

<b>Committee</b>	<b>Dated:</b>
Culture Heritage & Libraries Committee	25 January 2021
<b>Subject:</b> Revenue and Capital Budgets – 2021/22	<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>	N
<b>If so, how much?</b>	n/a
<b>What is the source of Funding?</b>	n/a
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	n/a
<b>Report of:</b> The Chamberlain Assistant Town Clerk and Director of Major Projects Director of Open Spaces Director of Community and Children's Services	<b>For Decision</b>
<b>Report author:</b> Graham Nickless - Chamberlains	

### Summary

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

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

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

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

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

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

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

## **Recommendation**

Members are asked to:

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

## **Main Report**

### **Introduction**

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

### **Business Planning Priorities for 2021/22**

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

## **Departmental budget estimates for 2021/22**

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

## **Proposed Revenue budget for 2021/22**

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

For 2021/22 budgets include;

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

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

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

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

## **Revenue Budget 2020/21**

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

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

## Draft Capital and Supplementary Revenue Project budgets for 2021/22

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

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

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

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

### **Security Implications**

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

### **Public sector equality duty**

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

### **Conclusion**

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

### **Appendices**

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



## **Background information**

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

### **Graham Nickless**

Acting Group Accountant – Chamberlain's

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

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

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

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

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

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

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

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

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

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

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