

Culture and Diversity Working Group

A task and finish sub-group of the City Arts Initiative

Terms of Reference 2021/22

Introduction and summary

At the City Corporation's Policy and Resources Committee on 21 January 2021, the recommendations of the Tackling Racism Taskforce were presented and approved. Under the culture strand of the TRT's proposals, appearing at item 86 (p99) in the [report](#), the following actions were endorsed:

Item 86:

- a. Approval be granted for the statue of William Beckford in the Great Hall to be removed;
- b. The statue of Sir John Cass in the Guildhall be given back to the Sir John Cass Foundation;
- c. A working group, which would be led by City Arts Initiative members, and which would report to the Policy & Resources and Culture, Heritage & Libraries Committees, be established to manage the transferal of these items with a recommended way forward by the end of April 2021. In the interim, the two statues be covered in some way (temporarily) with an explanatory note as to why, whilst the working group consider the way forward;
- d. After removal of the Beckford statue, consideration would be given to an appropriate and relevant artwork to replace it;
- e. Beyond April, the aforementioned working group to scope future public realm commissions which would mark the abolition of slavery and recognise the contribution of slavery toward the growth and expansion of the City of London;
- f. Following this work, the working group to consider a process to audit and consider future commissions of street names and other cultural items that are associated with historic acts of racism such as the Transatlantic Slave Trade; and
- g. Research be commissioned by the working group to understand and learn of notable historic Black, Asian or Minority Ethnic individuals who could be celebrated as making a positive contribution to the City.

This working group is established under instruction of the Policy & Resources Committee as per item 86.c above (highlighted) with its terms of reference drawn from all of the approved recommendations listed above.

Structure

1. The work specified falls into two distinct areas across overlapping timeframes:
 - 1.1. Logistics and research
 - 1.2. Content and strategy
2. It is therefore proposed that two concurrent and overlapping groups be established to enable manageable meetings and effective use of officer time, and to drive focus. The logistics group will comprise relevant officers only and the strategy group a mixture of officers, Members and external consultants.

3. The groups shall be known as the Culture and Diversity **Logistics and Research Working Group (LRWG)** and the Culture and Diversity **Content and Strategy Working Group (CSWG)**.
4. While membership and responsibilities differ between the groups (these are shown for the LRWG on pp4-6 and for the CSWG on pp7-11), the following terms of reference are shared:

Governance

5. The LRWG and CSWG are established in response to and by agreement of P&R and its approval of the Tackling Racism Taskforce (TRT) recommendations.
6. They shall report to the Policy & Resources Committee (P&R) on, at least, a quarterly basis and to the Culture, Heritage and Libraries Committee (CHL) through its City Arts Initiative as required in a combined report across both workstreams; ratification of the groups' recommendations is required by either Committee (as well as any appropriate service committee) noting CHL Committee meets less regularly. All funding requests will require approval by P&R.
7. The LRWG and CSWG have no authority to make decisions nor deliver programmes without committee endorsement.

Duration and Timings

8. LRWG and CSWG meetings will take place on a monthly basis. For the LRWG the inaugural meeting is scheduled for 3 February 2021, for the CSWG, the first meeting will be later in February.
9. To ensure the programme moves at pace, members of each group may convene separately between meetings depending on operational requirements.
10. The LRWG's progress and recommendations will first be reported to P&R at their February 2021 meeting; this will include a proposed plan for the execution of the tasks cited under the LRWG's specific responsibilities (pp5-6). With the CSWG, progress and recommendations will next be reported to P&R in April 2021 and then in July.
11. The LRWG and CSWG will oversee a six-month programme of work, however the programme may be extended depending on demand and progress against actions.
12. Meetings will usually last 1.5hrs
13. Meetings will take place at Guildhall or online via Microsoft Teams subject to Covid-19 restrictions and workplace policies

Documentation

14. Dates for the first six of meetings will be finalised and agreed at the inaugural meeting of each group.
15. Minutes will be circulated within one month of the meeting.

16. Agendas will be sent at least three days prior to meetings.

Delegation

17. If unable to attend, officers and external members of the groups should nominate an appropriate deputy to attend in their stead. Representatives should be able to speak on behalf of the relevant group member and offer recommendations on their behalf. Should any officer be unable to arrange a suitable deputy, then they should inform the Chair before the meeting.

Review of these Terms of Reference

18. To be reviewed in July 2021 or as appropriate.

Terms of Reference 2021/22

Membership

19. Membership of the Culture and Diversity Logistics and Research Working Group (LRWG) is dynamic and may change over the course of the programme to reflect the expertise required, noting this is a task and finish group with a specific and timebound remit dictated by the terms of reference within this document.
20. The LRWG shall comprise relevant City Corporation officers only. Other officers and external guests may be invited to meetings to discuss areas of specific responsibility and/or to offer expertise as appropriate.
21. LRWG members should send an appropriate and fully briefed deputy to meetings if they, themselves, are not able to attend.
22. It is anticipated that individual LRWG members may be required to undertake specific and agreed tasks between meetings, reporting progress into the monthly meetings as appropriate.
23. Membership is proposed as follows:

Department	Name	Position	Context / notes
Built Environment		Policy and Performance Director	Planning context / street names
Town Clerk's – Cultural Services		Cultural and Visitor Development Director	CHAIR; Chair of City Arts Initiative
Town Clerk's - Comms		Media Officer	Relevant media handling
Remembrancer		Assistant Remembrancer	Guildhall business hire / hospitality
Built Environment		Assistant Director, Highways	On-street logistics
Town Clerk's – Guildhall Art Gallery		Senior Curator and Gallery Manager	Logistics for Guildhall art and sculpture
City Surveyor's		Senior Heritage Estate Officer	Responsible for built fabric of Guildhall
Built Environment		Senior Planning Officer	Heritage and planning context; Historic England relationship manager
Town Clerk's – Cultural Services		Cultural Strategy Coordinator	SECRETARIAT; clerks City Arts Initiative
Town Clerk's - Comms		Corporate Affairs Officer	Public relations function / Gov't policy context
Built Environment		Assistant Director, Historic Environment	Heritage and planning context
Town Clerk's – London Metropolitan Archives		Head of Public Services	Research function

24. Guest advisors and consultants to the LRWG may include but are not limited to:

Department / organisation	Name	Position	Context / notes
City Corporation; Comptroller's		Assistant City Solicitor	Legal context
City Corporation; Town Clerk's		Head of Chairs' Support Services	Committee / report context
Historic England		London Region Team Leader	Listed building consent context
Sir John Cass's Foundation		Clerk and Chief Executive	Ownership/return of Cass Statue
City Corporation: Built Environment		Monitoring and Information Team Leader	Street names context
City Corporation; Town Clerk's – Cultural Services		Senior Adviser at City Information Centre	Lead on street name, monument and building name audits
City Corporation; Town Clerk's – Cultural Services		Head of Guildhall Galleries	Guildhall art and sculpture responsibility
City Corporation; Open Spaces		Superintendent	City gardens context
Museum of London		Director of Content	Education/interpretation context

Responsibilities of the Logistics and Research Working Group (LRWG)

25. To implement the specific recommendations of the Tackling Racism Taskforce (TRT) as ratified by P&R on 21 January 2021. Namely:

- 25.1. To interrogate the processes required to remove the Beckford and Cass statues from Guildhall, developing a timebound action plan to enable earliest possible deinstallation; and to ensure all recommendations are within legal and Governmental boundaries prior to submission to Committee.
- 25.2. To present findings and the proposed plan by April 2021 which should include an assessment of the viability of the removal of each statue to CHL and P&R for approval; and to itemise all relevant costs as part of this, seeking funding from P&R as required or appropriate.
- 25.3. To consult with all relevant and interested bodies as part of the above; to include Historic England and the statutory amenity societies (Society for the Protection of Ancient Buildings, Ancient Monuments Society, Council for British Archaeology, The Georgian Group, The Victorian Society and Twentieth Century Society); to undertake this prior to making an application for Listed Building Consent and inform that process, noting that on receipt of a Listed Building Consent application, the City Corporation will consult with Historic England and the national amenity societies as part of the statutory Listed Building Consent process.

- 25.4. To log any objections received during consultation and to apply for and secure Listed Building and Planning Consent as required, noting that, as this would be the Local Authority's own application, the application would be referred to the Secretary of State (Local Government) if objections are received, and that, if no objections are received, the City Corporation may determine the application.
- 25.5. To liaise with the Sir John Cass Foundation to negotiate the return of the Cass statue, advocating and enabling educational interpretation.
- 25.6. To devise and cost a solution fitting to the function and heritage status of Guildhall for concealing both statues from public view on a temporary basis until their removal can be realised or, if consent to remove is not granted, until a permanent solution is identified; to present costs and designs to CHL and P&R for approval, seeking funding from P&R as required or appropriate; and to commission and manage installation of any approved design.
- 25.7. To itemise all costs related to the statues' removal including deinstall, building repairs, transport and storage (as appropriate), seeking funding from P&R as required or appropriate; to manage removal of statues.
- 25.8. To record by means that may be circulated internally, the deinstall of statues and installation of approved solutions (eg screening) so that this may be shared with relevant internal parties and provide a documented archive of this work.
- 25.9. To manage installation of the approved permanent scheme to replace or conceal the statues.
- 25.10. To audit street and building names, blue plaques, and statues and monuments within the City's public realm, identifying those that relate to racism, the Transatlantic Slave Trade and/or other diversity concerns; and to report findings to CHL and P&R.
- 25.11. To assess and establish relevant processes for the decommissioning of public art, and the renaming of streets and buildings, that may be deployed if any are contested, reporting to same Committees outlining the cost of processes.
- 25.12. To develop and cost a brief for research that will establish the names, subjects, sites and events from the City's past that may be celebrated in the context of the abolition of slavery or the City's historic diversity, including the lives of exceptional individuals from diverse ethnic backgrounds, and those who championed the rights and freedoms of protected characteristic groups; to cost this research and seek funding from P&R, commissioning and managing research if bid is successful.
- 25.13. To consider and recommend ways in which the processes involved in installing Blue Plaques in the City may be expedited and to cost a programme of rebalancing representation as instructed by the Strategy and Content Working Group, seeking funds from P&R in support of this as relevant.
- 25.14. To agree all media announcements with the Director of Communications, defining position statements ahead of public reporting to Committee.

25.15. To respond to the logistical demands of the Content and Strategy Working Group as appropriate, costing, securing funding for, researching and executing relevant tasks as required or appropriate.

Terms of Reference 2021/22

Membership

26. Membership of the Culture and Diversity Content and Strategy Working Group (CSWG) is dynamic and may change over the course of the programme to reflect the expertise required, noting this is a task and finish group with a specific and timebound remit dictated by the terms of reference within this document.
27. Only a core group of the CSWG members listed overleaf shall be convened for the first three months of the programme to ensure focus on the removal and replacement of the Guildhall statues and other immediate concerns.
28. The CSWG shall comprise relevant City Corporation officers, Members and external consultants. Other officers and external guests may be invited to meetings to discuss areas of specific responsibility and/or to offer expertise as appropriate.
29. The CSWG shall seek to attract diverse representation across protected characteristics to ensure inclusion and help inform recommendations. Noting this, the CSWG shall be chaired by the Cultural and Visitor Development Director at its inaugural meeting, when election of a chair and deputy more representative of these groups may take place.
30. In addition, the CSWG shall comprise members with expertise in visuals arts, equalities and inclusion, public realm and City Corporation policy and strategy.
31. The Head of Cultural and Visitor Strategies shall assume the role of Consultative Lead for the CSWG and, working with the Corporate Performance Team, convene three consultative sub-groups of external advisors across:
 - 31.1. City communities (with diverse representation across City business, resident and other community groups)
 - 31.2. Equalities experts from London and national organisations, with an emphasis on ethnic diversity
 - 31.3. City history experts
 - 31.4. The City's Livery Companies
32. These sub-groups shall be used by the CSWG to solicit, sound-out and test ideas and foster ownership of outcomes.
33. It is anticipated that individual CSWG members may be required to undertake specific and agreed tasks between meetings, reporting progress into the monthly meetings as appropriate.
34. Membership for the first three months of the programme is proposed as follows:

Department / organisation	Name	Position	Context / notes
External organisation		Curatorial or equalities expert	As per previous column
External organisation		Curatorial or equalities expert	As per previous column
External organisation		Curatorial or equalities expert	As per previous column
City Corporation		Member – Co-Chair of the TRT	TRT context
City Corporation; Innovation and Growth		Co-Chair, BAME Network / Strategic Relationships Manager	Staff BAME Network
City Corporation; Town Clerk's – Cultural Services		Cultural and Visitor Development Director	ACTING CHAIR; chair of City Arts Initiative; Recovery Taskforce context
City Corporation; Remembrancer		Assistant Remembrancer	Guildhall business hire / hospitality
Lacuna PR		Co-Director, Sculpture in the City	City Arts Initiative member; arts expertise
City Corporation		Member; Chair of the Culture, Heritage and Libraries Committee	City Arts Initiative and TRT member; Chair of Recognition of Women Group
City Corporation; HR		Diversity and Engagement Lead	Diversity context
City Corporation; Town Clerk's – Cultural Services		Cultural Strategy Coordinator	SECRETARIAT; clerks City Arts Initiative
City Corporation; Town Clerk's – Cultural Services		Head of Cultural and Visitor Strategies	CONSULTATIVE LEAD; strategic cultural context
City Corporation; Town Clerk's – Cultural Services		Head of Guildhall Galleries	Guildhall art and sculpture responsibility
Museum of London		Director of Content	Education / interpretation context
City Corporation – Chamberlain's		Co-Chair, BAME Network / Payroll Manager	Staff BAME Network

35. From summer 2021, as focus switches to wider content provision and embedding diversity in strategy, it is anticipated that some CSWG members may be swapped out and that the following be invited to join the group:

Department / organisation	Name	Position	Context / notes
City Corporation; Built Environment		Assistant Director, Planning and Policy	Local Plan context
Greater London Authority		Officer lead for Mayor's Commission: Diversity in the Public Realm	As per previous column
City Corporation; Built Environment		Assistant Director, Environmental Enhancement	City Arts Initiative Member, Co-Director of Sculpture in the City
City Corporation; Town Clerk's – Strategy and Performance		Head of Corporate Strategy & Performance	Corporate Plan, social mobility and other strategic contexts; Recovery Taskforce context
City Corporation; Built Environment		Group Manager (Major Projects and Programmes)	Culture Mile and Smithfield Artist in Residence context

36. Guest advisors and consultants to the CSWG may include but are not limited to:

Department / organisation	Name	Position	Context / notes
City Corporation; Town Clerk's		Head of Chairs' Support Services	Committee / report context
City Corporation; Town Clerk's - Comms		Media Officer	Relevant media handling
City Corporation; Built Environment		Assistant Director, Highways	On-street logistics
Historic England		London Region Team Leader	Heritage guidance
Sir John Cass's Foundation		Clerk and Chief Executive	Ownership/return of Cass Statue
City Surveyor's		Senior Heritage Estate Officer	Responsible for built fabric of Guildhall
Built Environment		Senior Planning Officer	Heritage and planning context; Historic England relationship manager
City Corporation; Town Clerk's - Comms		Corporate Affairs Officer	Public relations function / Gov't policy context
City Corporation; Open Spaces		Superintendent	City gardens context
City Corporation; Built Environment		Assistant Director, Historic Environment	DEPUTY CHAIR; heritage context

City Corporation; Town Clerk's – London Metropolitan Archives		Head of Public Services	Research function
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Responsibilities of the Content and Strategy Working Group (CSWG)

37. To implement specific recommendations of the Tackling Racism Taskforce (TRT) as ratified by the Policy and Resources Committee (P&R) on 21 January 2021. Namely:

- 37.1. To receive monthly updates from the LRWG and shape actions according to viability and based on research findings.
- 37.2. To consider, select and propose appropriate content across topics, sites, subjects or other to replace or reinterpret Beckford and Cass statues at Guildhall or to do same applying this to whatever permanent structure is proposed to conceal them.
- 37.3. To develop relevant brief agreeing this with CHL and P&R prior to selecting artists through an appropriate competitive procurement process, using this exercise to cost solutions; to recommend relevant scheme for approval by CHL and P&R and to seek funding from P&R to realise it.
- 37.4. To test recommended (and other) routes with the CSWG's consultative groups across publics, and equalities and history experts as well as the City Livery as hall users, and to include these findings within the Committee report.
- 37.5. To instruct the LRWG to manage the works programme for installation of the selected route.
- 37.6. To consider the reinterpretation of the Guildhall statues in an educational context identifying an appropriate host should Listed Building Consent be granted; and to seek approval for the divesting of the statues to the host institution from CHL and P&R and for authority to be delegated to the CRWG to make appropriate arrangements for transportation (or storage).
- 37.7. In discussion with the named consultative groups, to scope future public realm commissions which would mark the abolition of slavery and recognise the contribution of slavery toward the growth and expansion of the City of London using commissioned research (CRWG) to inform subject areas; and to cost options and report to CHL and P&R, seeking funding from P&R (or other routes) should the Committees choose to adopt one or more options.
- 37.8. To consider temporary interventions within the public realm that may be used to celebrate City diversity and/or address its past in this context, identifying funding streams for this work from within existing programmes and/or through partnership working; and to propose said schemes to CHL and P&R for comment.
- 37.9. To consider the audits of street and building names, and statues and monuments within the public realm, as undertaken by the CRWG and to propose costed actions to CHL and P&R that deliver alternative names/content for those that may be contested, using research undertaken

by the CRWG and sounding the consultative groups to understand appropriate alternatives.

- 37.10. To use the research undertaken by the CRWG and to work with the consultative groups to propose content for an expedited rebalancing of Blue Plaques in the City, noting costings for installation will be undertaken by the CRWG; and to propose a detailed programme including content details to CHL and P&R for approval.
- 37.11. To consider ways in which diversity may be better embedded within City Corporation policies and strategies governing its cultural programmes and public realm and propose options to CHL and P&R (as well as appropriate service Committees); and to follow up actions as dictated by the Committees.
- 37.12. To agree all media announcements with the Director of Communications, defining position statements ahead of public reporting to Committee.
- 37.13. To support and help deliver any other projects or actions identified by the Working Group, as agreed by P&R.

ENDS