0.569
London Metropolitan Archives	CF	(3.071)	(2.970)	(3.187)	(3.253)	(0.283)
London Metropolitan Archives Projects	CF	0.000	(0.101)	(0.140)	(0.098)	0.003
City Records Services	CF	(1.045)	(0.985)	(1.054)	(1.215)	(0.230)
Heritage Gallery	CE	(0.025)	(0.025)	(0.025)	(0.025)	0.000
<b>Total Deputy Town Clerk</b>		<b>(5.307)</b>	<b>(5.224)</b>	<b>(5.011)</b>	<b>(5.201)</b>	<b>0.023</b>
Interim Executive Director Environment						
Keats House	CE	(0.382)	(0.300)	(0.372)	(0.431)	(0.131)
Monument	CE	(0.125)	0.092	0.065	0.018	(0.074)
<b>Total Interim Executive Director Environment</b>		<b>(0.507)</b>	<b>(0.208)</b>	<b>(0.307)</b>	<b>(0.413)</b>	<b>(0.205)</b>
Director of Community & Children's Services						
Barbican & Shoe Lane Libraries	CF	(3.059)	(3.131)	(3.287)	(3.431)	(0.300)
Artizan Street Library	CF	(0.421)	(0.398)	(0.413)	(0.446)	(0.048)
<b>Total Director of Community &amp; Children's Services</b>		<b>(3.480)</b>	<b>(3.529)</b>	<b>(3.700)</b>	<b>(3.877)</b>	<b>(0.348)</b>
City Surveyor						
Roman Remains & Guildhall Complex Land	CF	(0.028)	(0.035)	(0.037)	(0.025)	0.010
Mayoralty & Shrievalty	CE	(0.157)	(0.118)	(0.120)	(0.123)	(0.005)
<b>Total City Surveyor</b>		<b>(0.185)</b>	<b>(0.153)</b>	<b>(0.157)</b>	<b>(0.148)</b>	<b>0.005</b>
Culture, Heritage & Libraries Directorate						
Museum of London	CF	(5.292)	(5.292)	(5.292)	(5.450)	(0.158)
<b>Total City Fund</b>	CF	<b>(20.897)</b>	<b>(20.560)</b>	<b>(20.538)</b>	<b>(20.920)</b>	<b>(0.360)</b>
<b>Total City's Cash</b>	CE	<b>(0.689)</b>	<b>(0.351)</b>	<b>(0.452)</b>	<b>(0.561)</b>	<b>(0.210)</b>
<b>Total</b>		<b>(21.586)</b>	<b>(20.911)</b>	<b>(20.988)</b>	<b>(21.481)</b>	<b>(0.570)</b>

### **Appendix 3- Capital Project Bids for 2024/25**

No Capital Bids for 2024/25.

## Appendix 4

Staffing statement	Original Budget 2023/24		Original Budget 2024/25	
	Staffing FTE	Estimated cost £m	Staffing FTE	Estimated cost £m
Guildhall Library	8.5	(0.460)	9	(0.495)
Small Business and Research Enterprise Centre (SBREC)	7	(0.416)	0	0.000
London Metropolitan Archives (LMA)	36.7	(1.985)	36.7	(2.175)
London Metropolitan Archives (LMA) Projects	10.0	(0.449)	7.1	(0.377)
City Records Services	18.1	(0.969)	19.7	(1.161)
<b>Total Deputy Town Clerk</b>	<b>80.3</b>	<b>(4.279)</b>	<b>72.5</b>	<b>(4.208)</b>
Guildhall Art Gallery	3.2	(0.201)	2.6	(0.193)
Visitor Services & City Information Centre	25.2	(1.499)	23.2	(1.574)
<b>Total Executive Director of Innovation &amp; Growth</b>	<b>28.4</b>	<b>(1.700)</b>	<b>25.8</b>	<b>(1.767)</b>
Barbican and Shoe Lane Libraries	40.7	(2.086)	37.4	(1.981)
Artizan Street Library	6.0	(0.258)	6	(0.288)
<b>Total Executive Director of Community and Children's Services</b>	<b>46.7</b>	<b>(2.344)</b>	<b>43.4</b>	<b>(2.269)</b>
Keats House	4.0	(0.245)	3.9	(0.247)
Monument	5.6	(0.280)	4.9	(0.265)
<b>Total Interim Executive Director Environment</b>	<b>9.6</b>	<b>(0.525)</b>	<b>8.8</b>	<b>(0.512)</b>
<b>TOTAL CULTURE, HERITAGE AND LIBRARIES</b>	<b>165.0</b>	<b>(8.848)</b>	<b>150.5</b>	<b>(8.756)</b>

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<b>Committee(s):</b> [Culture, Heritage and Libraries – For Decision	<b>Dated:</b> 29/01/2024
<b>Subject:</b> Draft High-Level Business Plan 2023/24 – London Metropolitan Archives	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	n/a
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£</b>
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	n/a
<b>Report of:</b> Greg Moore	<b>For Decision</b>
<b>Report author:</b> Emma Markiewicz	

## Summary

This report presents for approval the high-level Business Plan for London Metropolitan Archives for 2024/25.

## Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the London Metropolitan Archives Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2024/25.

## Main Report

### Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2023/24, the high-level Business Plan has been further evolved to describe the funding and people resources associated with each priority workstream. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel. The Corporate Strategy and Performance Team

is working closely with departments to ensure that all Departmental Business Plans are aligned with Corporate Plan 2024-29.

### **Draft final high-level Business Plan for 2024/25**

3. This report presents, at Appendix 1, the draft final high-level Business Plan for 2024/25 for London Metropolitan Archives.

Sections to answer:

- a. Member Involvement:

The draft has been shared with the Chair and Deputy Chair for comment in advance. We will report on aspects of the report throughout the annual Committee cycle for comment, information and approval as per the usual process.

- b. Prioritisation:

Priorities for LMA have been shared with CHL through the provision of regular updates throughout the Committee cycle, and these are reflected in our ongoing business planning.

The two key priority areas we would highlight from within the plan are the LMA Accommodation review and audience development plans, which work together to inform a new vision for LMA and its future home.

- c. Synergies and combatting silos

The major areas of the plan which is cross-cutting are:

- LMA accommodation review – this will require close working with Surveyors and Chamberlains departments. The next step is to seek approval for the vision for LMA, after which time a working group will be set up to ensure collaboration between all departments key to the delivery of this project
- Audience growth and development- this will require close working with the Destination City Team. LMA is a member of the DC Steering Group and has regular meetings with the team for operational purposes.

- d. Resources utilised:

The bulk of the LMA budget is on staffing costs, and through our restructure we are ensuring better use of staff resource through new job descriptions and allowing greater development within individual roles. Our new mission statement and vision will ensure all teams work together to achieve shared priorities of audience growth and development. Our public spaces are critical to delivering on the audience strategy, but we are keeping the spend minimal and focussing on refreshing the spaces to allow for greater flexibility and a more welcoming environment to keep the costs low while the long-term accommodation issue is resolved.

- e. Performance Measurement:

Performance against KPIs is monitored internally through quarterly reporting and regular meetings as a senior management team for LMA.

f. Measuring Impact and Value for Money (VfM):

Quantitative and qualitative data is gathered from our users on an annual basis, and additionally as required via surveys to our mailing lists and in our reading rooms.

### Departmental Operational Property Assets Utilisation Assessment

4. **[In this section Chief Officers are required under delegations to report on compliance with Standing Order 56.** A utilisation assessment and comparative organisation/asset benchmarking is required. The assessment should also be provided to the Operational Property Review Board]:

a. In relation to the operational property assets allocated for the delivery of services (state or list in an appendix), these are fully utilised / partly utilised / not utilised.

London Metropolitan Archives site in Northampton Road, Islington: The site is fully used. We anticipate that storage areas will reach full capacity in 2032. The lease on the site expires in 2035.

Guildhall Library: The spaces used to deliver the public library service and store library books are fully used. Library office spaces are partly utilized but are fully used at times, depending on the presence of volunteers and visiting staff from London Metropolitan Archives.

b. The processes/resources/expertise were employed to achieve this evaluation were: (state or list in an appendix)

Information was compiled in liaison with the Corporate Strategy and Performance Team and City Surveyor's Department.

c. How partly utilised or not utilised operational property assets will be better utilised: (state a plan to reorganise or rationalise services to improve utilisation)

The London Metropolitan Archives site in Northampton Road comprises public research, office and archive storage space. The majority of space on the site is dedicated to the storage of archives. Following audience research commissioned at the end of 2022, a program to refurbish the public spaces is currently in development. Use of office spaces is also currently under review, to ensure that available space is used effectively. The majority of staff already work in the public research spaces, open office areas or technical studios, and we expect any development or reorganisation to be relatively light touch.

We will continue to review use of Guildhall Library spaces following the establishment of the NLA London Centre in the adjacent area. The main Guildhall Library office area has (tight) capacity for 12 desks. The desks are utilized by the library team, volunteers and visiting members of the London

Metropolitan Archives team. Utilization can vary from day to day, as some of the library team also work on public enquiry desks in the public library space.

## **Corporate & Strategic Implications**

LMA's Business Plan supports the Corporate Plan, specifically in the areas of public services, outstanding education and lifelong learning; in destination, culture and leisure; belonging and community contribution. We also deliver against the UK Government strategy for archives, *Archives Unlocked*.

### **Security implications**

No

### **Financial implications**

No

### **Public sector equality duty**

We expect workstreams 2 and 4 to have a positive impact on people protected by existing equality legislation.

Workstream 2 will purposefully seek engagement with all Londoners, developing public engagement which reflects London's diversity today, building on programming developed around our Unforgotten Lives exhibition (2023/24), which focusses on Londoners of African, Caribbean, Asian and indigenous heritage who lived and worked in the city between 1560 and 1860. Our new website will be a gateway to London's past, which positively reflects London today and our new brand will create an identity which is accessible and understandable.

Workstream 4 will reimagine our public spaces, creating an environment which is welcoming to all and considers the need of all our visitors.

Our internal EDI Forum will review and develop our practice, monitoring our EDI action plan throughout the year.

### **Resourcing implications**

The future accommodation project is not attached to any funding at this point, LMA has funded a strategic review into our spatial and business model requirements for the future and we are working closely with City Surveyors to identify next steps in seek funding for development options at the right time.

### **Conclusion**

This report presents the high-level Business Plan for 2024/25 for London Metropolitan Archives for Members to consider and approve.

### **Appendices**

- Appendix 1 – Final high-level Business Plan 2024/25

**Emma Markiewicz**  
Director, London Metropolitan Archives  
E: [emma.markiewicz@cityoflondon.gov.uk](mailto:emma.markiewicz@cityoflondon.gov.uk)

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# London Metropolitan Archives (LMA)

We are London's archive service, collecting, preserving, sharing and celebrating the stories of London and Londoners, covering the greater London area, with local, national and international audiences.

As the second largest archive in the UK, we manage over 100km of collections, working with a wide range of digital and onsite audiences. We deliver the Guildhall Library service, the City of London Records Management Service and collaborate with other City of London departments.



## Our Strategy and Cross-cutting strategic commitments

### Key City of London Strategies:

1. Corporate Plan and People Strategy 2024/29
2. Climate Action Strategy 2020/27
3. Digital Skills Strategy 2018/23
4. Social Mobility Strategy 2018/28
5. Destination City

### Our Strategic Objectives:

1. **Building and Spaces** - We will reimagine the public spaces, creating a welcoming and inspiring environment to open the archive to more people, and encourage new ways of using our collections.
2. **Audiences** - We will develop innovative events, learning programs and exhibitions to engage existing, new and bigger audiences; We will expand our digital offer to open up our collections to a wider audience.
3. **Services** - We will develop better and more coherent strategies for promoting LMA to significantly raise our profile and increase engagement with our services, and create a clear and engaging brand and identity.
4. **Collections** - We will diversify and expand collections, building an archive which reflects London today, rethinking how we catalogue and modernising our systems for digital and physical collections.
5. **Colleagues** - We will embrace cross team working to enhance skills development, grow our services collaboratively and encourage knowledge sharing.

## What's changed since last year...

New **strategic objectives**, vision and mission developed for LMA through HR led staff workshops

*The new strategic objectives put people, our audiences and staff at the heart of our work*

New **organisational structure** agreed and implemented from Aug to Dec 2023

*The new structure moves away from teams working in silos and supports knowledge and skills sharing*

A new **exhibition space** was developed to display more iconic items

*The new space allows us to share our most treasured items as a major attraction for new visitors*

Evening **events** aimed at a broader leisure audience were developed, introducing the archives to new visitors

*Our first theatre and music performance drew a new audience to LMA for a sold-out show*

### Our Mission

*We Preserve and Share London's History for you to Discover and Enjoy*

### Our Vision

*Opening London's History to the World*

# Our Major Workstreams for 2024/25

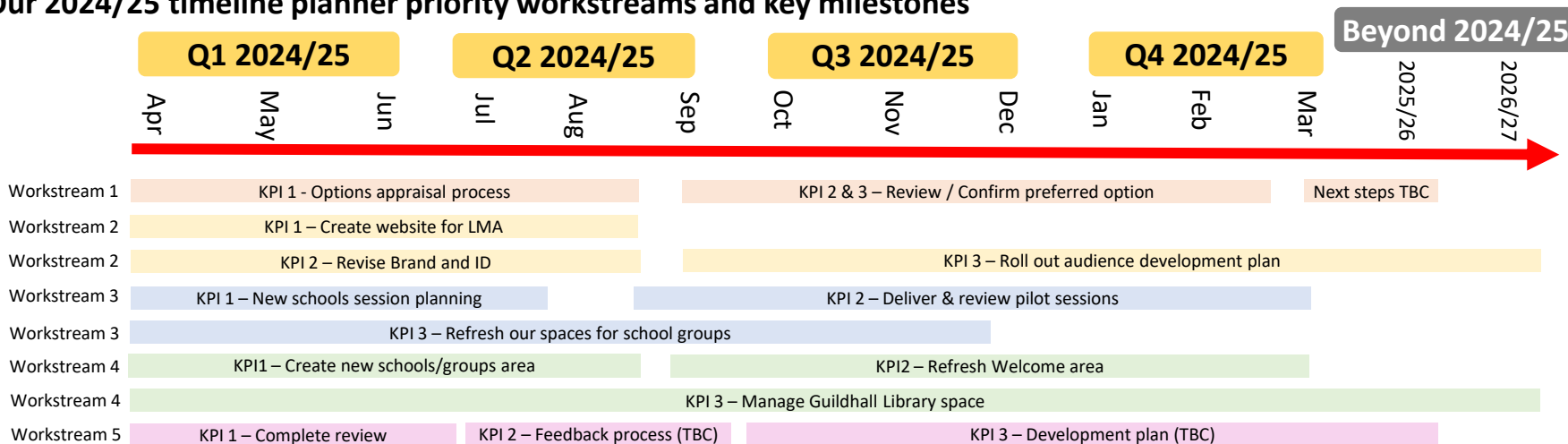
Workstream Name	Priority #	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
1. Develop an options appraisal process for the <b>LMA future accommodation program</b> and project	1	TBC	5	Duty & Statutory	LMA staff resource / City Surveyors	To define LMA's future ahead of lease expiry in 2035 and the enormous task of moving 100km of collections and the service.	KPI1 - Options appraisal process complete	Quarterly	Options appraisal process complete	N/A
							KPI2 - Options reviewed with Members and officers	Quarterly	Review with Members and officers complete	N/A
							KPI3 - Future accommodation option identified	Quarterly	Preferred option agreed, next steps defined	N/A
2. Engage existing, new and bigger <b>on-site and digital audiences</b>	2	12	11	Duty & Statutory	LMA staff resource / web developer / content editor / designer	A new website will support us in growing audiences. A new brand will make our offer easier to market.	KPI1 - Create website for LMA	Quarterly	New website created and launched	N/A
							KPI2 - Review and revise LMA brand and identity	Quarterly	New identity and branding launched	N/A
							KPI3 - Create an audience development plan	Quarterly	Complete and roll out the audience development plan	N/A
3. Review and develop our <b>school sessions</b>	3	5	5	Duty & Discretionary	LMA staff resource / education consultant	London school children will be inspired by new sessions focussing on archives and London history.	KPI1 - Complete sessions planning	Quarterly	Complete plan for the delivery of new sessions	N/A
							KPI2 - Deliver and review pilot sessions	Quarterly	16 pilot sessions delivered, review completed	N/A
							KPI3 - Refresh our spaces for school groups	Quarterly	Complete light touch refurb	N/A



# Our Major Workstreams for 2024/25 (continued)

Workstream Name	Priority #	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
4. Reimagine our <b>public spaces</b> enhancing our status as a visitor destination	4	4	2	Duty & Discretionary	LMA staff resource / City Surveyors	Visitor experience significantly improves; groups have secure access to original documents.	KPI1 - Create a new area for groups using original documents	Quarterly	New area is in use	N/A
							KPI2 - Welcome area light touch refurbishment	Quarterly	Refurbishment complete	N/A
							KPI3 - Manage the Library within the Guildhall Masterplan	Quarterly	Independent review of library service and spaces	N/A
5. Complete the <b>UK Archive Service Accreditation Standard</b> review	5	1	2	Duty & Statutory	LMA staff resource	Our practice is fully assessed, ensuring that we meet required standards.	KPI1 - Complete accreditation review process	Quarterly	Review submitted to accreditation panel	N/A
							KPI2 - Complete accreditation review process	Quarterly	Feedback process with accreditation panel complete	N/A
							KPI3 - Create development plan based feedback	Quarterly	Implement 2024/25 development plan	N/A

## Our 2024/25 timeline planner priority workstreams and key milestones



# Our Properties, Projects & Risks

## Operational Property Utilisation Assessment

Asset name	Assessment Complete?	Assessment Completion Date
London Metropolitan Archives	Yes	7 November 2023
Guildhall	Yes	7 November 2023

In-flight G2-G6 Projects	Health and Safety Business Plan Top 3 priorities
<ul style="list-style-type: none"> <li>Total number of Projects in flight : 1 (led by City Surveyors)</li> <li>100 % of which at each Gateway 2- 6</li> </ul> <p>Our Accommodation Project is currently outside the G2-G6 process.</p>	<ol style="list-style-type: none"> <li>Managing risk of fire, theft, pests and flood</li> <li>Managing and making accessible a large public building, including school visits on site</li> <li>Managing our staff accommodation and wellbeing, including off site and drivers</li> </ol>

### Medium Term Plans under consideration (2025/26 and 2026/27)

Priority list ( e.g. new legislation, services, projects, automation)	2025/26	2026/27	Funded or Unfunded
Improvement of public and staff spaces, including open shared office spaces.	x	x	Unfunded
LMA accommodation program, implementation following options appraisal, ahead of lease expiry in 2035	x	x	Unfunded
Replacement of our business-critical archives management system software	x		Unfunded

## Key Risks

Risk Title	Score
LMA accommodation: failure to identify and act upon a viable option for LMA accommodation within the required timeframe (possible/extreme)	24
Damage to or loss of the valuable and unique collections held by LMA and Guildhall Library through loss or damage to collections through fire, theft, pests or flood. (unlikely/extreme)	16
Our ability to provide access to collections through a well-managed, compliant publicly accessible space is compromised. (unlikely/major)	8
Our ability to generate income from commercial storage and collections licensing is compromised. (unlikely/major)	8

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

# Our People

The 2023 restructure of the service was developed through sessions with all staff and a consultation process. These sessions set a precedent for open staff engagement which we will continue to build on, with collaborative cross team workgroups for areas including events planning, marketing and EDI development.

We will review our local business planning process and aim to build a new methodology based on functions, bringing team members across the service together into a closer collaborative model.

We expect 2024/25 to feature less recruitment, other than replacing leavers, with a focus on delivery within the new structure.

During 2024/25 we will review our working practice and work openly with the full staff group to establish shared service values and define an aspirational working culture.

Note - 2022 Staff Engagement score: TC Dept 52%

## Our Teams

BUSINESS & OPERATIONS	COLLECTIONS ADVICE	COLLECTIONS CARE	COLLECTIONS KNOWLEDGE & ENGAGEMENT
7 	15 	8 	23 
DIGITAL CONTENT & DEVELOPMENT	ENGAGEMENT AND LEARNING	STRONG ROOM MANAGEMENT & PRODUCTION	GUILDHALL LIBRARY*
13 	6 	9 	10 

\*The Guildhall Library team are also members of the other seven teams.

## Equality Diversity & Inclusion

Our commitment to equality, diversity and inclusion is fundamental to our vision and our core values, ensuring our future as a dynamic and relevant archive with a positive and supportive culture, where all staff and people who engage with us feel empowered and respected, and our collections remain relevant to all Londoners.

Our work on our collections database to revisit terminology, our current exhibition Unforgotten Lives and our events programme are all examples of continued work to build inclusion and equity across the workforce and in how we deliver our services.

### Departmental Action Plan EDI first three priorities

1. Re-examining Collecting Policies to preserve the diversity of London's archives
2. Educating ourselves and staying relevant
3. Developing a workforce and audience that reflects London's diversity

### Number of Equality Impact Assessment Completed

Completed during 2023 restructure process.

## Our Work Locations

Total people resource is 83 FTE

London Metropolitan Archives	FTE 74 (inc. 7 FTC)
Guildhall Library	FTE 9

## Apprentices 2024/25



4

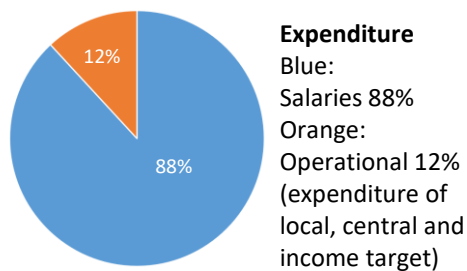
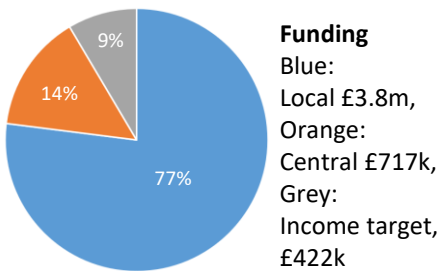
## Our Training Focus 2024/25

Management / Leadership  
 EDI Knowledge  
 Customer Service  
 Digital Skills

# Our Finance, Impacts & Partners

## Where our money comes from and what we spend it on

Total 2024-25 budget allocation is £4.53 million (LMA and Guildhall Library)



## Our Stakeholders (or Customers) Needs

LMA achieved an excellent 97% satisfaction rate with visitors in research carried out by independent third party\* (731 service users surveyed).

Visitors loved the collections and knowledgeable staff. Future users (2000 non-users who have an interest in visiting in the future) want exhibitions and a chance to see famous documents.

Current service users told us that they want better facilities including an onsite café and longer opening hours.

\*Source; Opinium 'Understanding current and future audiences' report, December 2022

97% Satisfied



## Our Impacts

Records impacts for 2022/23 as totals, or in comparison with previous year.

**6700** departmental files transferred



**11,000** more documents used by researchers



**22%** more London Picture Archive users



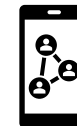
**9500** research enquiries answered



**37 million** views of web pages or digital images



**2.5 million** London Picture Archive image views



**778** more London school children engaged on site



**3480** hours of volunteer time



## Cumulative Totals

**14 terabytes** of digital archives preserved



**12.7 million** Digitised pages and images



**3 million** catalogued archives



## A selection of external partners we work with

### Culture & Heritage Sector



### Commercial



### Depositors & Community Partners



<b>Committee(s):</b> [Culture, Heritage and Libraries]	<b>Dated:</b> 29/01/2024
<b>Subject:</b> Proposed Fleet Street Heritage initiative	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	n/a
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£</b>
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	n/a
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report author:</b> Jayne Moore	

## Summary

This report presents a proposal for a Fleet Street Heritage initiative and seeks Members support for this local educational initiative created by a small non-profit organisation.

## Recommendation

Members are asked to:

- i. Note the report and agree to exploring next steps if supportive of the initiative
- ii. Note the potential involvement of the CAI, and note the potential for involving BIDs as potential funders of local cultural initiatives and arts projects.

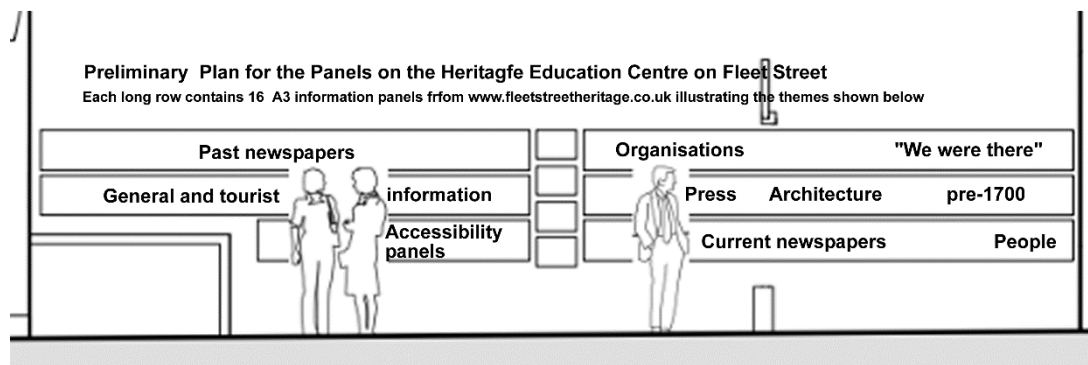
## Main Report

The Fleet Street Heritage Community Interest Company (CIC) created in 2020 has raised funds from the City of London CIL neighbourhood fund in the past for a range of projects, including the Fleet St Heritage Sundial opened by the then Lady Mayoress in 2021 – visuals and further information available here: [Fleet Street Heritage Sundial](#).

The Company has also produced 80 A3 panels about many aspects of the heritage of the Fleet Street neighbourhood, all of which are posted here: [www.fleetstreetheritage.co.uk](http://www.fleetstreetheritage.co.uk). It is now proposing that these panels should be printed onto large ceramic tiles which will be placed under the sundial - these will be on view all day, every day.

This proposal comes at a time when three sites on Fleet St are covered by hoardings as a consequence of the ongoing developments in the area. The new tiled panels would serve to remind everyone – locals, passers-by and the many tourists – that Fleet Street is a unique place within the City with a rich history.

The proposal is supported by the Castle Baynard Ward Club and by the Fleet Street Quarter BID. It would enhance the Fleet Street Conservation Area and would complement the City’s existing heritage walls at Magpie Alley and Queenhithe. It has already received plenty of public support from a petition to the City Corporation which is posted at <https://chnq.it/SSzWxnvhm> It is also supportive of the objectives of Destination City to drive up footfall and numbers of visitors to the Square Mile.



<b>Committee:</b> Culture, Heritage and Libraries Committee	<b>Date:</b> 29 January 2024
<b>Subject:</b> Report of Action Taken between meetings: Approval of Barbican Purple Hibiscus Project	<b>Public</b>
<b>Report of:</b> The Town Clerk & Chief Executive	<b>For Information</b>
<b>Report author:</b> Jayne Moore, Governance Officer	

## Summary

This report provides details of decisions taken under urgency procedures (in line with standing order 41A) since the last meeting of the CHL Committee.

## Recommendation

Members are asked to note the report.

## Main Report

### **BACKGROUND:**

At the meeting of the City Arts Initiative (CAI) on 07 December 2023, the CAI considered a proposal from Barbican Arts Centre for the site-specific public art installation 'Purple Hibiscus' by artist Ibrahim Mahama at Barbican Lakeside, to be in place for four months between February and August 2024.

The installation comprises approximately 2500 metres of bespoke cloth in pink and purple, woven by weavers and sewn together by hundreds of women from collectives in Ghana, and the fabric will be fitted around the Lakeside façade of the Barbican Centre.

The CAI has engaged with a wide range of relevant bodies including the Barbican Board, the Barbican Library, Barbican Gardeners, District Surveyors, Planning, City of London Girls School, GSMD, the Barbican Association, English Heritage, Gardens Trust and St Giles Cripplegate and numerous resident organisations.

The CAI (that includes 5 CHL Members) recommended that the application be approved by the CHL Committee subject to the obtention of the necessary listed building consent and planning permission. The installation would ideally be in place for the opening day of the exhibition 'Unravel: the Power and Politics of Textiles in Art' that opens on 13 February 2024 - link here: [Unravel | Barbican](#)

Further information, including visuals, are available here: [Barbican Arts Centre – temporary installation of a fabric woven artwork – Barbican Association](#)

The proposal was unable to go to the November 2023 CHL meeting as it was only submitted to City Arts Initiative on 29<sup>th</sup> November 2023.

Had the proposal been submitted to the CHL meeting of 29 January 2024, there was a significant risk that any decision would have been too late to get the project started in time. The Barbican Team have been made aware of the risk and tightness of the timeframe and officers have since recommended that future project proposals be submitted at the concept phase.

### **Corporate & Strategic Implications**

1. Strategic implications – Purple Hibiscus is a part of the Barbican Visual Arts Programme’s new strand of work which celebrates the value of art in the public realm by using the Barbican building to display high quality art to attract visitors to the City and Centre. This supports the City’s Destination agenda.
2. Financial implications - Funding for CAI projects/installations are funded externally by the applicant or project partner.
3. Resource implications – Apart from officer time handling enquiries and managing the installations, there are no resource implications other than where specifically noted.
4. Legal implications – No legal implications arise from the recommendations in this report.
5. Risk implications – Potential for adverse weather conditions to affect the structure of the installation which are included in the risk assessment
6. Equalities implications – Officers from Planning sit on the CAI where they provide access advice within their feedback to applicants.
7. Climate implications - No climate implications arise from the recommendations in this report.
8. Security implications - No security implications arise from the recommendations in this report.

### **APPENDICES: 4**

- Appendix 1 – Purple Hibiscus Artist Statement and Vision
- Appendix 2 – Barbican Purple Hibiscus City Arts Initiative Application
- Appendix 3 – Purple Hibiscus Summary of Planning Consultation
- Appendix 4 – Purple Hibiscus FAQs

**Jayne Moore**

Governance Officer

E: Jayne.Moore@cityoflondon.gov.uk



### ***Artist Statement and Vision for Purple Hibiscus***

Installed on the Lakeside, a public space, *Purple Hibiscus* is a site-specific, colourful and spectacular commission that brings together textiles and materiality with a focus on communities – craftspeople, weavers and makers in Ghana, but also referencing the many workers that contributed to the making of the Barbican’s iconic building. Comprising approximately 2500 metres of bespoke cloth in pink and purple, woven by weavers and sewn together by hundreds of women from collectives in Ghana, the fabric will be fitted around the Lakeside façade of the Barbican Centre. The work is an homage to the Barbican – the materiality of the pitted concrete so painstakingly hammered by hand and representing the labour of multiple workers is allied with respect for the building as a masterpiece of urban planning that built homes and a world-class centre for the arts from the wreckage of a WWII bomb site. The pink material will have up to 100 antique smocks, robes worn by kings, embroidered on to it. These are precious textiles that are often saved by families over generations as talismans of lineage and power. The memories embedded in the textiles carry impressions of the body, of the intimacy acquired and worn into the threads by the kings that wore them, imbuing their powerful presence and history in Mahama’s work. The pink and purple colour of the woven cloth is intended to project a joyful vista, but also reflect connection and allyship with marginalised communities, including LGBTQIA+ groups in Ghana and the UK.

#### **About the artist:**

Ibrahim Mahama (b.1987) is a Ghanaian artist whose work explores themes of commodity, globalisation and economic exchange as reflected in Ghana’s history and culture. Mahama is known for his large-scale installations, using collections of objects and materials that carry stories of individuals, groups and wider socio-political issues that shape how these objects have been traded, used and understood locally within Ghana and globally. Rigorous research informs his practice, bringing historical references, stories and customs to the fore in his choice of materials – be that jute sacks, shoe boxes, train carriages, window frames or sewing machines. Trained as a painter, Mahama is interested in materiality and texture; worn, degraded or bearing scars from years of use, the memories embedded within speaks of lives bound up in distributions of power that reflect enduring cultural and economic disparities. Fearless when it comes to scope and scale, Mahama’s impactful installations take space, demand questions and enquiry, but also reflect solidarity with the many communities he works with and employs in Ghana to realise his artistic vision. As an educator and curator, he is active in Ghana in bringing his art back to the people and tireless in his work to allow for transparency and communication between the histories and connections reflected in his works, and the lives of Ghanaians, outside of the commodified and exclusive environs of the art market.

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## City Arts Initiative Application Form

### APPLICANT DETAILS

Contact Name: Shanay Jhaveri	Date 23/11/23
Company/ Organisation: Barbican Centre	Email shanay.jhaveri@barbican.org.uk
Address: Barbican Centre, Silk Street, London EC2Y 8DS	Tel No
	████████████████████
	Preferred day time contact

PROPOSAL DETAILS	INFORMATION
Proposal Title	Ibrahim Mahama: Purple Hibiscus
Is the proposal being submitted on behalf of others? If so who or what company?	n/a
Brief description of the proposal <b>Please refer to any supporting documentation as needed and ensure a visual representation is included as part of this submission</b>	Commissioned to coincide with the forthcoming Barbican Gallery exhibition Unravel; The Power and Politics of Textiles in Art (14 February to 26 May 2024), Purple Hibiscus is a temporary site-specific, colourful, and spectacular commission that brings together textiles and materiality with a focus on communities – craftspeople, weavers, and makers in Ghana, but also referencing the many workers that contributed to the making of the Barbican’s iconic building. Comprising approximately 3000 square meters of bespoke woven cloth in pink and purple, woven by weavers and sewn together by hundreds of women from collectives in Ghana, the fabric will be fitted around the Lakeside facade of the Barbican Centre.

<p>Brief description of the artistic merits of the proposal <b>Please refer to any supporting documentation as needed</b></p>	<p>Ibrahim Mahama: Purple Hibiscus is the second project commissioned as part of an ambitious programme of public art across the Barbican Centre’s iconic site. These commissions look to weave together the laboured textures inherent in the very fabric of the Barbican with material artistic commissions from leading international artists, animating the building for all visitors and initiating new conversations about the value of art in the public realm.</p>
<p>Does the proposal have funding and/or sponsorship? <b>Please give details, including how funding will be sought if not yet in place</b></p>	<p>The commission is supported by private funding, a combination of Foundations and individual donors.</p>
<p>When is the proposal for and how long will it be on site?</p>	<p>The commission will be in place for 4 months between February and August 2024. The actual installation of the work will be between 3-4 weeks.</p>
<p>Where is the proposal to be sited and why was this location chosen?</p>	<p>The proposal will be sited on the Barbican Lakeside, which was chosen due to its nature as a free, accessible gathering space for all visitors to the Barbican.</p>
<p>What are the dimensions of the piece, including its weight if applicable? Are there any structural requirements?</p>	<p>The installation is made up of approximately 3,000 square metres of woven cotton fabric, backed with synthetic mesh for stability. <b>Fabric + Mesh weight</b> Dry - 6.0 kg/m2, Wet (fully saturated) - 11.0 kg/m2</p> <p>The fabric will be supported by a steel structure and metal cables. <b>Steel Frame weight: 7850.0 kg/m3</b></p> <p>A framework of metal trusses and steel cables will be in place to support the fabric. For further details on the structural requirements please see structural engineer’s report in additional materials.</p>
<p>Is the proposal part of a series and/or related to something else in the City, or is it a one off?</p>	<p>The proposal is in connection with the Barbican Art Gallery Unravel, which will be on display 12<sup>th</sup> February – 26<sup>th</sup> May. Additionally, it forms part of new series of site-specific commissions across the Barbican’s public spaces initiated in 2023 with the commission in the Barbican’s Conservatory by sculptor Ranjani Shettar. Furthermore, it aligns itself with the Corporation of London’s Destination City initiative, opening up creative and cultural offerings in the Square Mile for all.</p>
<p>What are the maintenance</p>	<p>The proposal will need to be monitored closely once installed in relation to adverse weather conditions. This is being carefully considered by the structural engineers and measures are being put into place that will enable elements of the project to be detached in high winds if necessary. These are accounted for in the project budget from the outset. As outlined in the engineering report the project is temporary and no part of it will come in contact with the building itself. In addition to the monitoring of the wind, the Barbican Art Gallery’s production team will also be tracking the installation on a regular schedule.</p>

PROPOSAL DETAILS	INFORMATION
requirements for the proposal and how are these to be funded?	
How does the proposal meet the City's commitments to Sustainability, Accessibility, Equality, Diversity and Inclusion?	<p><b>Sustainability:</b></p> <ul style="list-style-type: none"> <li>- The artwork is to be collected following its display at the Barbican, meaning none of the fabric used in its creation will go to waste</li> <li>- The structure of steel and cabling will be primarily hired, and elements that cannot be hired will be recyclable or resaleable once the commission is deinstalled.</li> <li>- The fabric will be transported from Ghana to London via sea freight rather than air.</li> </ul> <p><b>Accessibility:</b></p> <ul style="list-style-type: none"> <li>- The commission is part of a programming strand celebrating the value of art in the public realm, a large part of which is about creating work that as many visitors to the City and the centre can experience as possible.</li> <li>- Interpretation and accompanying materials in the Barbican's foyers will allow visitors to better understand and engage with the project and its themes.</li> <li>- The lakeside terrace has full step-free access from the centre's Silk Street entrance</li> </ul> <p><b>EDI:</b></p> <ul style="list-style-type: none"> <li>- This work is part of a new area of programming that is particularly focused on platforming artists from diverse international backgrounds.</li> <li>- Mahama's installations and his wider work in Ghana reflect important and relevant conversations around unseen labour and the global distributions of power.</li> <li>- There are a number of educational projects being planned in conjunction with the project, a number being spearheaded by the Barbican Library as part of their Local Makers programme.</li> </ul>
Does the proposal have any special requirements?	Applications have been made to Listed Building and Planning Permission. We have also been in active consultation with the Residents Association. Guild Hall School as well as internal stakeholders including the Gardeners and the Library.

**Please provide any other information that you consider would be useful**

The proposal is being supported by the members of the Barbican Renewal project team, including Buro Happold Engineers and Allies & Morrison architects.

Supporting documentation:

- Combined Planning, Heritage and Design and Access Statement
- Structural Engineering Report

Please note that all information and images provided on your application (excepting contact details) may be published and accessible from the City Corporation's website before the application is either approved or rejected. **Recommendations of the City Arts Initiative are submitted to the City Corporation's Culture, Heritage and Libraries Committee for ratification. As part of our legal obligations as a public body, that report (with imagery) is uploaded to our website at least one week before the committee meeting. The report is discussed in the public session which may or may not be attended by the media.**

If your application is approved in principle by the City Arts Initiative and ratified by the Culture Heritage and Libraries Committee it can then be progressed. **It is important to note that this approval is not a guarantee that your proposal will go ahead. It will still be subject to agreement of the logistical considerations by the Special Events and Highways team and you will need to apply for other individual permissions as required such as Hoarding Licences, Planning Permission and permissions from building managers/owners depending on the specifications of your application. Officers will be able to advise on next steps, which will vary from application to application.**

Please email the completed form to [public art](#) with any supporting documentation.

## **Summary for Planning Consultation for 23/01194/FULL and 23/01195/LBC**

- District Surveyors
- Environmental Health
- Barbican Estates Office
- Highways
- Access Team
- City Police
- City of London Girls School
- Barbican Library
- St Giles Cripplegate
- Historic England
- Gardens Trust
- Barbican Association
- Barbican Estate House Group Chairs
- Barbican and Golden Lane Neighbourhood Forum

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Agenda Item	FAQ
<p><b>Barbican – Purple Hibiscus by Ibrahim Mahama</b></p>	<p><b>1. Why has this application been submitted at short notice?</b></p> <p>The installation is due to be installed in February 2024. The proposal was submitted to City Arts Initiative on 29<sup>th</sup> November 2023 and therefore the application was not able to go to November CHL. The Barbican Team have been made aware of the risk and tightness of the timeframe and have since been recommended by officers to submit future proposals at the concept phase of projects.</p> <p><b>2. Who has been involved in the consultation process?</b></p> <p>In house engagement with: Barbican Business Events, Barbican Renewal, Barbican Centre Manager and Barbican Building Services and Engineers.</p> <p>External engagement with the Barbican Board, the Barbican Library, Barbican Gardeners, District Surveyors, Planning, City of London Girls School, GSMD and the Barbican Association.</p> <p>Planning Permission and Listed Building Consent applications were submitted 24<sup>th</sup> November 2023 and decisions are pending (estimated to be determined prior to the CHL Committee). As part of these applications consultation has been undertaken to include: Barbican Library, District Surveyors, Highways, City Police and Environmental Health. In addition, external organisations: English Heritage, Gardens Trust and St Giles Cripplegate. Resident consultation includes Barbican and Golden Lane Neighbourhood Estate Forum, representatives from all House Groups and other relevant residents as well as site notices and a press notice.</p> <p>A Special and Temporary Buildings and Structures Application was submitted on 24<sup>th</sup> November 2023 and a decision is pending and estimated to be determined prior to the CHL committee.</p> <p><b>3. How will the installation be promoted?</b></p> <p>The Barbican has contracted Sam Talbot to lead on the Press and Marketing Campaign. Talbot and his team will be supported by the Barbican in house communications staff. Talbot oversaw the very successful press campaign Barbican had for the Ranjani Shettar Commission which had coverage from the FT to BBC and numerous art and design magazines. Alongside press efforts, the Centre will be devising a special marketing campaign for the installation which will involve special signage across and around the Centre. A dedicated webpage and social media content will also be distributed on all Barbican social media channels. Finally, there will be a short promotional video made for the installation that will include an interview with the artist and behind the scenes footage of the making and installation of the piece at the Barbican.</p>

The Destination City team will promote the project with a dedicated listing on [www.thecityofldn.com](http://www.thecityofldn.com), newsletter inclusion and social media support across Instagram, Facebook and Twitter. The City Corporation's Communications team will amplify messaging via social media and newsletters to residents and workers.

#### **4. How will visitors be able to engage with this activity?**

The commission is part of a Barbican's new visual arts programming strand celebrating the value of art in the public realm. A large part of this programme is about creating work that is accessible and as many visitors to the City and the centre can experience as possible. Interpretation and accompanying materials in the Barbican's foyers will be available to allow visitors to better understand and engage with the project and its themes. The lakeside terrace where the installation can be viewed has full step-free access from the Centre's Silk Street entrance.

Barbican Library and creative collaborations team will also be creating education programmes around the installation related to the local makers project the library currently runs.

Mahama has commissioned a local filmmaker in Ghana to document the process and digital assets will be created. As well as visitors at the Barbican, the programme will engage with communities in Ghana. Mahama is committed to ensuring his projects have legacy and provide an arts and education infrastructure in his home country.

#### **5. Who is Ibrahim Mahama?**

Ibrahim Mahama is a Ghanaian artist whose work explores the themes of commodity, globalisation and economic exchange. He is known for his large-scale installations, using collections of objects and materials that carry stories often with a socio-political and/or historical reference. His wider work in Ghana reflects important and relevant conversations around unseen labour and the global distributions of power. Mahama is an award-winning artist and has been listed 6<sup>th</sup> in the Power 100 Art Review. His work includes artist residencies, and he is represented in international public collections. His exhibitions are many including White Cube (International), Manchester Whitworth and Venice Biennale.

Mahama is an educator and curator, he is active in Ghana in bringing his art back to the people and has opened 3 arts education centres and artists' studios in Ghana which represents his contribution towards the development and expansion of the contemporary art scene in his home country.

#### **6. What is the artist concept behind the installation?**

Purple Hibiscus brings together textiles and materiality with a focus on communities – craftspeople, weavers and makers in Ghana, but also references the many workers that contributed to the making of the Barbican’s iconic building. Comprising approximately 2500 metres of bespoke cloth in pink and purple, woven by weavers and sewn together by hundreds of women from collectives in Ghana, the fabric will be fitted around the Lakeside façade of the Barbican Centre.

The pink material will have up to 100 antique smocks, robes worn by kings, embroidered on to it. These are precious textiles that are often saved by families over generations as talismans of lineage and power.

The pink and purple colour of the woven cloth is intended to project a joyful vista, but also reflect connection and allyship with marginalised communities, including LGBTQIA+ groups in Ghana and the UK. Further detail can be found in appendix 5.

**7. How will it be ensured that there is no damage to the Barbican (as a grade II listed building)**

Structural engineers Buro Happold have been commissioned to design a framework of metal trusses and steel cables which will be in place to support the fabric. The supporting structure is proposed to be made of either steel or aluminium frame. To avoid any damage to the building, the supporting structure will not be physically fixed to the existing structure and will be entirely reversible.

**8. Which weather conditions have been tested on the fabric? How will the quality of the fabric be ensured?**

Testing of the fabric has been undertaken by Buro Happold Engineers and Millimetre to address concerns around extreme weather. Most pertinently heavy rain, cold, snow and high wind conditions, but also to ensure that the artists’ vision for the work is not compromised.

Please see supplementary information in the structural engineering report (appendix 4) for a detailed breakdown and data on wind, noise, weight management for the commission and how this has been built into the installation strategy.

The fabric will be sewn to a supporting nylon mesh. It is this mesh that will form the structure and hold the weight of the fabric. The mesh will be securely tied to the supporting frame and structure. This strategy was designed to mitigate any potential stretch in the fabric after rainfall or other adverse weather conditions. The two layers are securely sewn together, so any stretch or sag to the fabric will be minimal.

The fabric is a close woven cotton, produced in strips by weavers in Ghana, and hand sewn. The Barbican can provide a sample if this would be helpful. Images of the fabric can be viewed in appendix 1.

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