



Culture, Heritage and Libraries Committee

Date: MONDAY, 23 JANUARY 2023

Time: 11.00 am

Venue: COMMITTEE ROOM 3 - 2ND FLOOR WEST WING, GUILDHALL

Members:

Wendy Hyde (Chair)	Andrew Mayer
Munsur Ali (Deputy Chairman)	Wendy Mead
Jamel Banda	Eamonn Mullally
Brendan Barns	Alderwoman Jennette Newman
Matthew Bell	Deborah Oliver
Emily Benn	Deputy Graham Packham (Ex-Officio Member)
Deputy Mark Bostock	Judith Pleasance
James Bromiley-Davis	Deputy Nighat Qureishi
Deputy Graeme Doshi-Smith	Alpa Raja
John Foley	Anett Rideg
John Griffiths	David Sales
Jason Groves	Ian Seaton
Deputy Madush Gupta	Tom Sleight (Ex-Officio Member)
Caroline Haines	Mark Wheatley
Jaspreet Hodgson	Dawn Wright
Frances Leach	Irem Yerdelen
Alderman Professor Michael Mainelli	Vacancy
Antony Manchester	

Enquiries: Jayne Moore
jayne.moore@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe the public meetings of the Committee by following the below link:

<https://youtu.be/89doCU7eXn8>

or by searching the committee name here:

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

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Whilst we endeavour to livestream all our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Michael Cogher
Acting Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the previous meeting held on 14 November 2022.

For Decision
(Pages 7 - 14)

4. **DRAFT HIGH-LEVEL BUSINESS PLAN 2023/24 - INNOVATION & GROWTH**

To consider the report of the Executive Director, Innovation & Growth.

For Decision
(Pages 15 - 24)

5. **DESTINATION CITY UPDATE - MEMBER CITY ENVOY NETWORK APPOINTMENT AND THE EVALUATION OF THE GOLDEN KEY EVENT**

To consider the report of the Executive Director, Innovation & Growth.

For Decision
(Pages 25 - 56)

6. **CITY ARTS INITIATIVE - RECOMMENDATIONS TO THE COMMITTEE: PUBLIC ART PROPOSALS**

To consider the report of the Executive Director, Innovation & Growth.

For Decision
(Pages 57 - 74)

7. **CITY ARTS INITIATIVE – RECOMMENDATIONS TO THE COMMITTEE: SCULPTURE IN THE CITY**

To consider the report of the Executive Director, Innovation & Growth.

For Decision
(Pages 75 - 78)

8. **CULTURE MILE TRANSITION - UPDATE**

To consider the report of the Executive Director, Innovation & Growth.

For Decision
(Pages 79 - 84)

9. **KEATS HOUSE ADMISSION FEES AND PRIVATE HIRE CHARGES 2023/24**

To consider the report of the Executive Director Environment.

For Decision
(Pages 85 - 94)

10. **DRAFT HIGH-LEVEL SUMMARY BUSINESS PLAN 2023/24 - LONDON METROPOLITAN ARCHIVES**

To consider the report of the Director, London Metropolitan Archives.

For Decision
(Pages 95 - 106)

11. **SPECIAL EVENTS ON THE HIGHWAY**

To consider the report of the Executive Director of the Environment.

For Decision
(Pages 107 - 120)

12. **2023-24 BUDGET ESTIMATES**

To consider the report of the Head of Finance.

For Decision
(To Follow)

13. **PLAQUE CONCEPT DESIGNS: BECKFORD & CASS STATUES INTERPRETATION PROJECT**

To consider the report of the Executive Director, Innovation & Growth

For Decision
(To Follow)

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

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

16. **EXCLUSION OF THE PUBLIC**

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

Item	Paragraph

For Decision

Part 2 - Non-public Agenda

17. NON-PUBLIC MINUTES

To agree the non-public minutes of the previous meeting held on 14 November 2022.

For Decision
(Pages 121 - 122)

18. CHARITIES REVIEW RECOMMENDATIONS - KEATS HOUSE

To consider the report of the Managing Director of BHE and Chief Charities Officer

For Decision
(Pages 123 - 128)

19. REPORT OF ACTION TAKEN

To note the report of the Clerk: Report of action taken between meetings (explanatory plaque concept designs)

To Note
(Pages 129 - 130)

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

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

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CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Monday, 14 November 2022

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 14 November 2022 at 11.00 am

Present

Members:

Wendy Hyde (Chair)
Munsur Ali (Deputy Chairman)
Jamel Banda
Brendan Barns
Matthew Bell
Emily Benn
Deputy Mark Bostock
Deputy Graeme Doshi-Smith
John Foley
John Griffiths
Jason Groves
Deputy Madush Gupta

Alderman Professor Michael Mainelli
Antony Manchester
Wendy Mead
Eamonn Mullally
Deborah Oliver
Alpa Raja
Anett Rideg
David Sales
Ian Seaton
Mark Wheatley
Dawn Wright

In Attendance

Officers:

Ben Dunleavy	- Town Clerk's Department
Elizabeth Scott	- Innovation and Growth
Steven Chandler	- City Surveyor's Department
Damian Nussbaum	- Executive Director of Innovation & Growth
Rob Shakespeare	- Environment Department
Stefania Horne	- Environment Department
Mark Jarvis	- Chamberlain's Department
Tim Jones	- Town Clerk's Department
David Mendoza-Wolfson	- Town Clerk's Department
Kehinde Haastrup-Olagunju jnr	- Town Clerk's Department
Tania Harrison	- Innovation and Growth
Joanne Hill	- Environment Department
Rachel Levy	- Community and Children's Services
Luciana Magliocco	- Innovation and Growth
Fauzia Ashraf	- Innovation and Growth
Emma Markiewicz	- London Metropolitan Archives

1. **APOLOGIES**

Apologies were received from Frances Leach, Jaspreet Hodgson, Deputy Graham Packham and Emily Benn.

Aldерwoman Jeanette Newman, Deputy Nighat Qureshi and Irem Yerdelen observed the meeting virtually.

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

There were no declarations.

3. **MINUTES**

Members received the public minutes of the meeting held on 18 July 2022.

A Member said that they felt item 5 of the minute did not accurately reflect the discussion that had been held at the previous meeting. They said that they felt the Committee had agreed to seek larger involvement from the Committee on decisions regarding the London Wall West site. The Chair responded that she did not feel that this had been the view of the whole Committee.

RESOLVED, that – the minutes of the meeting held on 18 July 2022 were approved as a correct record, as amended.

3.1 ***Keats House Consultative Committee Minutes**

The draft minutes of the meeting of the Keats House Consultative Committee held on 28 October 2022 were noted.

3.2 ***City Envoy Network Summary Minutes**

The draft minutes of the City Envoy Network were noted.

A Member asked for assurance that, if the Envoy Network was to be reassessed biennially as suggested in the minutes, this would be a transparent and open recruitment process. The Chair said that while the process had not yet been established, she would ensure that it reflected these concerns.

4. ***FORWARD PLAN**

Members noted the Committees forward plan.

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

Members received a report of the Town Clerk & Chief Executive relative to the annual review of the Committee's terms of reference.

The Town Clerk informed Members that it would be necessary to revise the terms of reference to remove item (j), regarding the Committee's responsibility for the City of London Police Museum, as the Committee had approved the closure of this Museum in March 2021.

Members asked for clarification on the Committee's role in the Cultural Strategy, referred to at item (m) on the terms of reference. Officers replied that the Destination City programme and the Cultural Strategy were interrelated, and the committee would continue to have a role in these.

RESOLVED, that – the terms of reference be considered and the revision to remove the reference to the City of London Police Museum be noted.

6. **CAI RECOMMENDATIONS TO THE COMMITTEE**

Members received a report of the Director of Innovation & Growth in respect of the City Arts Initiative recommendations to the Culture, Heritage and Libraries Committee.

The Chair informed Members that Will Gompertz, the co-chair of the City Arts Initiative, had raised concerns regarding the William Jaggard House Memorial. The Chair suggested that the proposal be referred back to CAI for further review.

A Member raised their concerns that the proposed location of item 3 in Greyfriars Churchyard may be considered offensive.

A Member suggested that officers should consider introducing georeferencing or coding systems to indicate the locations of art.

RESOLVED, that – Members refer proposal 1 back to the City Arts Initiative for further consideration and ratify the City Arts Initiative recommendations in relation to proposals 2 and 3 in the report as follows:

- **From the Thames to Eternity - CSK Architects, UCL and City of London Corporation:** approve subject to ongoing consultation and permissions from Highways and Planning, as well as the other conditions as set out in the main report
- **Amulet: An Icon of Future Finance - CDP / Modus Operandi:** approve the new timelines requested subject to Planning Permission and Scheduled Monument consent being granted

7. **DESTINATION CITY IMPLEMENTATION PLAN**

Members received a report of the Director of Innovation & Growth relative to proposals for the implementation of Destination City.

Members requested for further information on the decision-making process behind the Golden Key event, and the costs and achievements of the event. Officers replied that they would be providing the Committee with a full report providing this information. The event had only taken place in October, and the information requested would not be available within one month.

A Member expressed her concerns that small businesses around the City had not been notified of the event, and she had noticed that some small businesses in her ward had been shut and thus potentially missed out on the benefits of the event. Officers replied that they were engaging in an intense business and

stakeholder outreach programme, and that they would be working with the City's BIDs to further engage the small businesses. A Member commented the relationship with BIDs was important, but that SME and micro-businesses often did not feel involved in these. They also warned that BIDs may not be a useful way of engaging with larger companies. They suggested that officers should investigate creating a network of heads of internal communications in larger companies to help communicate with City workers. The Executive Director of Innovation and Growth replied that they were aware that while BIDs were a useful channel of communication up to a certain point, they were also using other channels. They would also be reaching out to residents, and welcomed feedback from Members on if this had been useful.

Members asked how officers were considering outlying assets such as the Keats House Museum. The Executive Director of Innovation and Growth replied that they needed to consider ways of encouraging visitors to move between all the City Corporation's assets.

A Member, who also sat on the Police Authority Board, requested that officers continue to consider the cost implications for the City of London Police when arranging events. The Executive Director of Innovation and Growth replied that they always worked with the City of London Police when scheduling events.

The Chair thanked all the officers involved in the Destination City programme and the Golden Key event.

RESOLVED, that -

- members approve the key strategic priorities Implementation Plan, In Appendix 1.

8. CITY POLICE MUSEUM: DECLARATION OF SPACE AS SURPLUS TO IG REQUIREMENTS

Members received a report of the Executive Director of Innovation and Growth relative to the City Police Museum.

RESOLVED, that – Members:

- Declare the space previously occupied by the City of London Police Museum within Guildhall Library as surplus to the Innovation and Growth Department's requirements and return the space to the City Surveyor.

9. SMALL BUSINESS AND RESEARCH ENTERPRISE CENTRE AND CITY CENTRE SPACE SWAP

Members received a joint report of the Executive Director, Environment and the Director of the London Metropolitan Archives relative to a premises swap between the Small Business and Research Enterprise Centre and the City Centre.

RESOLVED, that – Members:

- agree that SBREC is reprovisioned within the existing City Centre space and that the City Centre is reprovisioned within the current ground floor SBREC space.

10. KEATS HOUSE COLLECTIONS DEVELOPMENT POLICY

Members received a report of the Executive Director, Environment, relative to the Keats House Collections Development Policy.

RESOLVED, that – Members approve the Keats House Collections Development Policy 2022.

11. KEATS HOUSE RISK MANAGEMENT UPDATE REPORT

Members received a report of the Executive Director, Environment, providing an update on risk management at Keats House.

RESOLVED, that – Members confirm, on behalf of the City Corporation as Trustee, that the register satisfactorily sets out the key risks to the charity and that appropriate systems are in place to identify and mitigate risks.

12. *UPDATE REPORT FOR KEATS HOUSE CHARITY, APRIL - SEPTEMBER 2022

Members received a report of the Executive Director, Environment, providing an update on Keats House for April – September 2022.

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

13. UPDATE: BECKFORD & CASS STATUES INTERPRETATION PROJECT

Members received a report of the Executive Director, Innovation and Growth, providing an update on the Beckford and Cass Statues Interpretation Project.

Officers informed the Committee that, since the publication of the agenda, the published timeline had been revised to expedite progress on the project. The revised timeline was tabled to at the meeting. The revisions meant that the decision on the structural design, originally scheduled for the Committee's January meeting, would need to be made between Committee meetings. Officers therefore sought delegated authority for the decision to be made in December, and confirmed that they would give Members with a chance to provide informal feedback on the designs before final approval.

RESOLVED, that – Members;

- Note the contents of the report and the revised timeline presented at the meeting;
- delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chair, to approve the design options for the statues.

14. LONDON METROPOLITAN ARCHIVES GENERAL UPDATE

Members received a report of the Director of the London Metropolitan Archives providing an update on the work of the Archives.

Members praised the recent visit to the Archives, and the Director said that they were keen to arrange another.

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

15. ***CHILDREN AND YOUNG PEOPLE'S PLAN 2022-25**

Members received a report of the Director of Community and Children's Services relative to the Children and Young People's Plan 2022-25.

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

16. ***LEVELLING UP AND REGENERATION BILL**

Members received a report of the Remembrancer relative to the Levelling Up and Regeneration Bill.

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

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

There were no questions.

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

There was no other business.

19. **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.

20. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 18 July 2022 were considered.

21. **TEN KEATS GROVE, HAMPSTEAD - PROPOSED LICENCE RENEWAL BY KEATS HOUSE TO KEATS COMMUNITY LIBRARY**

Members received a report of the Executive Director, Environment, relative to the proposed renewal of the licence for Keats Community Library.

22. **SHOE LANE LIBRARY - POTENTIAL REDEVELOPMENT OF HILL HOUSE**

Members received a report of the Director of Community and Children's Services relative to the potential redevelopment of Hill House.

23. ***ARTIZAN STREET LIBRARY RENT EXEMPTION PROPOSALS**

Members received a report of the Director of Community and Children's Services relative to rent exemption proposals for Artizan Street Library.

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

The meeting ended at 12.43

Chairman

Contact Officer: Ben Dunleavy
ben.dunleavy@cityoflondon.gov.uk

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Agenda Item 4

Committee(s): <ul style="list-style-type: none"> • Policy & Resources Committee – For decision • Culture, Heritage and Libraries – For Information 	Dated: <ul style="list-style-type: none"> • 19th January 2023 • 23rd January 2023
Subject: Draft High-Level Business Plan 2023/24 – Innovation & Growth	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly? <p>Businesses are trusted and socially and environmentally Responsible.</p> <p>We have the world’s best legal and regulatory framework and access to global markets.</p> <p>We are a global hub for innovation in financial and professional services, commerce and culture.</p> <p>We have access to the skills and talent we need.</p> <p>We inspire enterprise, excellence, creativity and collaboration.</p> <p>We have clean air, land and water and a thriving and sustainable natural environment</p>	<p>Corporate Plan Outcome 5</p> <p>Corporate Plan Outcome 6</p> <p>Corporate Plan Outcome 7</p> <p>Corporate Plan Outcome 9</p> <p>Corporate Plan Outcome 10</p> <p>Corporate Plan Outcome 11</p>
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Damian Nussbaum, Innovation & Growth	For Decision
Report author: Omkar Chana, Innovation & Growth	

Summary

This report presents for approval the high-level Business Plan for the Innovation & Growth (IG) Department for 2023/24.

Recommendation

Members are asked to:

- Note the factors taken into consideration in compiling the Innovation & Growth Business Plan; and
- Approve, subject to the incorporation of any changes sought by this Committee, the departmental 2023/24 Innovation & Growth Business Plan.

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 evolved to add more narrative and improve readability. The Business Plan now incorporates TOM departmental structure changes (in 22/23 TOM impacted the Destination City team; FPS implemented TOM in 21/22). As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, direction of travel, KPIs & trends where applicable.

High-level 2023/24 Innovation & Growth Business Plan

3. This report presents the draft final high-level Business Plan for 2023/24 for the Innovation & Growth (IG) Department (**Appendix 1**).
 - Financial and Professional Services (FPS) priorities in the 2023/24 IG Business Plan are derived from the City of London Corporation's Competitiveness Strategy 2021-2025. The strategy defines four quadrants of competitiveness and several overarching strategic priorities within each. Cascading from this, the 2023/24 IG Business Plan focusses on the key elements to deliver over the next year. Indicators of the strengths of the UK's FPS sector is reported via the City of London's annual Benchmarking publication, annual State of the Sector report and the public Competitiveness Dashboard.¹
 - Climate Action priorities in the 2023/24 IG Business Plan are derived from the City of London Corporation's Climate Action Strategy (CAS) 2021-2027. It explains the importance of climate action to the achievement of the economic, societal and environmental outcomes described in our Corporate Plan, 2018-2023. It describes why we need to act now and our rigorous approach for the first six years. Our CAS performance is reported publicly via our Climate Action Strategy Dashboard.²
 - Destination City priorities in the 2023/24 IG Business Plan are derived from the recommendations of the Independent Review and subsequent Implementation Plan. The strategic priorities will set the foundations in which to grow the City's brand equity and enhance the overall experience. Successful delivery will establish the City's leisure credentials and enhance its attractiveness as a global Destination of choice to customers, partners, and investors.
4. The assets allocated for the delivery of services are broadly utilised. The 2023/24 IG Business Plan (Appendix 1) details the Operational Property requirements on page 4 of the plan.

Corporate & Strategic Implications

5. Strategic priorities and commitments are expressed in **Appendix 1**.

Security implications

¹ [Competitiveness Benchmarking Dashboard](https://www.theglobalcity.uk/resources/competitiveness-benchmarking-dashboard)

<https://www.theglobalcity.uk/resources/competitiveness-benchmarking-dashboard>

² [CAS Dashboard](#)

6. N/A

Financial implications

7. The high-level 2023/24 IG Business Plan at **Appendix 1** is based on having implemented the Target Operating Model in both our Financial and Professional Services and Destination City teams.

Public sector equality duty

8. Equalities self-assessment scores are included within the high-level 2023/24 IG Business Plan at **Appendix 1**. This can be found on page 3 of the plan, and it does not represent significant changes in service provision by Innovation & Growth.

Resourcing implications

9. Any changes to resources have been identified and delivered through the move to implementing the Target Operating Model.

Conclusion

This report presents the 2023/24 IG Business Plan for the Innovation & Growth Department for Members to consider and approve.

Appendices

- Appendix 1 – 2023/24 IG Business Plan

Damian Nussbaum

Executive Director of Innovation & Growth
Damian.Nussbaum@cityoflondon.gov.uk

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Innovation & Growth

Innovation and Growth (IG) works to **strengthen the UK's financial and professional services (FPS) competitiveness** to creates jobs and growth right across the UK. Additionally, in the Square Mile, we're focussed on **increasing footfall and bringing visitor spend** back to pre-pandemic levels. Our Climate Action vision is to deliver the **Corporation's transition to net zero and climate resilience**.

Our aims and objectives are...

Our aim is to reinforce the UK's position as the world's leading global hub for **financial and professional services (FPS)**. We do this with colleagues across the Corporation by cultivating strong relationships with key stakeholders to deliver strategic outcomes.

On **Destination**, we aim to power the Square Mile's recovery; creating a seven-day-a-week leisure destination for UK and international visitors, workers, and residents to enjoy.

On **Climate Action**, by 2040 we aim to become net zero carbon emissions across our full value chain; support the achievement of net zero for the Square Mile; and increase environmental resilience in the Square Mile.

Our major workstreams this year will be...

FINANCIAL AND PROFESSIONAL SERVICES

- **OPEN & GLOBAL.** Open economies are trusted, secure and will gain competitive advantage. We want to be.
 - Global with unparalleled global reach to talent, capital and export capacity.
 - Open with strengthened UK policy and regulation that supports a friction-free trade experience.
- **INNOVATIVE IN FPS TECHNOLOGY.** UK FPS needs to futureproof its offer for tomorrow's global customer base.
 - Keep the UK's FPS at the forefront of tech adoption and innovation.
 - Ensure that UK FPS – and our financial system – is recognised as Globally Leading in Tech.
 - Access the right combination of skills, innovation, infrastructure, and investment.
- **SUSTAINABLE.** The global market needs better transparency, comparability, and credibility in the sustainable finance agenda.
 - Be the partner of choice for capital and expertise on green and social impact finance.
 - Position the UK as a one-stop shop; the go-to partner for countries and companies.
 - Look for capital and expertise, to help countries, cities and companies meet sustainability goals.

What's changed since last year...

- **Competitiveness Strategy** continues to drive the work across the Corporation to strengthen and promote the UK's FPS sector.
 - **Net Zero Delivery Summit:** inaugural summit inter alia featured John Kerry and Mark Carney, and established NZDS brand as the key milestone for global FPS leaders in between COPs. Collaboration with COP27 Presidency confirmed for 2023.
 - **Impact Investing Summit:** elevated the importance of the 'S' in Environmental, Social, Governance (ESG) and saw launch of just transition financing challenge.
 - New annual **UK/US dialogue established** as part of landmark tech partnership. Significant progress towards a data adequacy agreement.
 - Cross-party **support for competitiveness objective for UK regulators** as set out in Financial Services and Markets Bill.
 - Drove the multi-year campaign to increase the **UK's Assets under Management from £11trn to £20trn** by 2025.
 - Established **Centre for Finance, Innovation and Technology (CFIT)** and confirmed the appointment of a Chair and CEO.
 - Asked by FCA to develop a voluntary code of conduct for **ESG ratings** and rating provider.
 - 1st **State of the Sector** report was published in July in partnership with HMT, providing a robust evidence-based assessment of the competitiveness of UK financial services.
 - 3rd **Benchmarking review**, assessing the UK's competitiveness alongside global comparators
 - Delivered the Golden Key launch event for **Destination City**, attracting over 30,000 attendees. Appointed the Destination City team, following a challenging TOM transition. Delivered the Implementation Plan, setting out improvements in the City's attractiveness and performance.
 - **Climate Action:** reduced Scopes 1 and 2 emissions from buildings and other activities we have the greatest control over by 31% of 36.5kt CO₂e (target of 33%).
- In 2022/23, the UK's economic cycle shifted and IG recognises the need to support a resilient recovery.**

DESTINATION CITY

- **WELCOME, WAYFINDING & WOW FACTOR.** Delivering a transformation underpinned by sustainable, inclusive & innovative ideas & commercial partnerships.
 - **Launch** a consumer facing brand identity and website for the City. Develop a Destination marketing and media programme.
 - **Elevate the Welcome** through district animation and exceptional customer service. Champion the City's accessibility through new travel and tourism partnerships.
 - **Improve Wayfinding** by developing digital navigation and testing artistic signage and sound scape.
 - **Enliven the Wow Factor** through seasonal events / activations and enhancing the leisure, retail and hospitality offer.

CLIMATE ACTION

- **TRANSITION TO NET ZERO AND RESILIENCE.** The Corporation has adopted a radical Climate Action Strategy which breaks new ground and sets out how the organisation will deliver over the next two decades.
 - Support the achievement of net zero emissions
 - Build climate resilience.
 - Champion sustainable growth.

Our strategic commitments

Strategy 1. Attract and Retain Firms' Talent Capital and Export Proposition

- Increase UK share of global AUM.
- Drive cross UK growth for Tech

Strategy 2. Nurturing an Innovative Ecosystem

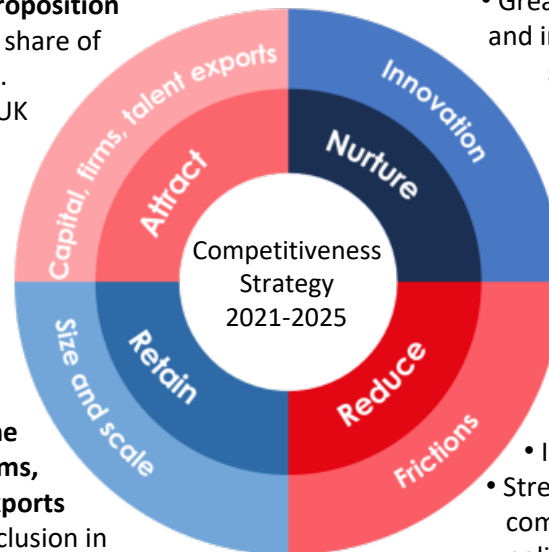
- Greater availability of green and impact finance, and services from the UK.
- Integrate tech across UK FPS.
- Support tech to scale.

Strategy 3. Retain volume of capital, firms, talent and exports

- Increase inclusion in FPS.

Strategy 4. Retain a World-Class Business Environment

- Increase access to talent.
- Strengthen international competitiveness of UK FPS policy and regulation.
- Protect and increase access to key jurisdictions with a particular focus on digital trade.



Strategy 5. Destination City

- Develop a brand identity and website that champions our leisure credentials and encourages visitation.
- Develop a new insights programme to provide robust data and better measurement, to inform strategic planning and performance evaluation.
- Develop a wayfinding app to improve navigation and increase dwell time.
- Enhance the visitor experience and offering to attract new audiences and drive sustained economic growth.
- Develop a commercial strategy to attract future sponsorship that enhances our reputation and delivery.

Strategy 6. Climate Action

- Improve energy efficiency by retrofitting our buildings and maximising the use of renewable energy.
- Embed circular economy principles into our building projects and reducing the carbon intensity of materials and design approaches.
- Enhance carbon removal in our green spaces.
- Protect natural resources and integrate climate considerations into all our decisions.
- Derived from the Corporation's Climate Action Strategy 2020-2007

IG is committed to working with the five teams across the Corporation, working together on Competitiveness to implement Fraser recommendations.

Key Performance Indicators

#	KPI (and link to strategic commitments)	Current Performance (2022/23)	Direction of Travel /Target
1	All. Annual Benchmarking Score Composite (Drawn from 95 indicators)	1 in rank. TBC/100 in 2023; 61st/100 in 2022 Benchmarking Dashboard	Retain No 1 Position
2	1,2. Mobilisation of green and impact finance from the UK (Refinitiv, IA, Climate Bonds Initiative)	Sustainable Loans: £50.5bn GPB; 105% growth from previous. Size of Responsible Funds: £86bn in Q3 2022; 61% growth in 2021. UK issued £26bn in Green bonds in 2021 and £2.6bn in H1 2022.	Sustainable finance market share increasing faster than other financial centres. UK continues as a global leader in Green financing.
3	1,2.Global share of AUM (Willis Towers Watson, 2021)	UK asset management industry AUM was £10tn in 2021, 6% increase year-on-year. UK remains largest asset management centre outside of US.	Maintain position as 2nd largest asset management centre in the world.
4	1,2. Drive Investment Levels in Tech, with focus on FinTech, at all stages (Pitchbook)	FinTech: Average annual investment of \$29bn (+\$2bn year-on-year) in past five years, second only to NYC (\$69bn and +\$2bn year-on-year).	Investment grows faster than other IFCs.
5	4. Access to International Talent (Institute for Management Development: yearly)	Overall rank of 21/64 for competitiveness for overseas talent (+2 from 2020-21) and 16/64 for 'Appeal' (+4 from 2020-21) 5/7 position of other IFCs	UK increases rank amongst competitor IFCs
6	4. Global recognition of FPS Regulatory Regime (Duff & Phelps)	1 in rank. 31% of respondents say UK is world's favoured regulatory regime	Retain No 1 Position
7	5. Number of visits & visitor spend (Economic Impact of Tourism 2018. and Independent Review 2020.)	7.8m in 2021 (-68% on 2019) £0.7bn spend in 2021 (- 64% on 2019)	Increase visitor numbers from 21m in 2019 to 22m in 2025; and visitor spend from £2.1bn to £2.25bn over the same period.
8	6. Reduction in kilo tonne of carbon dioxide equivalent.	Net emissions of 20.2, 9.1, 9.1 ktCO ₂ e in 18/19, 20/21, 21/22. CAS Dashboard	Decreasing emissions over 3 years. Target net-zero



Our People

2022 Staff Engagement score

- FPS 54% (+2 vs COL)
- DC 33% (-18 vs COL, survey coincided with TOM)

Plans to increase staff engagement

Career and L&D

- Signposting L&D and career support offers.
- Increased training budget.
- Developing IG’s L&D offer.

Change management

- Improving IG’s change management through better comms and improved PM.

Working with enabling services

- Working with enabling services (e.g. on recruitment and procurement) to agree on interim solutions to key operational challenges.

IG FTEs (excl. hosted partners)



ED&I assessment score (2021/22)

Monitoring and use of data and information	1/3
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	2/4
Target setting and mainstreaming equalities into performance systems	2/2
Using procurement and commissioning to achieve equality and cohesion targets	1/1
Engagement & partnership	3/4
Employment and training	2/4

IG scores are lower due to multiple targets being not applicable to our department, N/A questions have been removed from total scoring.

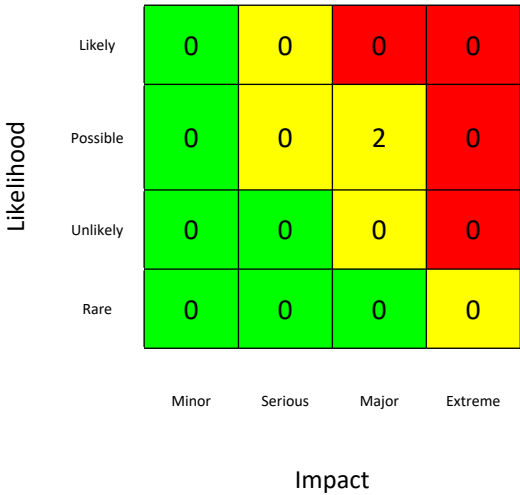
The Corporate Plan outcomes we have a direct impact on are...

- 5 - Businesses are trusted and socially and environmentally responsible.
- 6 - We have the world’s best legal and regulatory framework and access to global markets.
- 7 - We are a global hub for innovation in financial and professional services, commerce and culture.
- 8 - We have access to the skills and talent we need.
- 9 - We are digitally and physically well-connected and responsive.
- 10 - We inspire enterprise, excellence, creativity and collaboration.
- 11 - We have clean air, land and water and a thriving and sustainable natural environment.

Some of our delivery partners



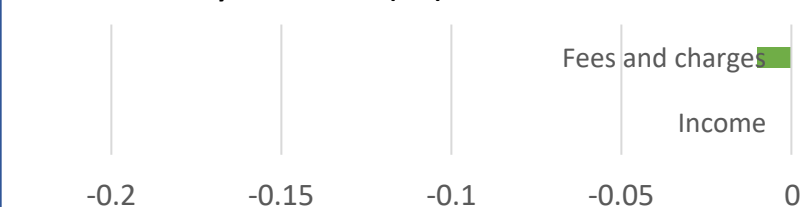
Key Corporate Risks



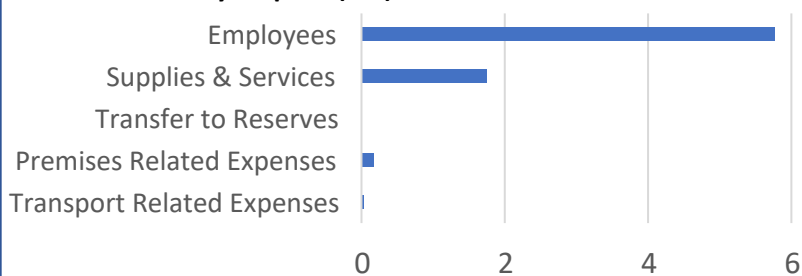
Risk Title	Score
CR02 - Loss of Business Support for the City.	12
CR30 - Insufficient resources and prioritisation allocated to Climate Action.	12
IG-DC-01 - Major Incident at a programme (e.g. terrorist, vandalism, economic incident).	12

Financial and Professional Services

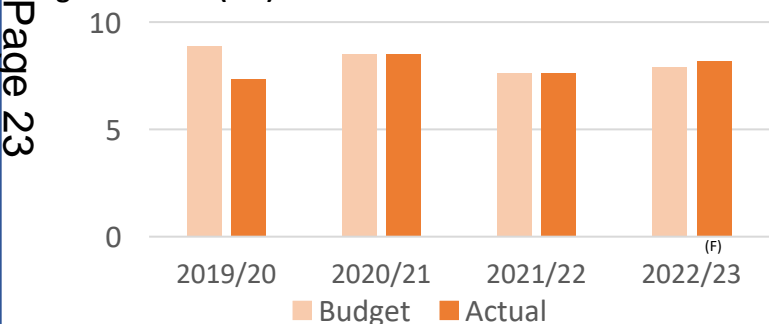
Where our money comes from (£m)



Where our money is spent (£m)

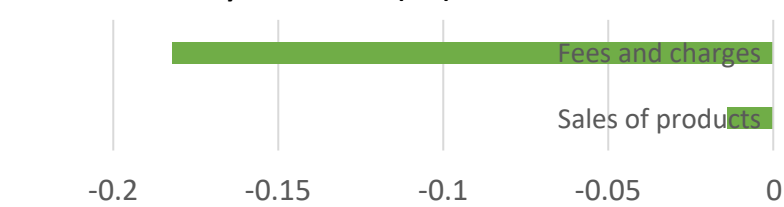


Budget vs Actual (£m)

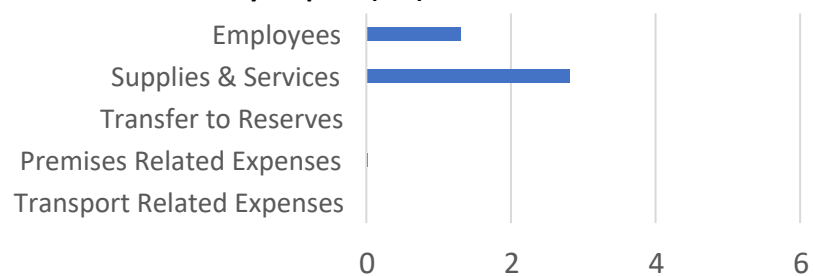


Destination City

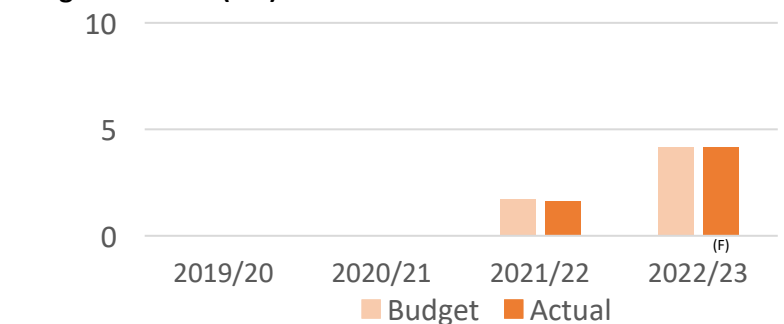
Where our money comes from (£m)



Where our money is spent (£m)



Budget vs Actual (£m)



Climate Action budget

Climate Action budgets are ringfenced and held centrally. The total budget for the Climate Action Programme is £68m over the period of 2021-27 FY.

To date Climate Action has spent £3.97m on initiatives to decrease carbon emissions and increase carbon removals.

Operational Property requirements

IG has the following operational property assets

- 54 desks on West Wing 1
- 8 desks in the mezzanine and meeting rooms

The mezzanine space has been requested for use by Members, and IG will move once alternative space is available. IG pre-vacated 4 rooms in the mezzanine, which has added to current pressures as we await alternative space.

IG has a 4:10 ratio of desk:staff. This is below the pinch point, and much less than most other departments. If all IG staff (including hosted partners) had to use the 1st floor west wing, the net internal area would be to 3.7sqm per person – which is very low. Average range around departments is 7 to 10sqm. IG is having to ask staff to work from home who'd like to come in to work, which is not sustainable. Much of our work requires collaboration within and across teams and a solution that enables this is required.

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Committee(s): Policy and Resources – For Decision Culture, Heritage and Libraries – For Decision	Dated: 19/01/2023 23/01/2023
Subject: Destination City Update – Member City Envoy Network Appointment and the Evaluation of The Golden Key Event	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 7,10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Damian Nussbaum, Executive Director, Innovation and Growth	For Decision
Report author: Luciana Magliocco, Destination City Director, Innovation and Growth	

Summary

This report is focused on two key elements of Destination City:

1. Suggested process to appoint a Member to join the City Envoy Network, to represent the collective views of residents on the Destination agenda.
2. The evaluation of The Golden Key event, which took place on 15 October 2022, marking Destination City’s launch event.

Recommendation(s)

Members are asked to:

1. Approve the process to appoint a Member to join the City Envoy Network.
2. Note the evaluation results for The Golden Key event.

Main Report

Background

City Envoy Network

1. A critical recommendation of the Independent Destination City Review was the creation of a City Envoy Network. The purpose of this steering group is to

provide industry-led strategic counsel to the Corporation and act as an independent voice on all aspects of its destination programme.

2. The City Envoy Network was formed shortly before the Chairman of Policy and Resources Committee announced Destination City in May. Membership was agreed by the Culture, Heritage and Libraries and Policy and Resources Committees. The network met for the first time in June 2022; members' terms run for two years from this date.
3. Membership of the network is broad, to capture the breadth of the Destination City agenda. It is made up of industry experts and specialists across the leisure sector. The role of the City Envoy Network is to provide strategic counsel but also to represent a wide pool of potential partners for future Destination City activity.

The Golden Key

4. Between May and October 2022, Members approved The Golden Key event proposal and received updates on the planning and delivery of the event. These included the artistic concept; resident and business engagement; and the marketing and communications strategy.
5. The objectives of The Golden Key were to:
 - Drive positive media coverage and destination profile
 - Drive weekend footfall and dwell time
 - Encourage spend in participating businesses
 - Baseline activity and set recommendations for future decision making
6. On 15 October, the Golden Key took place in the City for one day only. Event planning and delivery was achieved under a short lead time of only three months with a skeleton Destination City team. The media launch and marketing and communications programme were delayed by 11 days due to the unforeseen mourning period, following the death of Her Late Majesty The Queen.
7. In November 2022 Members received a report providing a summary of initial results for The Golden Key event. It should be noted that the coverage figures reported have since been revised. Update figures can be found below and within the event report (appendix 1).

Current Position

City Envoy Network

8. Approval is sought to appoint a Member to join the City Envoy network, to represent the collective views of residents on the Destination City agenda.

9. The purpose of the appointment is to advise on the strategic priorities and delivery programme of Destination City and its impact on the City's resident community.
10. The application process, criteria and commitments for the Membership are as follows:

Process

11. Members are invited to email an expression of interest (one side of A4 only), outlining how they meet the criteria and will contribute to the work of the City Envoy Network to the benefit of residents.
12. Members will be shortlisted by the Destination Team and final selection will be made by the Chairman of the Policy and Resources Committee and Chair of the Culture, Heritage and Libraries Committee.
13. All submissions should be sent to E: dcdirectorpa@cityoflondon.gov.uk, using the subject line: Expression of Interest for the role of Member City Envoy. Any questions around the process should also be directed to this email address.

Timing

14. Timings for the process are as follows:
 - Week commencing 30 January 2023: Expressions of interest opened
 - Friday 10 February 2023: Deadline for expressions of interest
 - Friday 24 February 2023: Short list submitted
 - Early March 2023: Selected Member confirmed

Criteria

15. Applicants will be selected based on the following criteria:
 - A background in one of the following sectors: tourism, culture, retail, hospitality, entertainment, media, digital, sport, wellness.
 - Experience in delivering initiatives under one of the following specialisms: place-making, marketing, media, communications, events, sponsorship.
 - Experience in building and analysing data sets to drive strategic decisions, operational efficiencies and ROI.
 - Proven ability to collate and share resident views on commercial initiatives at a city-wide level.

Commitments

16. Applicants who meet the criteria must commit to the following responsibilities for the duration of the term, which will run to June 2024 (as per other Envoys):
 - To act as a positive ambassador and advocate of the Destination City agenda amongst residents.
 - To attend and input at quarterly City Envoy meetings. To implement required follow up actions.

- To action bespoke requests pertinent to the purpose of the City Envoy Network.
- To provide informed counsel on how the Destination City programme can benefit City residents and drive advocacy among this stakeholder set.
- To advise on the best ways to engage with residents on the Destination City delivery programme.

The Golden Key

17. Following full collection and analysis of event data, key results include:

- a. Footfall – over 30,000 attendees on the day.
- b. Spend – attendees spent £27.30 per head at the event and £41.90 in the City outside the event on food and drink. 84% of attendee spend was in the City.
- c. Business Engagement – 25 businesses participated in the event with venues welcoming new customers through advance bookings and footfall on the day.
- d. Community Engagement – 50 residents participated in pre-event engagement workshops and participation opportunities at the event. 30 City workers and residents volunteered on the day.
- e. Profile - 78 pieces of key national, London, and consumer media outlets. This preliminary figure was originally reported to Committee in November 2022 as 81. On detailed analysis of the coverage, 78 is pieces of coverage is the confirmed amount.
- f. Engagement – 491,000 visits to The Golden Key website and a total social media reach of 21,545,228 and 157,366 engagements.
- g. Added Value – £273,000 of media in-kind generated through partner negotiations (across print, social media and advertising).
- h. Motivation - 80% of attendees came to the City specifically to attend The Golden Key.
- i. Perception – 58% of attendees said their impression of the City had changed because of The Golden Key. 89% agreed events like The Golden Key would encourage them to come to the City more often. Over 70% agreed after attending The Golden Key they see the City as a place for leisure and hospitality.
- j. Experience - 89% rated the overall atmosphere as very good or good and 87% rated the programme as very good or good.

18. A full report on The Golden Key event has been produced. This provides more detail on the event deliverables, results and future recommendations (appendix 1).

19. Key learnings have provided the following recommendations:

- a. the need for quantifiable data around customer motivations to inform event concepts, formats and marketing plans.
- b. the need for more robust data sets and measurement capabilities to effectively evaluate performance, particularly around footfall, dwell time and sales.
- c. the creation of a stakeholder engagement framework to govern and support in the delivery of Destination City activity.
- d. sufficient lead times to plan, produce and promote high profile events for maximum impact.
- e. the need to plan alongside and work more collaboratively with Business Improvement Districts to improve business engagement levels.

Options

20. N/A

Proposals

21. Members are asked to:

- a. Approve the City Envoy Network Membership Application Process.
- b. Note the evaluation results for The Golden Key event.

Key Data

22. Qualitative audience research, marketing, communications and media data was collected from reports provided by in house teams and the appointed agencies who led these workstreams.

23. Footfall data was collected from entry and exist counts into activation zones, TfL data of taps into the City on the day and O2 mobility data.

Corporate & Strategic Implications

- **Strategic implications** – This report aligns with outcomes 3, 4, 7 and 10 in the Corporate Plan.
- **Financial implications** – None
- **Resource implications** – None

- **Legal implications** – None
- **Risk implications** – None
- **Equalities implications** – None
- **Climate implications** – None
- **Security implications** – None

Conclusion

24. Members are asked to approve the proposed process to appoint a Member to join the City Envoy Network and to note the evaluation for The Golden Key event.

Appendices

- Appendix 1 – The Golden Key Member Report

Background Papers

- 7 July 2022, Policy and Resources and 18 July 2022, Culture, Heritage and Libraries - Destination City – Next Steps on Implementation
- 15 September 2022, Policy and Resources and 19 September 2022, Culture, Heritage and Libraries - Destination City Update
- 14 November 2022, Policy and Resources and 7 November 2022, Culture, Heritage and Libraries - Proposals for the implementation of Destination City

Luciana Magliocco

Destination City Director, Innovation and Growth

E: Luciana.Magliocco@cityoflondon.gov.uk

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THE GOLDEN KEY

MEMBER REPORT – JANUARY 2023

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• Media & PR.....	10
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1. Results Summary

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+ 30k

Event
Attendees

78

Pieces of media
coverage

491k

Website visits

£258k

Media-in-kind



2. Event Overview

The Golden Key marked the first Destination City event which transformed the City's streets with immersive experiences and attracted a diverse audience.

On the day activity included:

- 3 x family friendly festival Fairs at iconic City landmarks
- 1 x Maze of Adventures featuring 12 smartphone led adventures across the City and a real-life treasure Hunt
- 3 x epic Fire Finales in Guildhall Yard, St Paul's Cathedral and the Museum of London
- Special Offers, Experiences and After Partys in participating leisure businesses



3. Objectives

1. Drive Positive Media Coverage & Destination Profile

2. Drive Weekend Footfall & Dwell Time

3. Encourage Spend in Participating Businesses

4. Baseline Activity & Set Recommendations for Future Activity

4. Target Audiences

Primary Focus: Londoners & Domestic visitors

- Families
- Young Couples & Friends
- Empty Nesters

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5. Deliverables

- ❑ Concept & Programming
- ❑ Marketing & Media Partnerships
- ❑ Media & PR
- ❑ Community Engagement
- ❑ Business Engagement
- ❑ Evaluation

Concept & Programming

- ✓ **Procurement** of BAFTA winning creative agency Coney to lead artistic direction
- ✓ **Creative development** of visual Identity, event website and event branding
- ✓ **Development** of smartphone adventure technology and signage
- ✓ **Production** of an innovative & inclusive programme of immersive experiences, interactive activities and pop-up performances
- ✓ **Management** of over 200 artists and operational staff across 17 locations

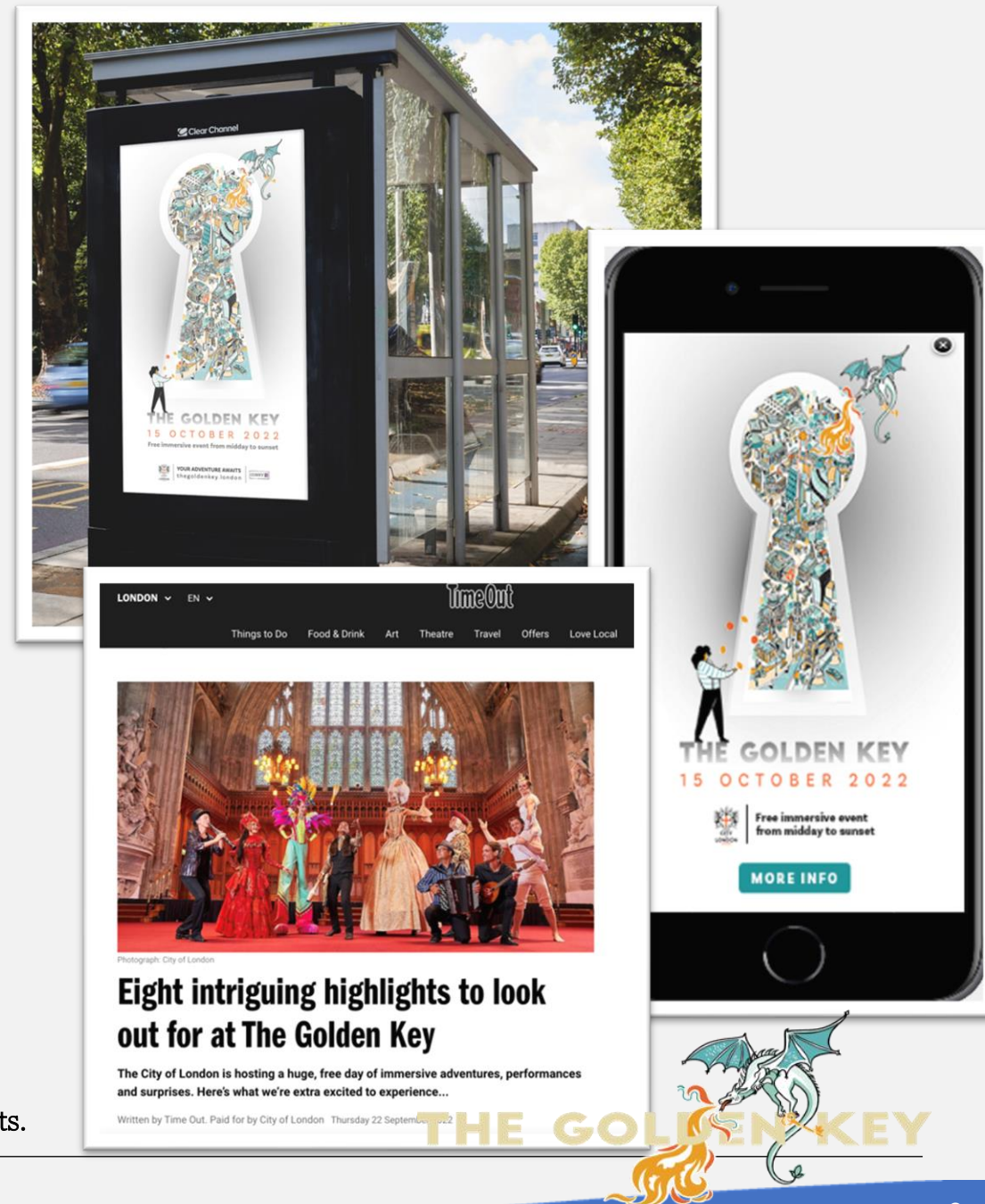


Marketing & Media Partnerships

- ✓ **Out of home** advertising reached **2m** people
- ✓ **Digital advertising** reached over **644,361** unique devices
- ✓ **Visit London partnership** reached **2m** people
- ✓ **Time Out partnership** achieved **134,334** views
- ✓ **The Golden Key website** attracted **491,000** visits
- ✓ **157,366** social media engagements with a total reach of over **21m** social accounts
- ✓ **£118,097** marketing in kind delivered across partnerships with **Visit London, One City, TfL, Uber Boat** and **Southeastern Railways**

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Source: Wavemaker Report. Coney Google Analytics. City of London social analytics. Partner reports.



Media & PR

- ✓ **78 pieces** of coverage achieved across print and online
- ✓ Print articles delivered an **Advertising Value Equivalent** of **£139,706** with a **3.2m reach**
- ✓ Overwhelmingly positive sentiment across all editorial articles
- ✓ Featured in **key target titles**: Sky News, The Times, The Evening Standard, Metro, The Daily Telegraph, Time Out, The Londonist, City AM and Conde Nast Traveller.

Page 42

Source: Media Team, City of London Corporation. Gorkana Media Evaluation.

Condé Nast
Traveller



CITY MATTERS

Destination City programme exemplifies the vibrancy of our City

By Chris Hayward • 10th October 2023



THE GOLDEN KEY



Page 43

- Source: Destination City team, City of London Corporation.

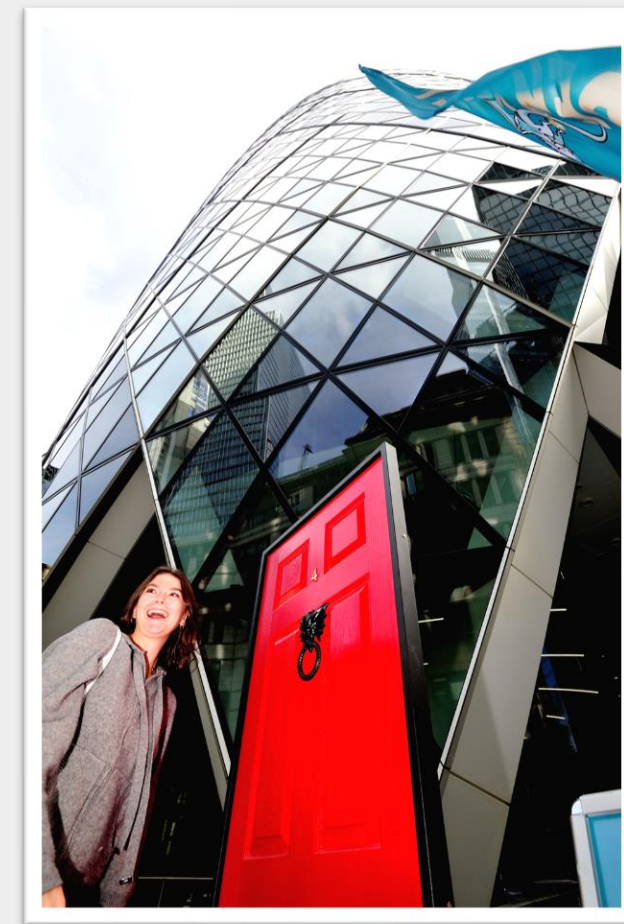


Business Engagement

- Creation of business engagement toolkits and creative assets
- Dedicated SME officer engaged with over 100 businesses through in person meetings, phone calls and email
- Weekly business engagement subgroup established to promote business opportunities
- Communication through Business Improvement Districts, Property Management and Leasing Agents channels
- 25 businesses participated in the event and after-party programme
- Venues welcomed new customers through advance bookings and spontaneous footfall on the day
- Business to business social campaign reached 100,833 accounts and drove 20,079 click throughs

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Source: Destination City team, City of London Corporation.



Audience Attendance & Evaluation

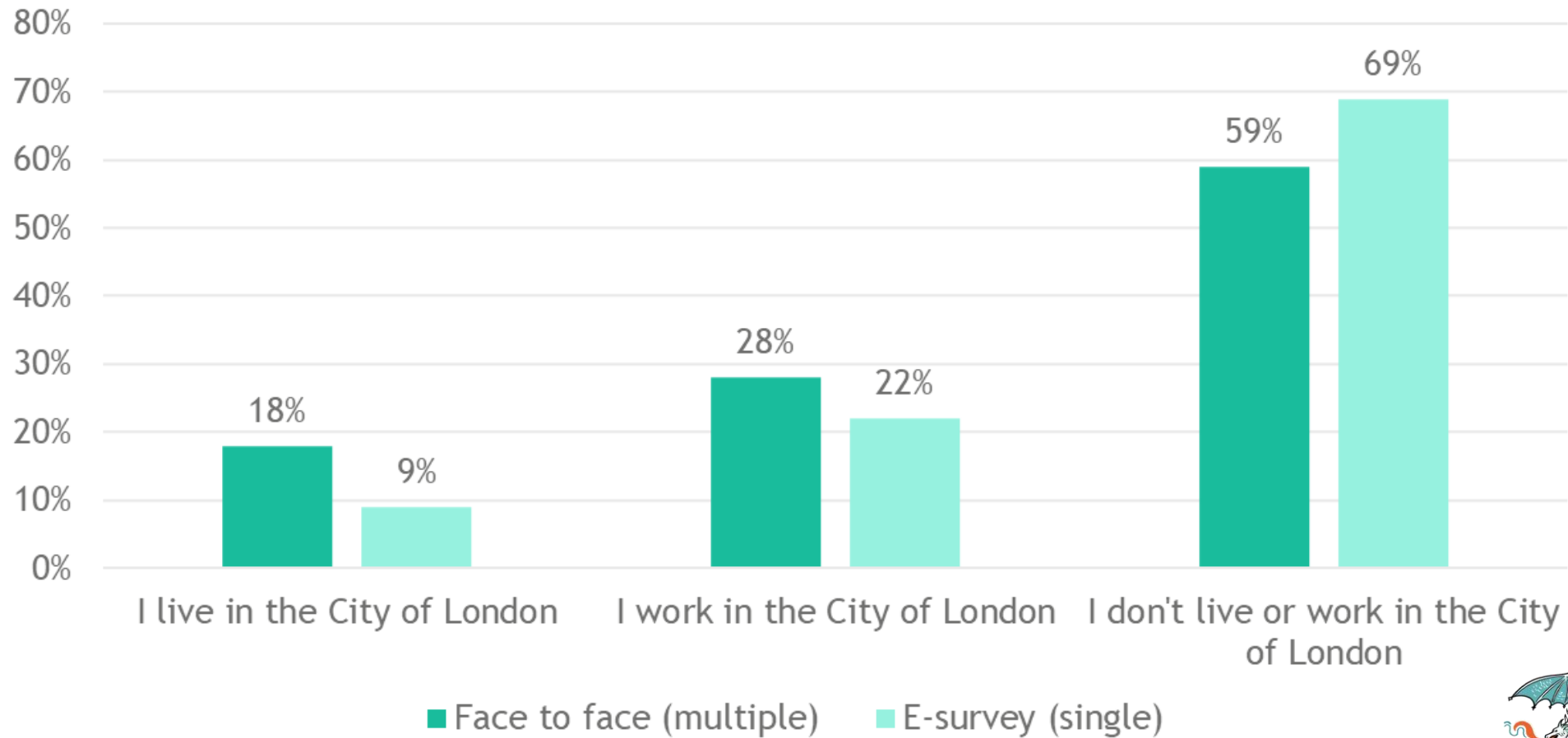
- **ATTENDANCE** - The event attracted over **30,000 attendees (+ 6.9% in TfL exit taps** at City stations compared to **2019** pre-covid baseline data)
- **ORIGIN** - 18% of attendees live in the City, 28% work in the City, 71% lived in London
- **MOTIVATION** - 80% came to the City specifically to visit The Golden Key
- **EXPERIENCE** - 89% rated the overall atmosphere as very good or good and 87% rated the programme as very good or good
- **PERCEPTION** - 58% said their impression of the City had changed because of The Golden Key. 89% agreed events like The Golden Key would encourage them to come to the City more. Over 70% agreed after attending The Golden Key they see the City as a place for leisure and hospitality
- **SPEND** - 81% visited a cafe/restaurant/pub/late night venue on the day. 84% of spend was in the City. On food and drink, £27.30 per head was spent at the event and £41.90 spent in the City outside the event

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Source: Activation Zone entry & exits, TfL exit taps, O2 Mobility data. Golden Key Event Survey – The Audience Agency.



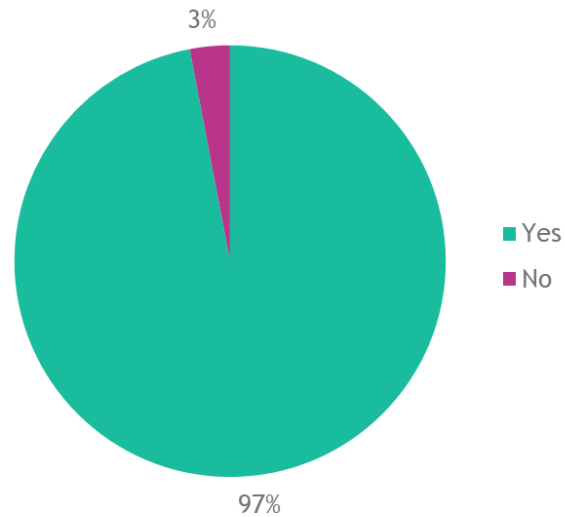
Audience – Association with the City



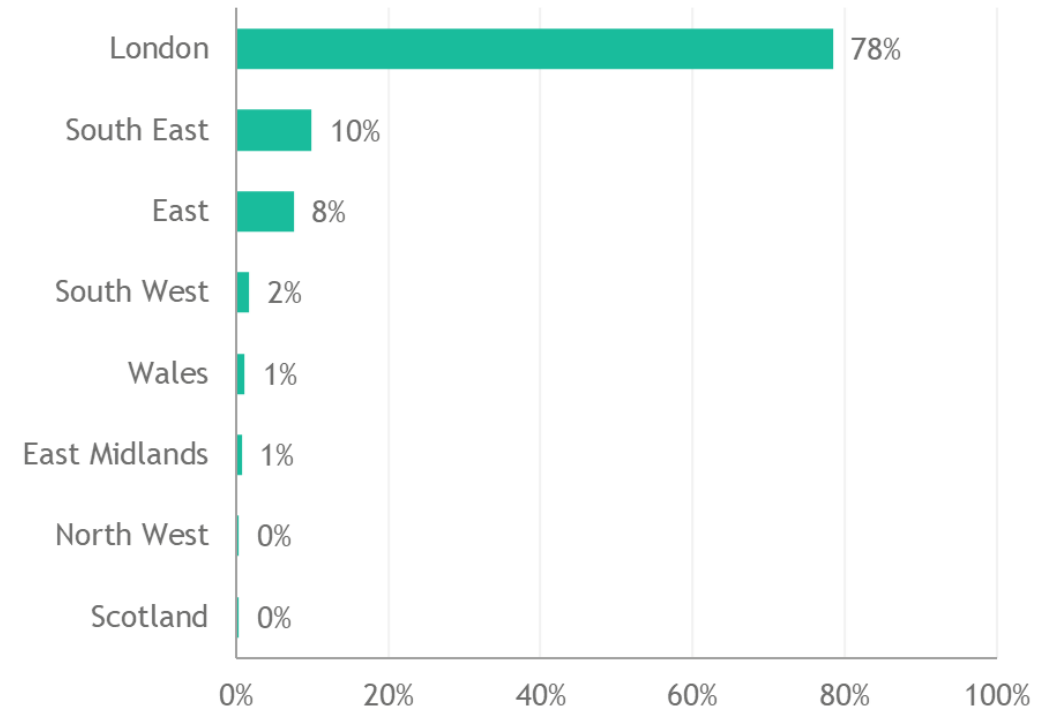
Source: The Golden Key Event Survey – The Audience Agency.



Audience – Geography



Do you live in the UK?

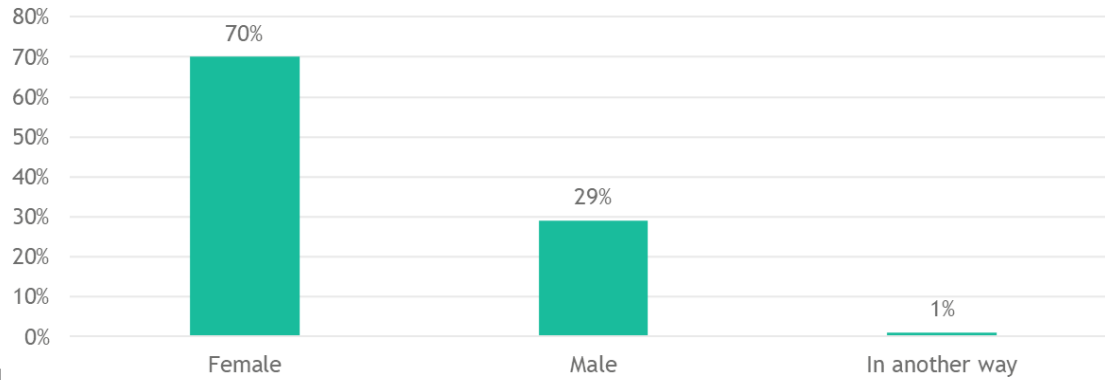


If you live in the UK, what is your full postcode?

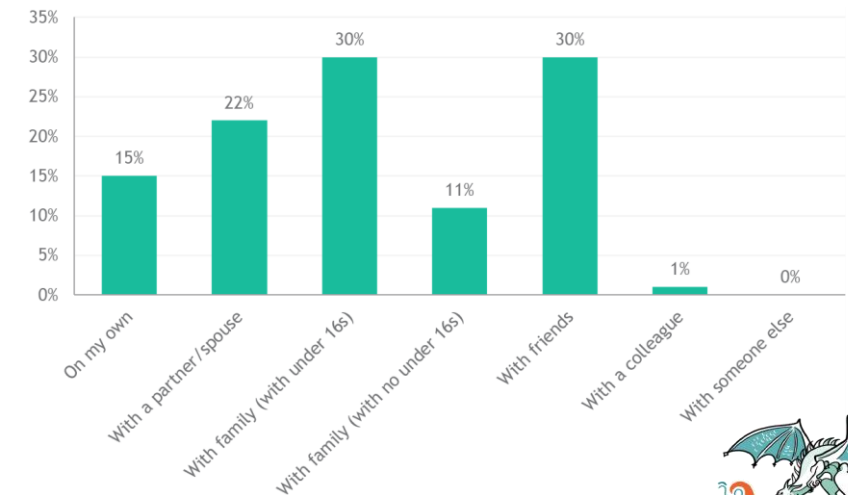
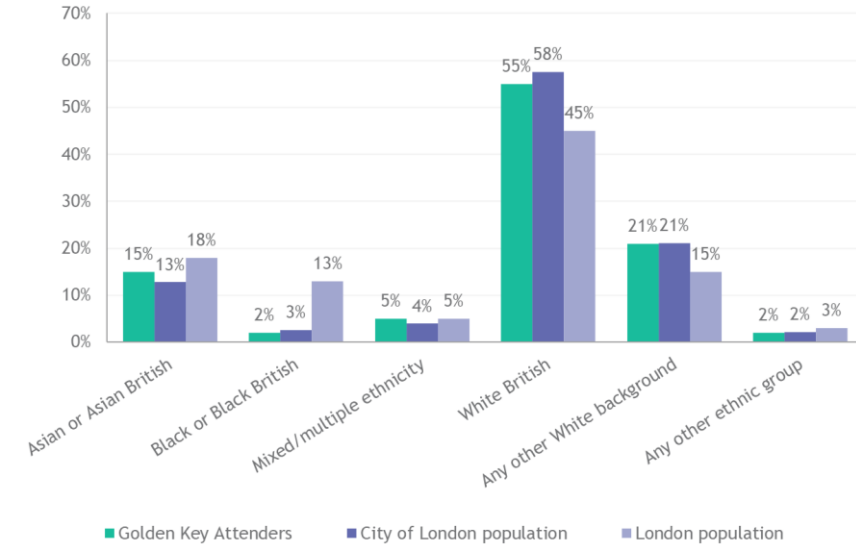
Source: The Golden Key Event Survey – The Audience Agency.



Audience – Demographics



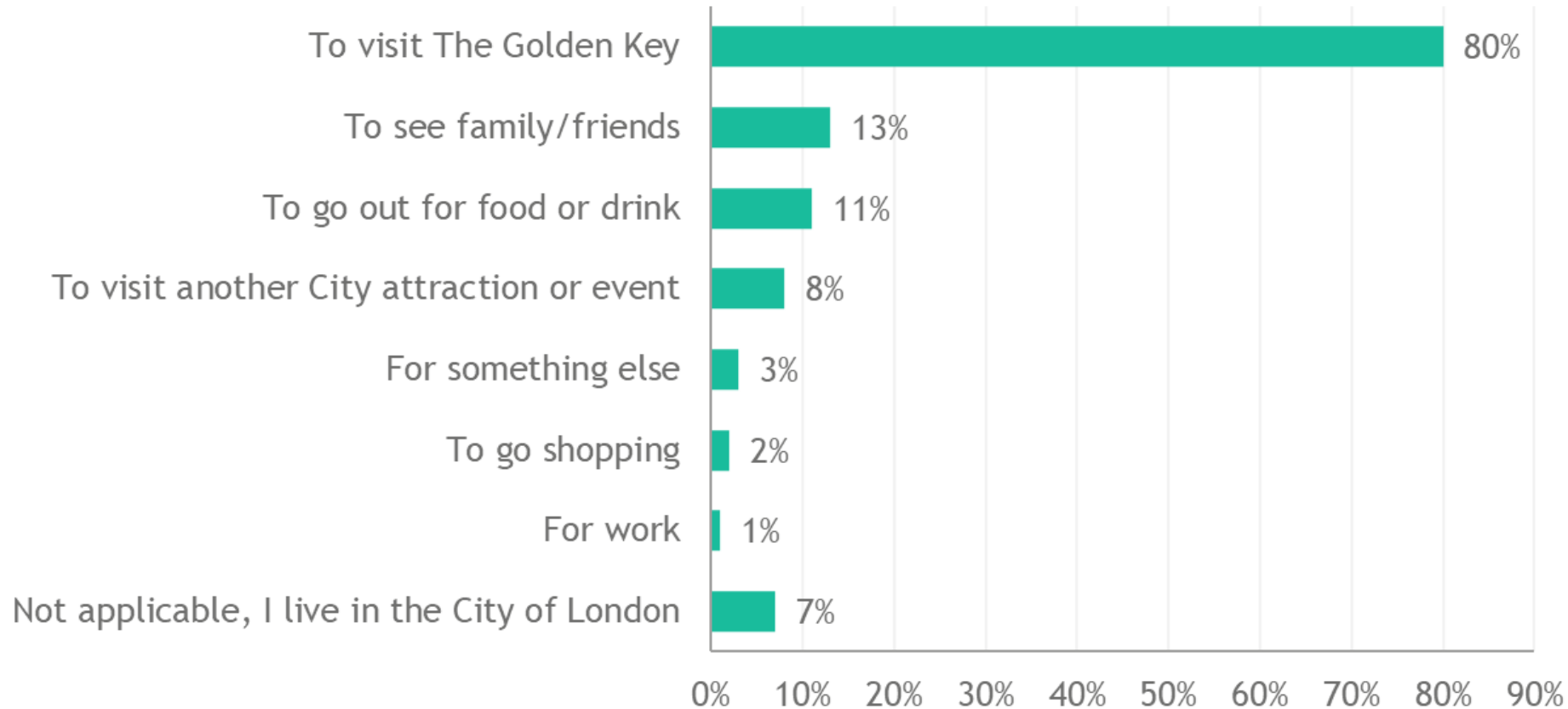
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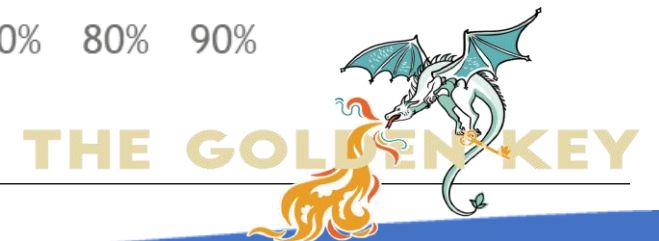
Source: The Golden Key Event Survey – The Audience Agency.



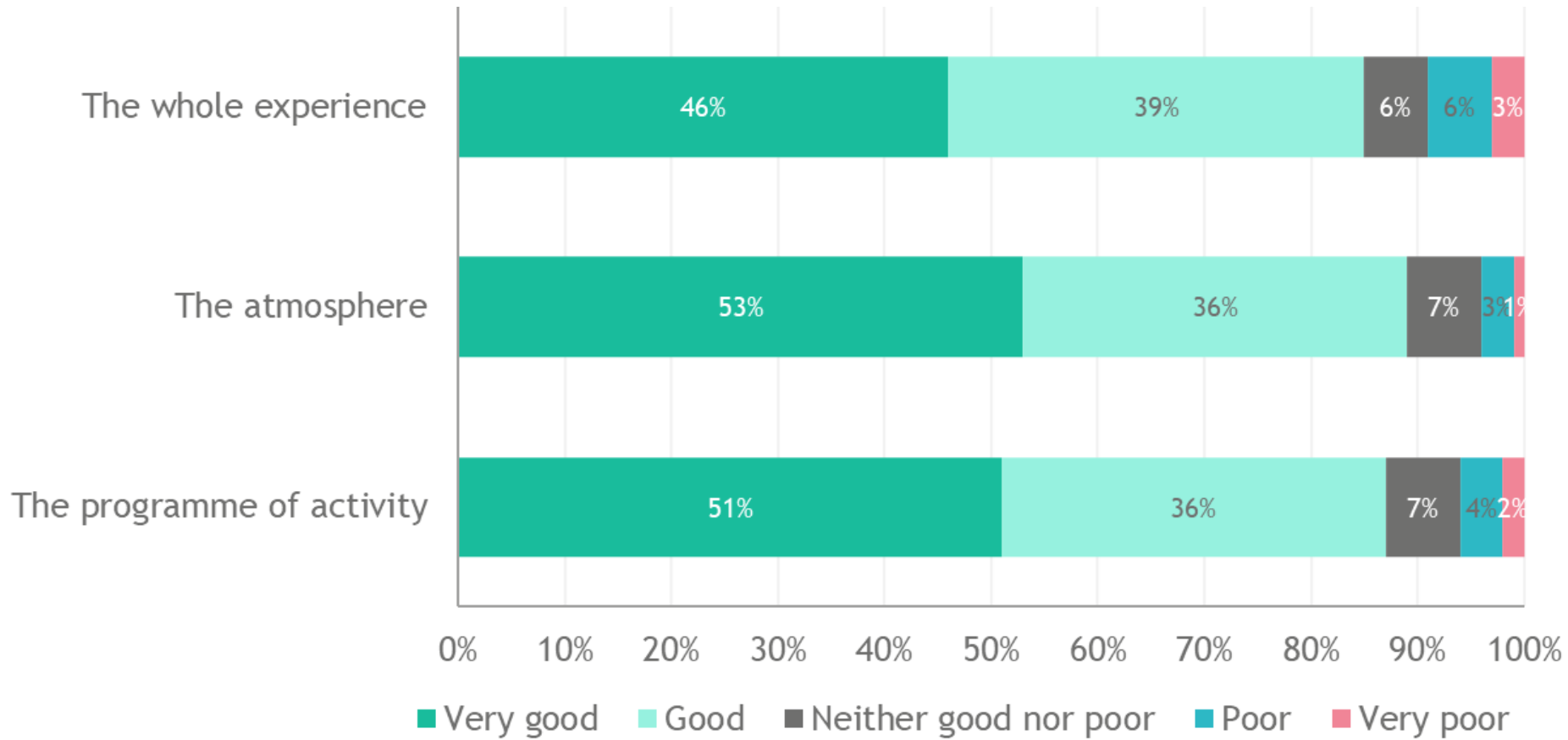
Audience – Motivations



Source: The Golden Key Event Survey – The Audience Agency.



Audience – Experience

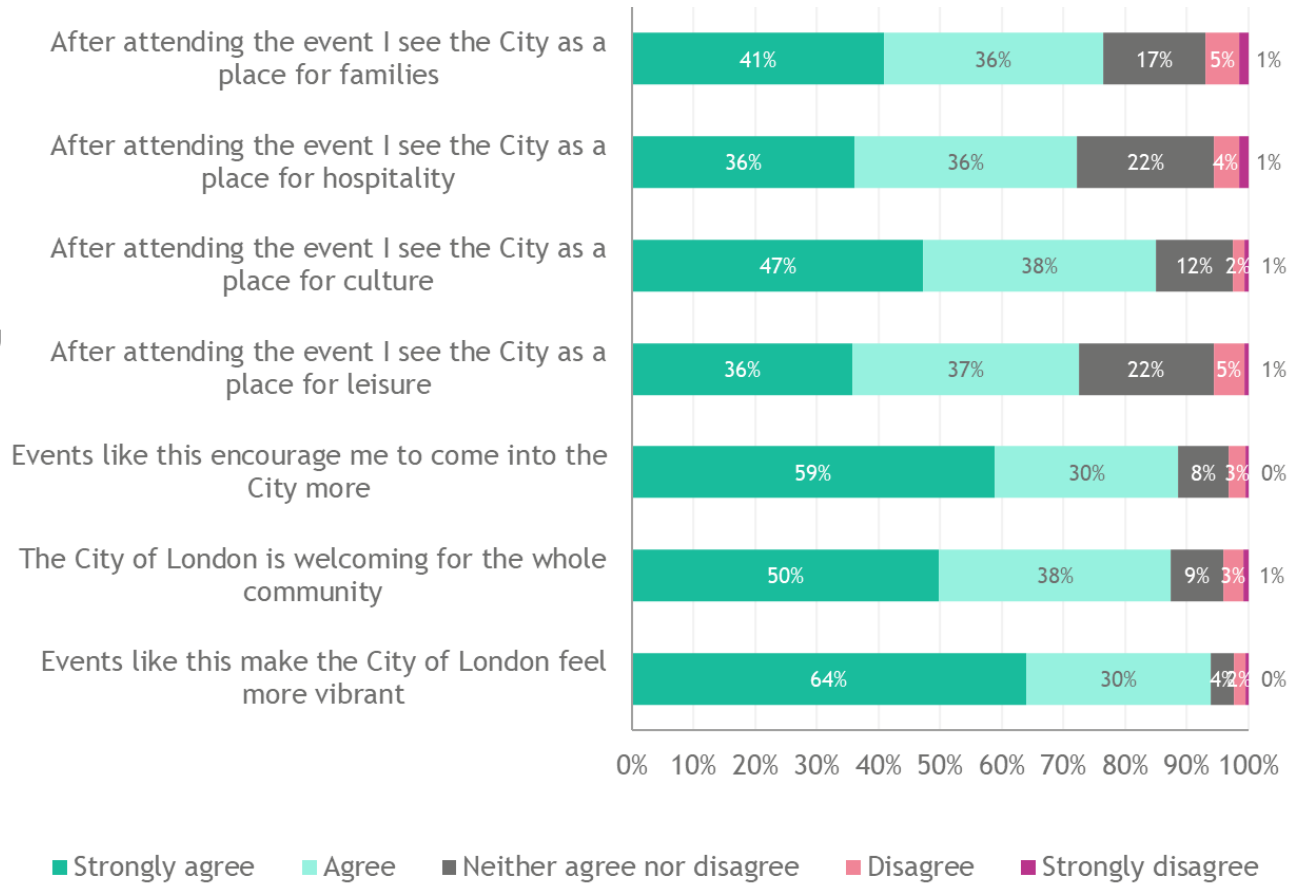


Source: The Golden Key Event Survey – The Audience Agency.



Audience – Perceptions

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Source: The Golden Key Event Survey – The Audience Agency.



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business city place work history love weekend london good quiet area full workers centre buildings events loved great expensive visit vibrant historic places just leisure mostly like lots closed much empty always district busy live often positive bit really dead interesting corporate nice cultural mainly people historical event full

city

history

see

place

much

fun

family

explore

visit

lots

cultural

like

things

knew

year

vibrant

now

lively

stuff

old

culture

interesting

going

around

great

weekend

weekends

friendly

open

know

good

life

realised

really

just

many

also

lot

area

hidden

stories

aware

events

places

london

activities

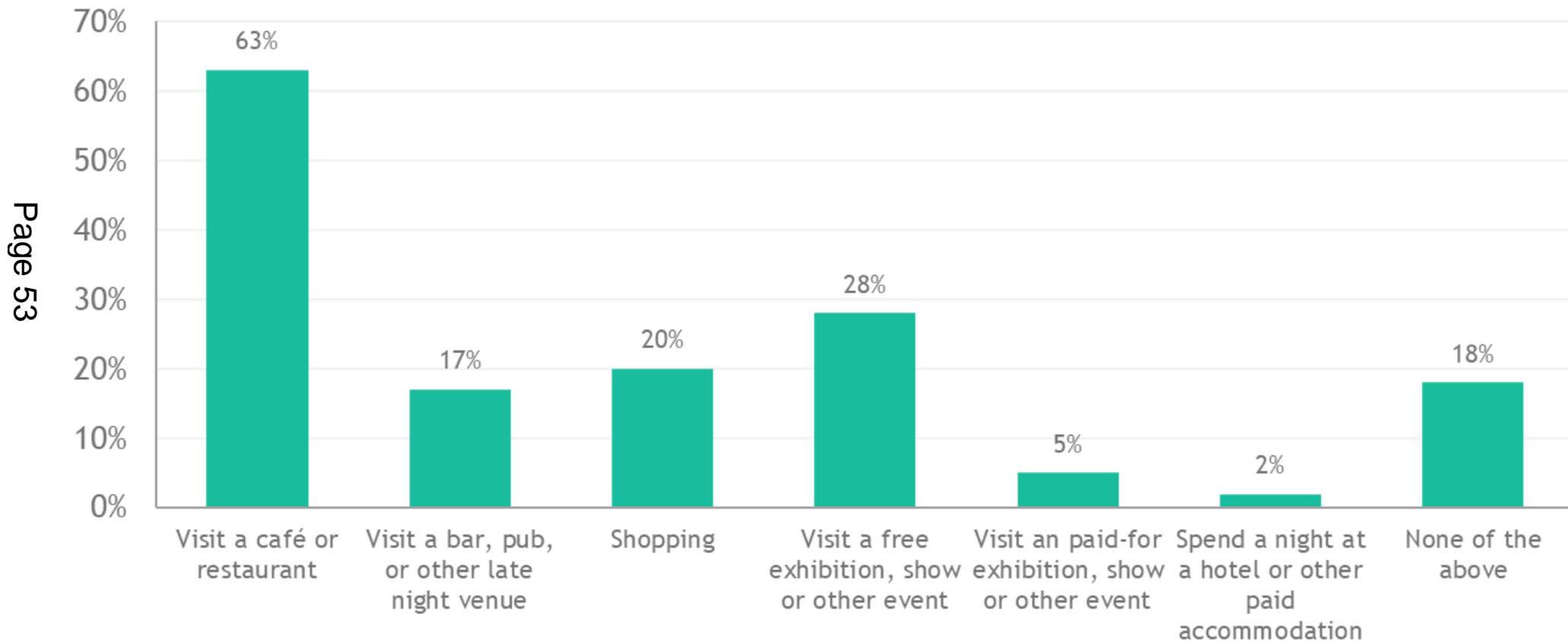
one

buildings

people

even

Audience – Spend



Source: The Golden Key Event Survey – The Audience Agency.



Audience – Spend



7. Learnings & Recommendations

Measurement & Reporting	<ul style="list-style-type: none"> • Data sources to be reviewed and developed to ensure measurement is robust - footfall counters • Sales data is reliant on business sharing - agreement to be made in advance for percentage uplifts to be shared • Allow a 6-week turnaround for event reporting to factor in third party data collation and analysis
Concept & Creative	<ul style="list-style-type: none"> • Concepts to be simple, sustainable and inclusive • Concepts and programming to be designed to attract sponsorship • Extend the duration of events to maximise impact and Return On Investment
Marketing & Comms	<ul style="list-style-type: none"> • Provision longer lead-times to maximize awareness, engagement and visitor intent • Build in more paid media activity to extend reach. Provision for photocall launch moment • Continue to build social influencer relationships as a key channel for audience awareness and conversion
Event Execution	<ul style="list-style-type: none"> • Provide a minimum six-month lead in time for planning, permissions, procurement and production • Develop a clear wayfinding plan - review on street signage and distribution across event footprint • Build in road closure opportunities for event activity
Community & Business Engagement	<ul style="list-style-type: none"> • Work with relevant departments to create a CoL stakeholder engagement framework that can be adopted • Develop relationship with BIDs to leverage their network and influencer across district wide local businesses • Build in tourism packages with hotels to drive overnight stays





For access to supporting reports or for questions, please contact:

E: laurie.miller-zutshi@cityoflondon.gov.uk

THANK YOU

Committee(s): Culture, Heritage and Libraries – For Decision	Dated: 23/01/2023
Subject: City Arts Initiative – Recommendations to the Culture, Heritage and Libraries Committee January 2023	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 7,10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Damian Nussbaum, Executive Director, Innovation and Growth	For Decision
Report author: Tania Harrison, Destination City Director, Innovation and Growth	

Summary

This report presents the recommendations of the City Arts Initiative (CAI) which met on 10 June 2021. At this meeting, the CAI considered the public art proposals as follows:

- Folio400 - William Jaggard – Permanent memorial
- Scott Whitby Studio for C.Hoare Bank - Blue Plaque

Recommendation(s)

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

- Ratify the City Arts Initiative’s recommendations in relation to proposals 1 - 2 above as follows:
 - Folio400 - William Jaggard – Permanent memorial – further consultation and submission of evidence required with Barbican Renewal, Residents and Estates Office before the application can be reviewed for approval.
 - Scott Whitby Studio on behalf of C. Hoare Bank - Blue Plaque – approve the rejection of this application by CAI.
- Approve the revision of the current CAI Terms of Reference.

Main Report

Background

1. The CAI was established to improve the management of public art in the City. It provides advice to your Committee on proposals for new public art. Included in its remit is the maintenance of the City's existing public art and decommissioning.
2. The CAI comprises elected Members drawn from your Committee and relevant officers across Planning, Highways, and Open Spaces. Officers with specific expertise in the visual arts are also included.
3. All applications are funded by external sources unless otherwise stated. Apart from officer time handling enquiries and managing the installations, there are no resource implications other than where specifically noted.
4. In May 2022, Members reconfirmed that those occupying the roles of Chairman and Deputy Chairman on the Culture, Heritage and Libraries Committee should have permanent seats on the CAI. They also reconfirmed the permanent seat for the Chair of the Sculpture in the City Partner Board (CAI is currently being Co-Chaired).
5. In July 2022 CAI recommended the application of William Jaggard by Folio400 for approval subject to planning permission and engagement with Barbican Renewal, Barbican residents and the Barbican Estates Office. This recommendation was put forward to Members at the Culture Heritage and Libraries Committee in November 2022 but was rejected, due to lack of consultation evidence.

Current Position

6. The CAI met on 1 December 2022 to consider the proposals outlined below.
7. Further background information is circulated electronically with this report and is available in appendix 1 – 3. Full details of all the applications to the CAI are available on request from the Director of Innovation and Growth.

Options

8. N/A

Proposals

1 - Folio400 - William Jaggard – Permanent memorial

9. The CAI received an application from Folio400 for a permanent memorial to the printing of Shakespeare's first folio at a site nearby the Barbican Estate. Further

information on artworks and locations can be found in appendix 1.

10. In July 2022 CAI recommended the application of William Jaggard by Folio400 for approval subject to planning permission and engagement with Barbican Renewal, Barbican residents and the Barbican Estates Office.
11. This recommendation was put forward to Members at the Culture Heritage and Libraries Committee in November 2022 but was rejected, due to lack of consultation evidence.
- 12. The CAI has updated the applicant following November committee and has recommended a deferral of the application until evidence of consultation can be provided.**

2 - Scott Whitby Studio for C.Hoare Bank - Blue Plaque

13. An application for a Blue Plaque to commemorate C.Hoare & Co, a private British bank founded in 1672, the oldest privately owned bank in the UK on the site of the redeveloped Cheapside 'Sunken Garden'. Details regarding the application can be found in Appendix 2.
14. The challenges identified during the meeting were concerning a research paper published by the City University: 'Historic Sources of Funding Review Group – Final Report' published in September 2020, which named the Hoare Family and Bank having financial links to the transatlantic slave trade. It was strongly recommended that this application be referred to the EDI Sub-Committee.
15. It has been proposed the application be referred to the EDI Sub -Committee and a new application submitted at a later date further to that consultation.
- 16. The CAI has recommended the rejection of the current proposal. With any new submissions to be considered in light of consultation with EDI Sub-Committee.**

3 – Updated Terms of Reference

17. The CAI has submitted a draft update of the current Terms of Reference to update the membership and ensure greater transparency in relation to governance and processing of applications.
18. The amendments reiterate the need for all consultation requests made to applicants to be clearly evidenced to the CAI with the responses received before applications are approved.
19. The updated terms will also ensure greater emphasis regarding sustainability, ethics, diversity and inclusion when applications are submitted.
- 20. The CAI recommends approval of the updated Terms of Reference for submission to Court of Common Council in April 2023.**

Key Data

21. N/A

Corporate & Strategic Implications –

- Strategic implications – the work described in this report aligns with (and delivers on) outcomes 3, 7 and 10 in the Corporate Plan.
- Financial implications – N/A
- Resource implications – N/A
- Legal implications – N/A
- Risk implications – N/A
- Equalities implications – ensure greater emphasis regarding sustainability, ethics, diversity and inclusion when applications are submitted
- Climate implications – N/A
- Security implications – N/A

Conclusion

22. This report summarises the discussions of the City Arts Initiative. It presents recommendations in relation to the public art applications considered on 1 December 2022.

Appendices

- Appendix 1 – Folio400 - William Jaggard proposal
- Appendix 2 – C. Hoare Bank - Blue Plaque proposal
- Appendix 3 – Updated Terms of Reference

Background Papers

Full details of the applications received by the City Arts Initiative are available on request from the Director of Innovation and Growth.

- 16 May 2022, Culture, Heritage and Libraries CAI Committee Paper
- 17 November 2022, Culture, Heritage and Libraries CAI Committee Paper

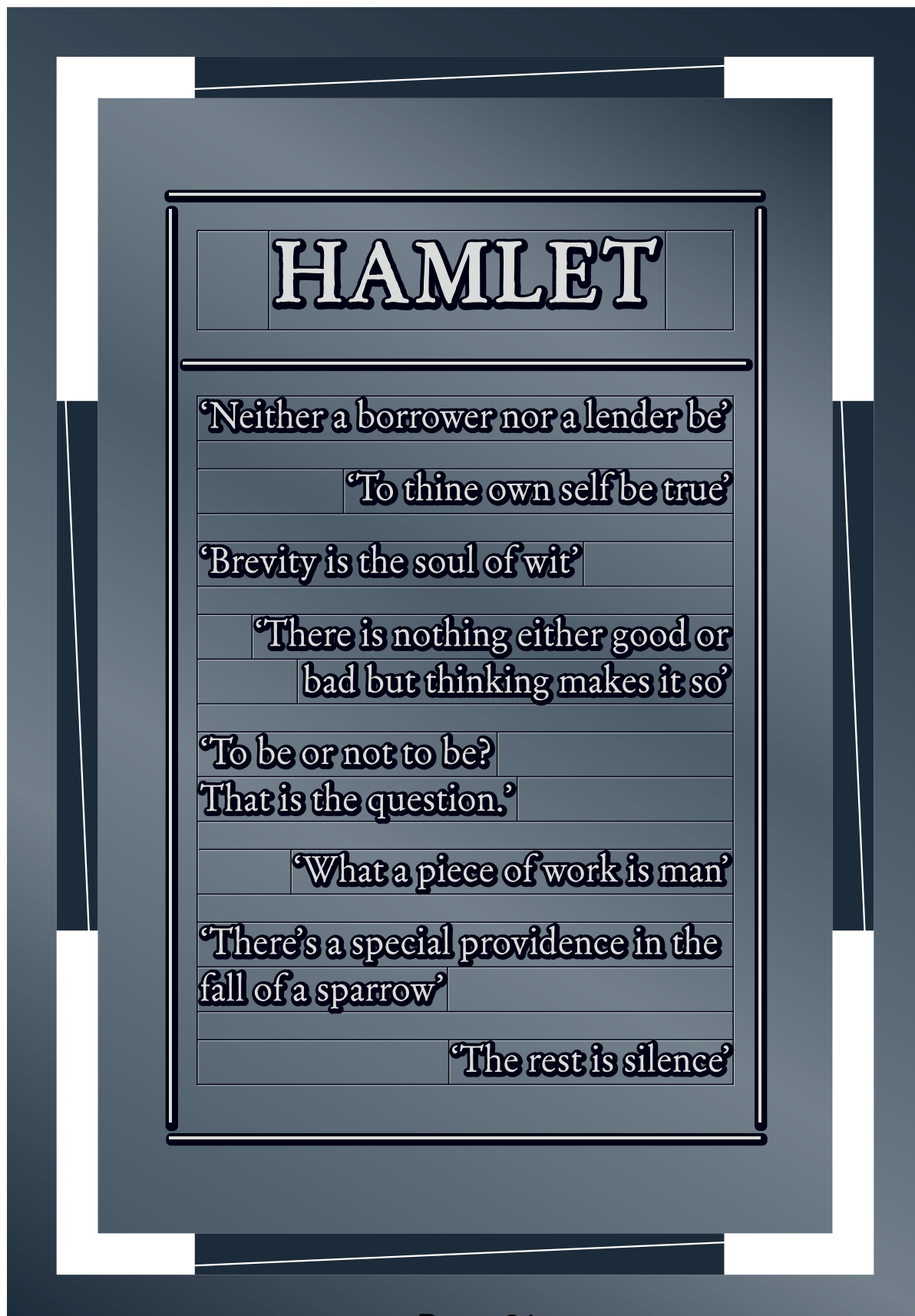
Tania Harrison

Destination City, Innovation and Growth

T: 07971089559

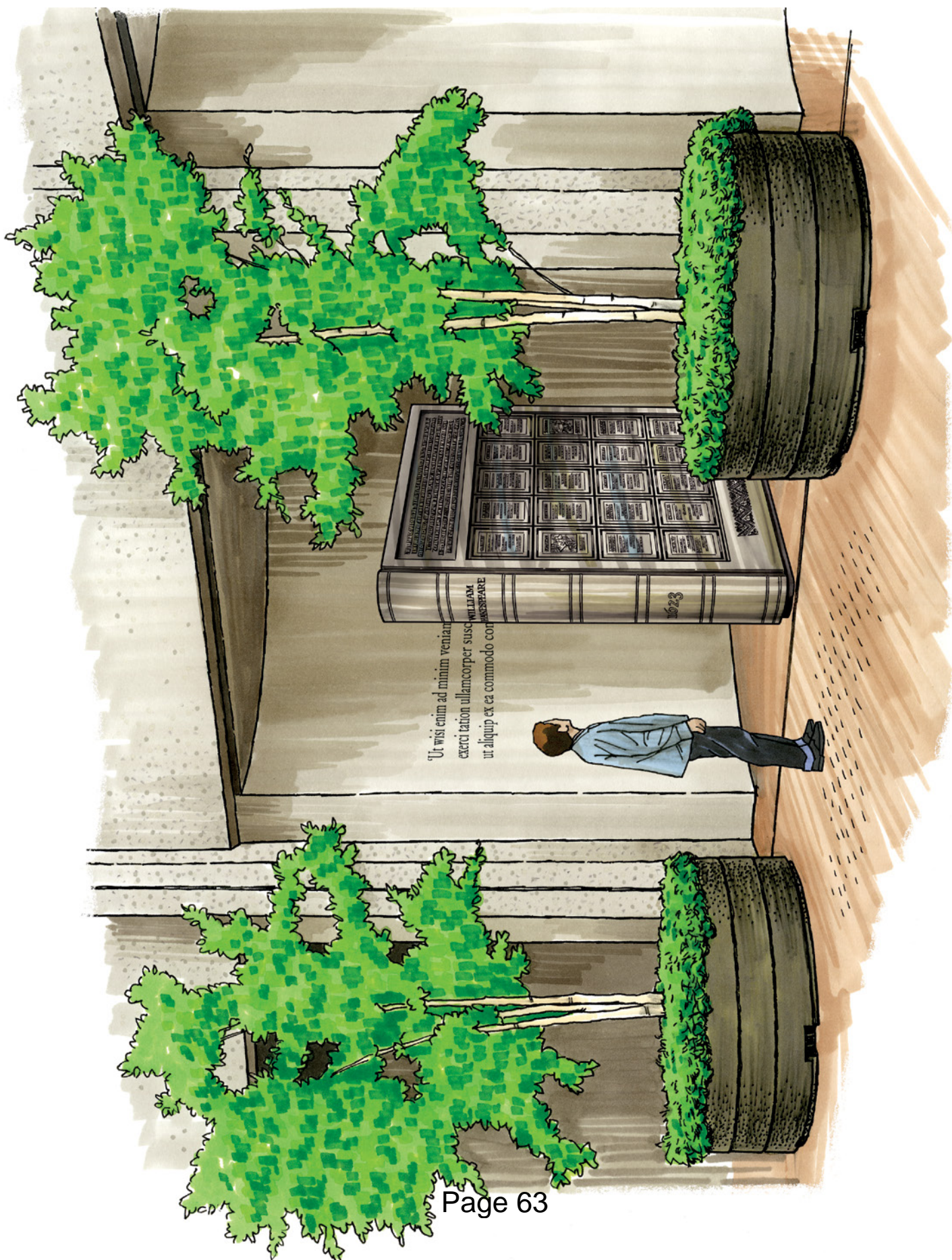
E: tania.harrison@cityoflondon.gov.uk

City Arts Initiative Application	William Jaggard Print House Monument
Appendix B; ARTISTIC MERITS	I. Artist impression of individual play panel (Hamlet).



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City Arts Initiative Application	William Jaggard Print House Monument
Appendix A; DESCRIPTION	2. Artist impression of the monument in the walkway arch.



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City of London – Blue Plaque Scheme

CAI application review

Application No: 1001

Applicant	ScottWhitbyStudio on behalf of the City of London
Subject:	C. Hoare Bank Historical Location
Summary of subject(s) and their historical significance:	<p>C. Hoare & Co is a British private bank founded in 1672 by Sir Richard Hoare. It is the oldest privately-owned bank in the United Kingdom and reputedly the fifth oldest in the world.</p> <p>In 1672, upon completing his apprenticeship, Sir Richard Hoare was made a Freeman of the Worshipful Company of Goldsmiths which marks the start of his trading as a Goldsmith-Banker on Cheapside. At that time there were no numbers to address buildings and so the bank was recognised by sign of the Golden Bottle. This corresponds to today's area of Cheapside by the junction with New Change. This space has developed over the last 300 years and is now the location of a public space called the "Sunken Garden" in the City.</p> <p>As part of the redevelopment of this public space, the proposed new landscape design aims to focus on enhancing the environmental benefits of the site while celebrating its history. Historic interpretation elements of the design include the commemoration of the historic location of C Hoare & Co as one of the first independent banks in the London, and the oldest in the United Kingdom. It is proposed to achieve this through a City of London Blue Plaque which will be placed on an upstand made from granite reclaimed from the Thames River Wall. A replica brass sign of the Golden Bottle will also be included on the site which will be placed in the floor in a Purbeck paving stone (please see artist's impressions of the proposed Blue Plaque in appendix 1 and a proposed location for installation in appendix 2).</p>
Full address of location	Junction of New Change and Cheapside, London, EC2V 6ET
Historical connection to the address:	C. Hoare & Co is a British private bank founded in 1672 by Sir Richard Hoare. It is the oldest privately-owned bank in the United Kingdom and reputedly the fifth oldest in the world.
Manufacturing and installation costs	To be met by Greening Cheapside Phase 1B – Sunken Garden's project budget.
LMA confirmation that the information is correct	Application information has been sent to the LMA in October and verification is pending. C. Hoare & Co have their history available on their website - https://www.hoaresbank.co.uk/350years
Listed Building Consent	Is not required as the Blue Plaque is proposed to be installed on City of London Highways land.

Appendix 1: artist impressions of the proposed Blue Plaque

Option 1



Option 2



Appendix 2: Original C. Hoare & Co Bank building in relation to the existing Sunken Garden





At the sign of the golden bottle



Proposed location for the new plaque in the new public space:



Arrangement Drawing of re-landscaping proposals
of the Sunken Garden on Cheapside



City Arts Initiative (CAI) | Composition and Terms of Reference 2021/22

CAI members (by position)	Department	Postholder	Notes
Members			
Chair of the Culture, Heritage and Libraries Committee	Member	Wendy Hyde	
Deputy Chairman of the Culture, Heritage and Libraries Committee	Member	Jeremy Simons	Not sure if this is still the case
Need to confirm in what capacity on CAI	Member	Jason Groves	
Chairman of the Sculpture in the City Partner Board	Member	Vivienne Littlechild	Not sure if this is still the case
Member nominated to serve by the Culture, Heritage & Libraries Committee	Member	Dawn Wright	2021/22 Not sure if this is still the case
Member nominated to serve by the Culture, Heritage & Libraries Committee	Member	Barbara Newman	2021/22 Not sure if this is still the case
Need to confirm in what capacity on CAI	Member	Judith Pleasance	
Need to confirm in what capacity on CAI	Member	Anett Rideg	
Officers			
Programme Curator	Innovation and Growth	Tania Harrison	Co-Chair
Director of Arts	Barbican	Will Gompetz	Co-Chair
Assistant Director (City Public Realm)	Department of the Built Environment	Simon Glynn	
Assistant Director (Highways)	Department of the Built Environment	Ian Hughes	
Superintendent West Ham Park and City Gardens	Open Spaces	Martin Rodman	
Group Manager (Major Projects & Programmes)	Department of the Built Environment	Clarisse Tavin	
Senior Heritage Estate Officer	SURVEYORS & PROPERTY SERVICES	Susana Barreto	
Principal Planning Officer	Department of the Built Environment	Maureen Joyce	
Planning Officer	Department of the Built Environment	Amrith Sehmi	
Planning Officer	Department of the Built Environment	Emma Barral	

Network Coordination Manager	Department of the Built Environment	Michelle Ross	
City Gardens Manager	Environment	Jake Tibbetts	
Access Advisor	Department of the Built Environment	Lydia Morley	
Media Officer	Town Clerk's	Matthew Cooper	
Visual arts expertise			
Director of Sculpture in the City	Lacuna (external)	Stella Ioannou	
Head of Guildhall Galleries	Town Clerk's	Elizabeth Scott	
Head of Cultural Programming & Partnerships	Town Clerk's	Laurie Miller-Zutshi	
Programme Events Officer	Innovation & Growth	Katherine Pearce	
Head of Creative Partnerships (Smithfield)	Museum of London (external)	Lauren Parker	
Cultural Programme Curator	Historic England (External)	Tamsin Silvey	

Membership

1. Membership of the City Arts Initiative (CAI) is by virtue of the position served by the group member within the City Corporation, its relevance to the siting of art in the public realm, and/or visual arts more widely.
2. **Chair(Co-Chair) and or Deputy Chair** remain permanent members of the group; the Members nominated to serve by the Culture, Heritage and Libraries Committee are to be elected annually
3. Internal/external guests may be invited to meetings to discuss areas of expertise as appropriate
4. Membership of external group members will be reviewed every three years. This will take into consideration both the organisation and position of nominated representative to ensure that professional remit and expertise of members aligns with the responsibilities and requirements of the CAI.

Terms of Reference

5. To provide knowledge and expertise on public art within the City, advising Members, officers and external agencies as appropriate
6. To assess proposals for temporary and permanent works of public art in the City, and to make recommendations to the Culture, Heritage & Libraries Committee, and other Committees as appropriate, regarding their **ethical** feasibility and suitability for the City's public realm and/or as part of its cultural programmes
7. To provide advice on the management of existing public art in the City
8. To develop and strengthen partnerships with private sector stakeholders in the context of public art
9. To ensure that new art installations are financially sustainable without undue burden on City corporation resources
10. To provide strategic oversight of the City of London Blue Plaque Scheme, providing a peer review system for new applications

11. To review the City of London Blue Plaque applications programme, ensuring that opportunities (where possible) are aligned with City Corporation's Recognition of Women programme and Tackling Racism Taskforce Working Groups
12. To oversee the City Surveyor's inventory of existing public art and maintenance liability

Governance

13. The group will recommend applications for approval and those they consider should be declined to the Culture, Heritage and libraries Committee and other Committees as relevant; ratification of recommendations is required by that Committee (and any other appropriate Committees)
14. All applications that are required to undertake consultation as part of their application process must provide evidence of the consultation undertaken and the responses received to the CAI prior to any submission to the Culture, Heritage and libraries Committee
15. The CAI has no authority to approve or decline applications without Committee endorsement.

Duration and Timings

16. Meetings of the CAI will take place no later than one month prior to every Culture, Heritage and Libraries Committee meeting
17. Meetings will usually be 1.5hrs
18. Meetings will take place at Guildhall or virtually

Documentation

19. Minutes will be circulated within a month of the meeting.
20. Agendas will be sent at least one week prior to meetings.

Delegation

21. If unable to attend, officers and external members of the group 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 Chairman before the meeting.

Review Terms of Reference

22. To be reviewed annually.
23. Date of Review will be added to the CAI Forward Plan and Tracker to ensure it is schedule accordingly

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Committee(s): Culture, Heritage and Libraries – For Decision	Dated: 23/01/2023
Subject: City Arts Initiative – Recommendations to the Culture, Heritage and Libraries Committee January 2023	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 7,10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Damian Nussbaum, Executive Director, Innovation and Growth	For Decision
Report author: Tania Harrison, Programme Curator, Innovation and Growth	

Summary

This report presents the recommendations of the City Arts Initiative (CAI) which met on 12 January 2023. At this meeting, the CAI considered the public art proposal for the 12th edition of Sculpture in the City.

Recommendation(s)

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

- Ratify the City Arts Initiative's recommendations in relation to proposal 1 (below):
 - Sculpture in the City - approve the shortlist of artworks for the project's 12th edition, launching June 2023.

Main Report

Background

1. The CAI was established to improve the management of public art in the City. It provides advice to your Committee on proposals for new public art. Included in its remit is the maintenance of the City's existing public art and decommissioning.
2. The CAI comprises elected Members drawn from your Committee and relevant officers across Planning, Highways, and Open Spaces. Officers with specific expertise in the visual arts are also included.

3. In May 2022, Members reconfirmed that those occupying the roles of Chairman and Deputy Chairman on the Culture, Heritage and Libraries Committee should have permanent seats on the CAI. They also reconfirmed the permanent seat for the Chair of the Sculpture in the City Partner Board (CAI is currently being Co-Chaired).

Current Position

4. The CAI met on 12 January 2023 to consider the proposal outlined below.
5. Further background information is circulated electronically with this report and is available in appendix 1.

Options

6. N/A

Proposals

12th Edition of Sculpture in the City

7. The CAI received an application for the 12th edition of sculpture in the City, outlining the shortlist for the artworks and potential sites. The full presentation for the shortlist can be found in appendix 1.
8. **The CAI recommends that the shortlist be approved in principle subject to necessary permissions and licences from Highways and Planning Teams (as relevant) and confirmation of funding from Environment Department.**

Key Data

9. N/A

Corporate & Strategic Implications –

- Strategic implications – the work described this report aligns with (and delivers on) outcomes 3, 7 and 10 in the Corporate Plan.
- Financial implications – Awaiting confirmation of partial funding from Environment Dept (expected 19 January)
- Resource implications – N/A
- Legal implications – N/A
- Risk implications – N/A
- Equalities implications – N/A
- Climate implications – N/A
- Security implications – N/A

Conclusion

10. This report summarises the discussions of the City Arts Initiative. It presents recommendations in relation to the public art application considered on 12 January 2023.

Appendices

- Appendix 1 – 12th Edition of Sculpture in the City shortlist Presentation

Background Papers

Full details of all the application to the CAI are available on request from the Executive Director of Innovation and Growth.

Tania Harrison

Programme Curator, Destination City, Innovation and Growth

T: 07971089559

E: tania.harrison@cityoflondon.gov.uk

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Committee(s): Culture, Heritage and Libraries – for decision	Dated: 23/01/2023
Subject: Culture Mile Transition – update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	7, 10
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of: Damian Nussbaum, Executive Director of Innovation & Growth	For Decision
Report author: Tim Jones, Culture Mile Manager	

Summary

The process of transitioning the Culture Mile project to become a key pillar of Destination City is underway and will conclude at end March 2023, when the project’s funding comes to an end. The process is proceeding smoothly and decisions from this Committee are needed in terms of the project’s brand and identity and in relation to the existing public realm branding designs that are visible in the area.

Recommendation(s)

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

- Note the report.
- Endorse the recommendation that the City Corporation and the partnership’s cultural organisations cease to use the Culture Mile brand from 1 April 2023
- Agree in principle that the City Corporation is happy to explore the transfer of the existing public realm designs and associated rights to the area’s new BID (assuming the area’s businesses vote to create this; a ballot result will be available in February 2023).

Main Report

Background

1. The City Corporation’s investment in the Culture Mile project will come to an end in March 2023. The Destination City Implementation Plan, approved by this Committee at its November 2022 meeting, included summary proposals to

'transition' the Culture Mile project so that it is embedded in and becomes a key pillar of the City Corporation's Destination approach.

2. There is a recognition that during its 5-year life as a funded project, the Culture Mile project delivered a high-quality portfolio of projects that conveyed how arts and culture can connect with a range of other areas and so be at the heart of the transformation of the northwest part of the City over the next decade. The transition process ensures that the project's accomplishments can give momentum to Destination City and that learning is retained and applied going forwards. Given the significant volume and diversity of stakeholders that have worked or engaged with the Culture Mile project, the transition process also re-engages with this community – to inform, encourage discussion, address concerns and establish how they can be set up for future partnership and success, in the context of Destination City or beyond.

Current Position

3. The transition process is over halfway through its implementation and is proceeding without significant concerns. A substantial proportion of the City Corporation's elected Members have been informed about the proposed direction of travel. These include all members of the Policy & Resources and Culture, Heritage and Libraries Committees, former Members of the Culture Mile Working Party and all Members representing Wards within the Culture Mile footprint. Feedback from Members has been approving of this approach with no concerns raised.
4. The Culture Mile Manager has briefed the Directors and/or senior Officers (as appropriate) of each of the project's founding cultural partners (the Barbican Centre, the Guildhall School, the LSO and the Museum of London). We have discussed with the senior officers leading what have been the Culture Mile 'workstreams' the implications of each of them taking full oversight and leadership of their area from April 2023. These discussions have been constructive and straightforward.
5. The board of the Culture Mile Business Partnership (the independent group of developers and business leaders advocating for the creation of a new Business Improvement District in the area) have also been briefed, and updates sent to all members of the Steering Groups reporting to the board. A range of further stakeholders have also been contacted, with a statement due to be posted on the Culture Mile website shortly.
6. In January, a series of handover sessions between the remaining Culture Mile team and the Destination team will take place to pin down Culture Mile's role as a 'brand pillar' for Destination City, and to ensure the archive is available to relevant officers going forward.
7. There are two points to note in relation to Culture Mile Learning, the workstream which has been led by the Museum of London and which has historically been entirely funded by the City Corporation's Education Board.

- The Education Board is reconfiguring the terms on which it funds its learning projects. The future of Culture Mile Learning – including its goals and activities - is dependent on the outcome of its liaison with the Education Board and officers in the Education and Skills team in relation to changes in the funding regime.
 - Assuming Culture Mile Learning continues in some form, it will operate under a new name, given that (subject to this Committee's approval) the Culture Mile brand may no longer be used from April 2023 (see further below).
8. Beyond this, there are 2 aspects of the project which require decisions by this Committee so that the transition process can continue smoothly:
- The future of the Culture Mile brand
 - The future of the area's public realm designs

Options

9. The Culture Mile brand
- With the launch of a new consumer-facing brand for Destination City scheduled for spring 2023, as well as the likely launch of a new brand for the new BID (should the ballot be successful), maintaining the existing Culture Mile brand beyond March 2023 would create confusion among the public and needless 'competition'. There are very limited alternatives to ceasing the use of the Culture Mile brand at the end of March 2023.
10. Future of the Culture Mile public realm designs
- In July 2021 a distinct set of designs were rolled out across Culture Mile's public realm spaces (wall surfaces, bollards, planters etc.) as well as within the entrance spaces of the cultural partners. These were designed to help cement an awareness of Culture Mile's location in the minds of the public, and to convey that an ambitious, joined up approach to the area's future was in place. Now, with the disappearance of Culture Mile brand, we must ask whether these designs should remain in place.

A decommissioning budget of £15,000 is already pre-allocated (in the budgets of the Environment Department's Policy and Programmes team, drawn down from Planning & Transportation and Streets & Walkways Committees) for the removal of the designs in the next 2-3 years. As the designs were not designed to be permanent, they will have to be decommissioned at the end of that period. Removing the branding from April 2023 will remove the issue and declutter the streetscape and create a return to visual consistency across the Square Mile. No other area in the City currently has its own individual visual identity of this kind.

Alternatively, subject to a successful ballot outcome in February 2023, we might explore with the new BID the transfer to them of these designs, including IP rights and associated costs with maintenance/removal. This would depend on the BID being comfortable taking on the designs within its own identity. The Business Partnership Board has indicated willingness to explore this idea. Doing this will save the City Corporation £15,000 of decommissioning costs and

enable the new BID to have a 'quick win' in terms of maintaining a strong visual presence in the area.

Proposals

11. In relation to the above options, it is proposed that:
The Culture Mile website and social media channels are taken down at end March 2023 and use of the logo, term and brand narrative is not used thereafter by the City Corporation or the Culture Mile partners.
This will minimise confusion and point people more clearly towards what they want to engage with. All Culture Mile brand assets and designs (which are owned by the City Corporation) will be archived and made accessible to the Destination team.
12. Should it come into being, discussions are held with the new Culture Mile BID about its appetite for taking on the existing public realm designs.
It is recommended that the new Culture Mile BID is approached in April 2023 to establish their appetite for taking on ownership of the designs (design IP and their physical rendering) of the public realm branding. Transferring these designs (which will not be used by any other party going forward) will provide an ongoing rationale for keeping them up in the public domain and gift the new BID a project that will support it to get going confidently.
Should the BID decide not to adopt these existing designs, decommissioning of the public realm branding can proceed as such time deemed appropriate by the Environment Department, as the decommissioning budget is already ringfenced for this purpose.

Key Data

13. No relevant data pertains to these proposals and project.

Corporate & Strategic Implications

14. Strategic implications – the City Corporation's ongoing commitment to the Culture Mile Strategy will be advanced by the new Culture Mile Steering Group, reporting into the Destination City governance structure
15. Financial implications - none
16. Resource implications – none
17. Legal implications – none
18. Risk implications – none
19. Equalities implications – none
20. Climate implications – none

21. Security implications - none

Conclusion

22. The transitioning process for the Culture Mile project is proceeding smoothly with understanding and approval from the City Corporation's elected Members, senior officers and from external stakeholders. Decisions in the areas of project brand and identity and public realm branding will ensure remaining loose ends are tied up effectively and the project can focus on supporting Destination City to establish itself as successfully as possible, whilst maintaining Culture Mile's legacy.

Appendices

23. None

Tim Jones

Culture Mile Manager, Innovation and Growth

T: 07850 966453

E: tim.jones@cityoflondon.gov.uk

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Committee	Dated:
Culture, Heritage & Libraries Committee	23 January 2023
Subject: Keats House Admission Fees and Private Hire Charges 2023/24	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	2, 3, 4, 5 & 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Juliemma McLoughlin, Executive Director Environment	For Decision
Report author: Rob Shakespeare, Principal Curator (Keats House)	

Summary

This report sets out the proposed fees and charges for 2023/24 for Keats House, including admission to the house, taught learning sessions and the private hire rates.

It is proposed that fees and charges are increased by 5%. This is to reflect increased costs while maintaining Keats House's position in relation to comparable venues and services.

Recommendations

It is recommended that:

- Members agree the proposed fees and charges for 2023/24 as set out in Appendix 1 of this report.

Main Report

Background

1. On 31 January 2022, your Committee approved the recommendation to increase admission prices to Keats House for 2022/23 by 4.9%, in line with the RPI figure for October 2021.
2. The income generated from fees and charges contributes towards the cost of operating Keats House as a museum and visitor attraction.

3. Fees and charges at Keats House are not based on full cost recovery and are significantly subsidised by the City Corporation through the Keats House Charity as part of its cultural contribution to London and the nation.

Current Position

4. The fees and charges at Keats House, including admission fees and private hire rates, were last approved by your Committee in January 2022, for the period April 2022 – March 2023.
5. At that time, as previously, benchmarking was conducted against a small number of comparable venues in the local area and London region. This has been refreshed in autumn 2022 as context for the recommendations included in this paper (Appendix 2).
6. As well as a range of concessions, Keats House has a number of sector-specific agreements which offer set rates for certain membership / ticketing schemes. These include reduced rates for London Pass holders, National Trust Members and Art Fund Members as well as offering reduced or free entrance to various 'friends of' groups, sector bodies, City of London Members, staff and volunteers.
7. In December 2022, the Principal Curator agreed a new 2023/24 return rate with 'Go City' – the providers of the London Pass Scheme – of £5 per visiting adult, an increase of £0.50 (c.11%) on the previous agreement. Admission for a visitor with a London Pass is free at the point of entry, with fees owing claimed by invoicing for the agreed number of visitors admitted under the scheme.
8. For 2023/24, an indicative income target of £32,000 has been set against admissions, with an additional £1,000 for taught school sessions and £19,000 for income from private hires. These are within an overall income target of £107K for Keats House.
9. Keats House income has been significantly reduced since March 2020 and will continue to be so until there is a full recovery from the COVID-19 global pandemic, including the return of UK and international visitor numbers and confidence. In addition, Keats House is experiencing increases in its fixed costs, including staff costs, utilities and goods and services.
10. In-person visits, private hires and school sessions to Keats House are recovering but are yet to return to pre-pandemic levels. Despite the prospect of a stronger summer tourist season in 2023, income is expected to remain below target in 2023/24, although any shortfall is anticipated to be smaller than recent years and will be managed within the Environment Department's local risk budgets.

Proposed Fees and Charges 2023/24

11. It is proposed that admission fees for 2023/24 are generally increased by 5%. This recommended increase contributes to offsetting the impact of inflation on our costs, is consistent with the recommended increases in fees and charges at North London Open Spaces sites and maintains Keats House's position as a value for money visitor attraction.
12. The proposed admission fees include a concessionary rate, offering a c.40% discount on the standard adult charge. Again, this is in line with the concessionary rate at North London Open Spaces sites and is intended to enable a diverse range of people to visit Keats House.
13. It is proposed to continue to offer parity with the Concession rate for National Trust members, thus providing them with a 40% reduction on full-price admission. This is to encourage visits by NT members generally and particularly those visiting Willow Road and Fenton House nearby.
14. The 'community ticket', for residents of the London Borough of Camden and the City of London, is a useful way of marketing the house to local residents and encouraging repeat visits. It is therefore recommended that this should be retained, though also subject to the 5% inflationary increase, resulting in a new rate of £2.35.
15. Encouraging young people to visit Keats House and schools to book a taught session when visiting Keats House remains a strategic and operational priority. It is therefore recommended that Keats House retains free entry for those aged 18 and under and its own pricing model for taught sessions, based on a cost / student, subject to a minimum session cost. The new proposed rates are again increased by 5%, resulting in £2.35 / student or a £52.50 minimum session cost.
16. It is proposed that the hourly rates charged for private hires at Keats House are also increased by 5% as a contribution to increased costs, with separate rates for hires which occur within and outside Keats House operational / staffed hours.
17. While a relatively popular request, private children's and family parties place additional and often time-consuming demands on Keats House staff and often conflict with other services at the site. It is therefore recommended that the higher, 'out of hours' hourly rate, is charged for all private parties regardless of whether they occur within or outside our operating hours.
18. While historically the Chester Room within Keats House has had its own hourly rate, it is recommended that discretion is granted to the Principal Curator (Keats House) to determine the best location for private hire requests, according to

operational and other considerations at the time of the booking request.

19. Members are reminded that an individual rate for Keats Community Library's use of Ten Keats Grove was approved at the meeting of your Committee on 14 November 2022, due to their partner status in operating from the site.
20. It is requested that these proposals are approved for the whole of 2023/24, during which time options for the future operation of Keats House, including Ten Keats Grove, will be considered in light of the longer-term impact of the global pandemic and recovery, the Corporate Charities Review, the implementation of Phase 2 of the City Corporation's Target Operating Model in the Environment Department and ongoing negotiations for the future use of Ten Keats Grove by Keats Community Library, as recently considered by Members.

Corporate & Strategic Implications

Strategic Implications

21. The setting of fees and charges at Keats House contributes towards the achievement of the three aims set out in the City of London Corporate Plan 2018 – 23. Contribute to a flourishing society (2 – 4), Support a thriving economy (5) and Shape outstanding environments (12).
22. The projects and works outlined in this report also support the Environment Department to Shape Sustainable Future Environments through its Primary and Supporting Aims and Objectives and contribute to the outcomes identified in the new Natural Environment Division's emerging strategic framework.

Financial Implications

23. The City's Financial Regulations require all Departments to recover full costs when setting fees and charges to persons or external organisations or submit reasons to the appropriate service Committee when that objective is not met. It is therefore at the discretion of individual spending Committees to determine the actual level of fees and charges relative to the services they provide, after taking account of local considerations and priorities.
24. Officers and Members are committed to working to mitigate the impact of the COVID-19 pandemic on budgets and to ensure our finances are on a sustainable footing for the medium to long term.

Legal Implications

25. Officers have been asked to remind Members of the City Corporation's obligation, as the sole Trustee of the Keats House Charity (Charity No. 1053381), to make all decisions in relation to Keats House in the best interests of the charity.

Risk Implications

26. Income for 2023-24 will continue to be impacted by the impacts of the COVID-19 pandemic and ongoing recovery, as recorded in the Departmental Risk Register.

Equality Implications

27. A Test of Relevance has been completed in relation to the proposed fees and charges. A full Equality Analysis is not recommended.

Consultees

28. The Chamberlain's Financial Services team have been consulted in the production of this report.

Conclusion

29. Keats House continues to provide good value as a visitor attraction, both regionally (Appendix 2) and also for UK and international tourists. The income generated through admission fees and private hire charges contributes towards the cost of providing Keats House as a museum and visitor attraction.
30. Maximising income from all sources will continue to be a priority during the recovery from the COVID-19 pandemic, as the Charity looks to rebuild its operating and business models.
31. It is proposed that admission fees and private hire rates are increased by 5%, to part offset increasing costs, while retaining a good value, competitive offer for our visitors and customers. Some discretion is granted to the Principal Curator to vary fees and charges to reflect market conditions and achieve best value for the Keats House Charity.

Appendices

- Appendix 1 – Proposed Fees and Charges for 2023/24.
- Appendix 2 – Benchmarking exercise, refreshed autumn 2022.

Contact

Rob Shakespeare – Principal Curator (Keats House), Environment Department
T: 020 7332 1818
E: rob.shakespeare@cityoflondon.gov.uk

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Appendix 1: Current and proposed admission prices for Keats House, including taught learning sessions and private hire rates.

Ticket type:	Current price 2022/23	Proposed price 2023/24
Full price	£8	£8.40
Concession (60 and over, students, unemployed and people with a disability)	£4.75	£5.00
Community Ticket (residents of City of London and LB Camden)	£2.25	£2.35
Child aged 18 and under.	Free	Free
National Trust Member / London Pass return rate	£4.75	£5.00
Friend of Guildhall Library / Keats Foundation Member	£4.00	£4.20
Spice Time Credit / Art Fund member / City of London Member, employee or volunteer / Friend of Guildhall Art Gallery / Museums Association and ICOM card holders.	FREE	FREE
Taught learning session	£2.25 / student, subject to a minimum charge of £50.	£2.35 / student, subject to a minimum charge of £52.50.
Private hire hourly rate, when rental is within Keats House operational hours / local stakeholder rate at any time.	£76.75	£80.60
Private hire hourly rate at all other times / private party rate at any time.	£136.50	£138.35

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Appendix 2. Fees comparison to local & regional peer organisations, based on prices in Autumn 2022.

Ticket price / organisation	Keats House	2 Willow Road / Fenton House TBC – 2021 prices shown)	The Freud Museum	Charles Dickens House	Dr Johnson's House	The Monument	Keats House Proposed from 1 April 2023 (based on +5%)
Full price	£8	£9 / £10	£14	£12.50	£8	£5.80	£8.40
Concession	£4.75 (over 60s, students, unemployed persons and disabled persons)	N/A	£12 (over 65s, HS / care workers. unemployed persons and disabled persons)	£10.50	£7 (student or registered unemployed)	£4.40 (over 60s, student over 16)	£5 (c. 40% concession on full-price ticket)
Child	FREE (aged 18 and under)	£4.50 / £5	£9 (young persons aged 12 – 16 years old), FREE (under 12)	£7.50 (aged 6 – 16 years old), FREE (under 6)	£4 (aged 5 – 17 years old), FREE (under 5s)	£2.90 (5 – 15 years old); £2.20 (disabled child); FREE (under 5s)	FREE (aged 18 and under)
Community ticket	£2.25 (residents of LB Camden and City of London)	N/A	N/A	N/A	N/A	? Discontinued?	£2.35
National Trust Member	£4.75	FREE	? – Discontinued?	N/A	No concession following discontinuation of NT Partnership Scheme	N/A	£5
Art Fund Member	FREE (condition of previous grant)	N/A	£7 (tied at 50% of full price ticket)	FREE	N/A	N/A	FREE (condition of previous grant)
Notes	Effective from 1 April 2022 (based on 2019-22 +4.9% and rounded up to nearest £0.25)	Family tickets available for £22.50 / £25	Friends of, MA / ICOM & London Pass Holders are free.	MA / ICOM & London Pass Holders are free.	Family ticket: £20	Disabled visitor companion: FREE	Various other concessions offered to 'friends of' / sector schemes.

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Committee: Culture Heritage and Libraries	Date: 23 January 2023
Subject: Draft high-level summary Business Plan 2023/24 – London Metropolitan Archives	Public
Report of: Emma Markiewicz	For Approval
Report author: Emma Markiewicz	

Summary

This report presents for approval the high-level summary Business Plan for the London Metropolitan Archives (LMA) for 2023/24.

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the LMA Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2023/24.

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 summary Business Plan has been further evolved to add more narrative and improve readability. As a high-level summary, this document does not capture the granularity of work but gives the overall picture of activity, customer feedback, trends where applicable and direction of travel.

Draft final high-level summary Business Plan for 2023/24

3. This report presents, at Appendix 1, the draft final high-level summary Business Plan for 2023/24 for the LMA.

The priorities for 2023/24 are:

- Begin to pilot a new public engagement process, making changes to the staff structure and public spaces within LMA to support this, leading out of the 2022 audience development programme.
- LMA, the largest local authority archive service in the UK and the second largest in the country is due to have a mid-term review against the UK Archive Service Accreditation Standard in late 2023. This will necessitate a significant amount of preparation and LMA may be inspected by external assessors.

- LMA will continue to support COL with services for departmental records management; official enquiries and supporting official events; curating and promoting the Heritage Gallery. As the coronation will take place in spring 2023, LMA will support central departments with archive displays as required.
- LMA will continue to contribute actively to COL's climate action programmes and EDI agendas. LMA hopes to replace chillers, which are key to environmental control of the collections, and is awaiting capital funding.
- LMA will continue to develop services based at Guildhall, namely LMA's manuscript stores, Guildhall Library and SBREC in line with the Guildhall Masterplan.
- Review accommodation needs for LMA as the site for the Clerkenwell site expires in 2035: this is of major importance for the future of the service.

Corporate & Strategic Implications

LMA has approximately £400,000 of external income against a budget of just over £3 million. The income comes from a variety of streams including licensing, external storage and professional services such as archival box making. Income was largely stable during the pandemic and LMA has a fair degree of control over the fees charged. Income is used to provided enhanced services and care for the City's owned archive collections, in line with Corporate Plan outcomes 7 (***We are a global hub for innovation in finance and professional services, commerce and culture***), 9 (***We are digitally and physically well-connected and responsive***) and 10 (***We inspire enterprise, excellence, creativity and collaboration***).

Security implications

None.

Financial implications

None.

Public sector equality duty

None at this stage, equalities impact assessments will be taken as part of the review of staff structure.

Resourcing implications

None.

Conclusion

This report presents the high-level summary Business Plan for 2023/24 for the LMA for Members to consider and approve.

Appendices

- Appendix 1 – Final high-level summary Business Plan 2023/24 with EDI Plan for 2023-24

Emma Markiewicz
Director, London Metropolitan Archives
T: 077966 423683
E: emma.markiewicz@cityoflondon.gov.uk

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London Metropolitan Archives (LMA) is London's regional archive service, collecting, preserving, sharing and celebrating the stories of London and Londoners and also manages Guildhall Library and the Small Business and Business Enterprise Centre (SBREC). LMA is owned and managed by the City of London Corporation and reports to the Culture, Heritage and Libraries Committee.

Our aims and objectives are...

- To preserve, make accessible and promote our collections, on-site and digitally.
- To support, connect and enable London's cultural and heritage sectors throughout partnerships and contributions to pan-London and sector led programmes.
- To engage with and support the diverse communities we serve promoting equality and inclusion.
- To support the City of London Corporation's **Destination City** programme.

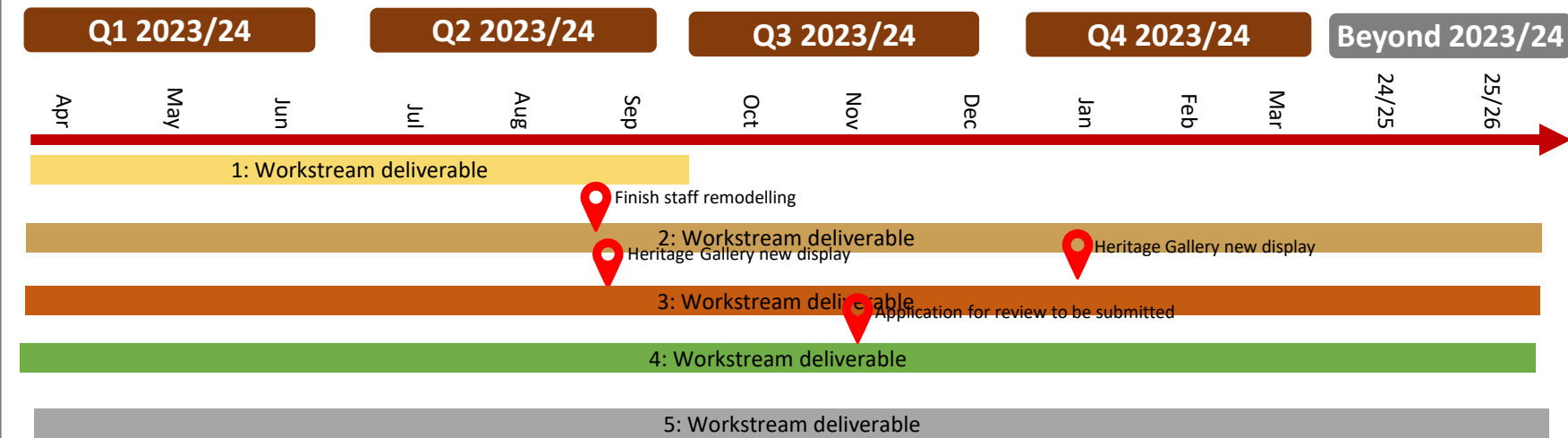
What's changed since last year...

- A major Audience Development programme was started and its findings will be shared with staff as part of an exercise to refocus and restructure the service in the first half of 2023
- Our major achievements in 2022-23 include creating two successful exhibitions, **Magnificent Maps** and **Green City**
- Local risk energy bills at LMA will put considerable financial strain on budgets. The current figure of £120.000 may quadruple in size during the year which is unsustainable and could result in serious impacts for service delivery. In addition specialist preservation materials have increased in price due to import tariffs following change in EU structure.
- LMA continues to drive value for money; new digital payment systems for income; automation of licensing system for London Picture Archive.
- Africa Centre, Coram Voices through Time, Positive Histories** projects all made significant progress.

Our major workstreams this year will be...

- 1: Start to pilot a new public engagement process, making changes to the staff structure and public spaces within LMA to support this.
- 2: Continue to develop LMA's services for the COL, including records management, answering official enquiries and supporting official events (in particular CCOL events for the Coronation), curating and promoting the Heritage Gallery.
- 3: Preparation for review against UK Archive Service Accreditation Standard.
- 4: Respond actively across all relevant programmes to the COL's climate action work and its EDI agendas.
- 5: Continue to develop Guildhall Library and SBREC services for the future within the context of the Guildhall Masterplan.

Our timeline planner



Our strategic commitments

Climate Action Strategy 2020/27

Support the City Corporation’s Net Zero target for City Corporation premises by 2027 and continue to take measures to reduce our environmental impact.

Digital Skills Strategy 2018/23

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

Destination City programme

To support the development of Culture Mile as a vibrant and welcoming cultural, creative and learning destination for all. To provide outdoor pop-up exhibitions and support the programme.

Social Mobility Strategy 2018/28

Increase a more diverse engagement with our services through our cultural and heritage programmes, and our education and learning programme

London Recharged (for SBREC)

Supporting SMEs as City supports businesses of all sizes

Medium Term Plans under consideration (24/25 and 25/26)

Priority list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	2024/25	2025/26	Funded or Unfunded
Accommodation review prior to lease expiry in 2035			Unfunded
Replacement of LMA chillers for environmental control of collections			Awaiting capital funding
Public spaces review in light of audience research e.g. group study room			Locally funded

Key Performance Indicators

#	KPI	Current Performance	Direction of Travel/ Target
1	Usage of online research resources hosted by commercial providers 22/23 to date	7,225,385 page views	Reduction in comparison to same period in 21/22
2	Usage of LMA online catalogue 22/23 to date	23,593 visitors	Improvement on same period in 21/22
3	Usage of LMA’s pages on the City of London Corporation’s website 22/23 to date	47,951 visitors	Improvement on same period in 21/22
4	Maintain DEC rating of B for LMA buildings energy efficiency	Level B	Improvement
5	School visits (by child)	2,300	Improvement
6	SBREC support for SMEs as part of support enshrined in London Recharged	Incorporate SMEs into risk register and corporate strategy	Improvement
7	Usage of LMA’s London Picture Archive website 22/23 to date	943,039 page views	Improvement on same period in 21/22
8	Archival documents requested through website 22/23 to date (note that manual requests are not recorded here)	11,721	Improvement on same period in 21/22

Our People

2022 Staff Engagement score: 56%

Audience Development Programme running through 2022-23 and 2023-24 will proactively engage with staff as a new staff structure is created.

Permanent staff: 56 staff at LMA; 7 at SBREC and 9 at Guildhall Library. Fixed term staff: 11 at LMA. Fixed term staff work on externally funded projects and includes 3 posts for Early Careers Archivists.

No of Apprentices 3 (more planned for 2023)

No of apprenticeships completed 4

Our plans to progress EDI

LMA's cross team EDI Action Plan is Appendix One

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

Outcome 2 People enjoy good health and wellbeing.

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

Outcome 4 Communities are cohesive and have the facilities they need.

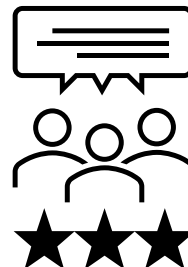
Outcome 7 We are a global hub for innovation in finance and professional services, commerce and culture.

Outcome 9 We are digitally and physically well-connected and responsive.

Outcome 10 We inspire enterprise, excellence, creativity and collaboration

Our Stakeholders (or Customers) Needs

LMA rated 9.4 out of 10 for overall satisfaction in UK Archives Distance Users Survey 2019 (organised by the Archives and Records Association (UK and Ireland) in conjunction with The Chartered Institute of Public Finance and Accountancy (CIPFA)).



NB most recent survey due to pandemic, new survey being run in autumn 2022 and new figures will be added here.

Key Risks

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

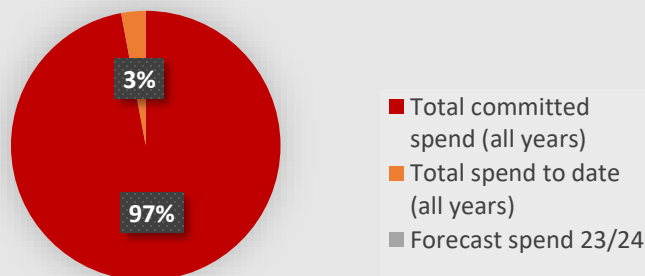
Risk Title	Score
Damage to or loss of the valuable and often unique collections held by LMA and GHM through inadequate intellectual and physical preservation	2
London's footfall reduces (through terrorist, climate, political or economic incident)	2
Conditions for displaying archives in the Heritage Gallery are compromised	4
LMA lease: failure to identify and act upon a viable option for LMA accommodation within the required timeframe.	24

In-flight G2-G6 Projects

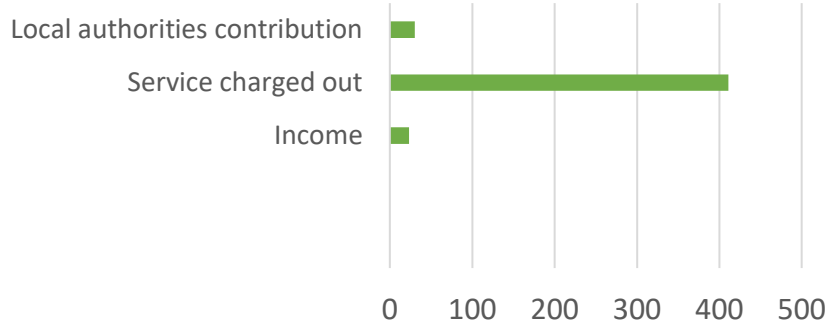
Total number of Projects in flight : 2

Gateway 2	100%
Gateway 3	0%
Gateway 4	0%
Gateway 5	0%
Gateway 6	0%

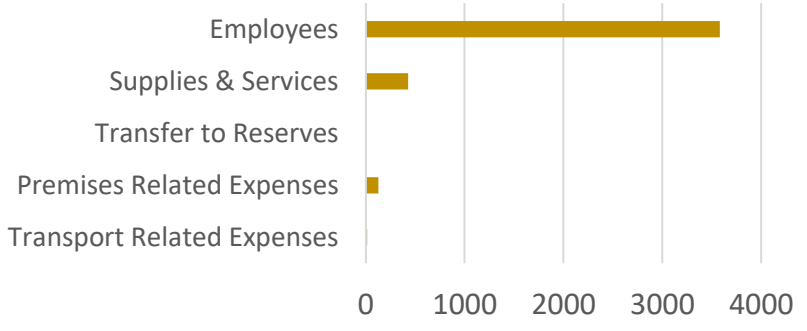
In flight G2-G6 Projects committed and forecast spend



Where our external income comes from



Where our money is spent



Operational Property requirements

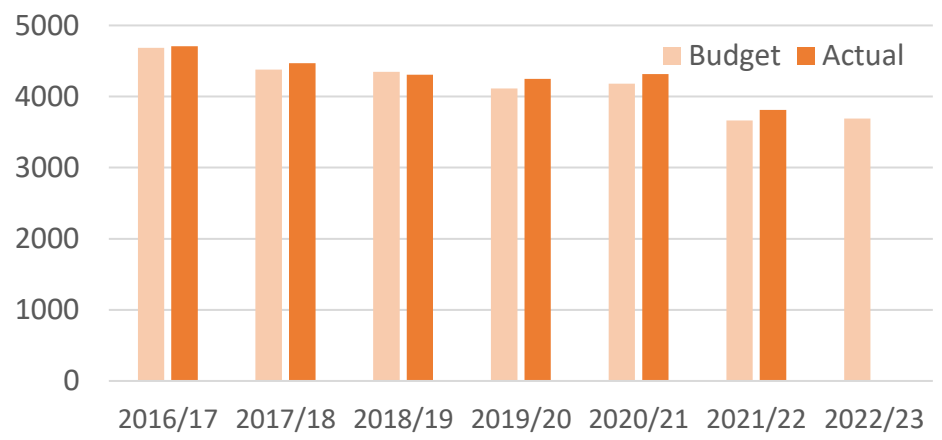
LMA is operating at 98% full capacity with an urgent requirement to consider its future Accommodation as its lease expires in 2035. There are no spare assets.

Guildhall Library and the Small Business Research and Enterprise Centre may become subject to the impacts of the Guildhall Complex Redevelopment.

The LMA runs City Records Management Service, strongrooms in the North Wing would also be affected by Guildhall Complex Redevelopment.

The urgent London Metropolitan Archives Accommodation review needs to be added to the Capital programme in the next 2 years.

Budget vs Actual



Our Impacts

2.9 million
catalogued
archives



12.7 million
Digitised pages
and images



2240
hours of
volunteer
time



7400
departmental
files transferred



13 million
Digital users



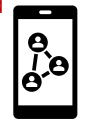
20% Increase
in Enquiries
answered



2500 school
children
engaged on
site



2.2 million
views of
social
media
posts



London Metropolitan Archives Business Plan 2023-2024
Team Work Plan: Equality Diversity and Inclusion Plan

Key Objective	Milestones	Key dates	Staff	Progress Q1	Q2	Q3	Q4
1	Re-examining Collecting Policies <ul style="list-style-type: none"> a. Develop an acquisitions policy in partnership with owners of archives, communities and other London Borough archives to ensure that the diversity of London's archives is preserved b. <i>The Africa Centre</i>: To appraise and catalogue the Africa Centre archives and promote through social media and events as set out in the project plan 	Quarterly	Nicola , Sharon, Collections team Nicola , Sally				
2	Educating ourselves and staying relevant <ul style="list-style-type: none"> a. Develop and implement a programme of cross team projects aiming to provide employment opportunities to People of Colour. b. Explore resources and participate in events which inform, encourage and advise on work in the sector; to share and cascade to all staff and suggest possible actions for follow-up within LMA c. Develop key partnerships with organisations/ community groups to ensure that EDI work at the archive is informed by the communities we serve d. Create a bank of resources fully accessible to all LMA staff e. All LMA staff to undergo mandatory EDI training delivered by external trainers 	Quarterly	Charlotte Charlotte, Symeon Symeon , E&L team Symeon, David, Howard Charlotte				

Key Objective	Milestones	Key dates	Staff	Progress Q1	Q2	Q3	Q4
3	Framing and presentation of information <ol style="list-style-type: none"> Review enquiries looking for gaps/best practice and share knowledge Shorten and simplify research guides to make it easier for all to access information Scope graphic collections and then develop the London Picture Archive galleries by adding images that reflect London's diverse communities. Develop new London Picture Archive subject categories to support searches for Londoners of diverse heritage. Scope collections owned by LMA to identify material reflecting London's diverse communities for further investigation, with a view to rebalancing catalogues and framing longer term objectives and projects To identify harmful terminology and language in archive descriptions and to explain or amend as appropriate within the online catalogue 	Quarterly	<p>Jeff</p> <p>Louise</p> <p>Laurence, Sharon</p> <p>Laurence, Seamus</p> <p>Nicola, Howard, Wendy</p> <p>Nicola, Howard, Wendy</p>				

Key Objective	Milestones	Key dates	Staff	Progress Q1	Q2	Q3	Q4
4	<p>Promoting wider access online and on-site</p> <ul style="list-style-type: none"> a. Ensure the building feels welcoming for all with facilities available for community groups as appropriate b. Facilitate pop up exhibitions and events c. <i>Conservation for Wellbeing</i>: Through conservation and preservation activities (onsite and online) engage and improve mental wellbeing for people with severe mental health conditions. d. <i>Positive History</i>: To make 100 recordings from the National HIV Story Trust available and catalogue the Mildmay and Positively UK archives, promoting the collection through social media and events as set out in the project plan. e. Continue to develop the Switching the Lens: Rediscovering Londoners of African, Caribbean, Asian and Indigenous Heritage dataset by locating and adding further entries. f. Continue to create posts for social media channels, ensuring that a broad range of content is created across the year to speak to London's diverse communities, covering the history and heritage of underrepresented Londoners 	Quarterly	<p>Steve, Daniel</p> <p>Symeon, Laurence</p> <p>Tim W, Alex</p> <p>Laurence, Nicola</p> <p>Nicola, Laurence, Claire,</p> <p>Laurence, David</p>				

Key Objective	Milestones	Key dates	Staff	Progress Q1	Q2	Q3	Q4
5	<p>Fostering a workforce and audience reflecting London's diversity</p> <ul style="list-style-type: none"> a. Ensure that, wherever possible, all LMA exhibitions include content that reflects the diversity of Londoners today b. Research and prepare the Rediscovering Londoners exhibition for April 2023 (title TBC). c. Continue the partnership with the NLHF funded project 81 Acts of Exuberant Defiance to host a People's Enquiry Fellow d. Continue the partnership with Culture& hosting postgraduate student placements as part of their agenda to widen access to the sector for People of Colour e. Continue the partnership with FHALMA and host the annual conference f. Plan and deliver the annual Outloud LGBTQ+ conference g. Recruit for a disability history steering group h. Deliver a series of events tying in with the Africa Centre collection and Positive Histories i. Deliver a series of events looking at 20th Century black British history across adults and schools 	Quarterly	<p>Laurence, Exhibition team</p> <p>Laurence, Exhibition team</p> <p>Symeon</p> <p>Symeon</p> <p>Sally, Symeon</p> <p>Symeon, Tom</p> <p>Symeon, Tom</p> <p>Symeon, E&L team</p> <p>Symeon, E&L team</p>				

Committee(s)	Dated:
Streets & Walkways Sub Committee Culture, Heritage & Libraries Committee	17 January 2023 23 January 2023
Subject: Special Events on the Highway	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 10
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Executive Director of the Environment	For Decision
Report author: Ian Hughes, Director City Operations, Environment Department	

Summary

This report outlines the major special events planned for 2023 and provides Members with an opportunity to consider & comment on the appropriateness of those events, taking into account their nature, scale, impact and benefits.

There continues to be a relative stable core of 12 regular sporting, ceremonial or celebratory events likely to take place on the City's streets in 2023. These core events are highly professional and extremely well-run, generating a range of charitable, reputational & promotional benefits to the City and delivered with the minimum of fuss or complaint.

Around that core programme is a variety of one-off events that aim to support the City's cultural, visitor and transport agendas such as Destination City and the City's emerging Sports Strategy, as well as the aims & objectives of key City partner organisations and community groups.

Last year saw the overall number of events return to pre-pandemic levels with key events returning to their traditional timeslots in the year, but 2022 was also exceptional in that the City saw several ceremonial events of national importance, including celebrations for Her Majesty the Queen's Platinum Jubilee, commemorations of her sad passing and the proclamation of the accession of His Majesty Charles III outside the Royal Exchange.

Finally, this report also notes for Streets & Walkways Sub Committee the event-related 'benefits in kind' granted to charitable & other organisations in 2022.

Recommendation(s)

Members of Streets & Walkways Sub Committee and Culture, Heritage and Libraries Committee are recommended to:

- Agree to support the regular core events programme listed in paragraph 7 and detailed in Appendix 1.
- Agree to support the additional one-off events outlined in paragraphs 14-22, subject to final assessment regarding safety, licencing, traffic orders (where required) and impact on local stakeholders.

Members of Streets & Walkways Sub Committee are also recommended to:

- note the Benefits in Kind listed in Appendix 4.

Main Report

Background

1. This report provides an update to Members on the programme of on-street special events currently planned to take place in 2023. Although some events are more commercial than others, most are organised with the intention of raising money for charitable causes or promoting specific City strategies and Mayoral initiatives. Each event aims to deliver some form of social, financial or community benefit, but the City's long-term approach has been to ensure that the impact on residents, businesses and traffic must not be disproportionate.
2. Planning for each major event takes place well in advance in order to minimise their impact on others and to co-ordinate them into the wider programme of works taking place on the City's streets. Officers from the Environment Department lead this process with the assistance of a variety of departments including Town Clerks, Remembrancers and the City Police.
3. The Executive Director, Environment Department has delegated authority to write traffic orders for roads to be closed for special events, so Member approval for each major event is not required. However, there are established guidelines for officers to follow in determining the suitability of events (including the process for appropriate political oversight), enabling the provision of advice for organisers and setting out the procedure for consents & approvals.

Events from 2022

4. During 2022, the general events programme began to return to normality post-Covid, with events typically reverting back to their usual pre-Covid slots in the calendar, albeit London Marathon decided to stay with an autumn slot for one more year, only reverting back to their usual April date in 2023.
5. Last year also saw a change to the London Marathon event with a mini marathon being separated from the main event and taking place the day before, allowing it to become more inclusive with more children taking part across a wider age

range. This new format saw a series of 2.6 mile and one-mile races for 5-17 year olds, with each race finishing at the London Marathon finish line on the Mall and with £10 per finisher paid to their school for sports or computer equipment. It is anticipated the number of participants will increase each year with a target of 50,000 by 2031.

6. However, the events of 2022 were clearly dominated by matters connected to national celebration and commemoration, with the City of London and St Paul's Cathedral hosting services to mark both Her Majesty the Queen's Platinum Jubilee and her sad passing later in the year, whilst the City's historic role in national events was demonstrated by the formal proclamation of the accession of His Majesty King Charles III at the Royal Exchange. Plans had been prepared well in advance to enable the City to host these multi-agency events with appropriate dignity despite the short notice and international spotlight.

Events Calendar 2023

7. The City's on-street event programme has developed a consistent rhythm (Covid notwithstanding), with a core programme of 12 substantial, well-run and popular events becoming established over time. Full details behind each of these events can be found in Appendix 1, but they can be separated into three distinct categories:

Sporting

- Winter Run – Sunday 5 February
- London Landmarks Half Marathon – Sunday 2 April
- London Mini Marathon & Marathon – Saturday 22 & Sunday 23 April
- Ride London Cycling – Sunday 28 May
- Vitality 10k Race – Sat 23 or Sun 24 June (TBC)
- Great City Race – Tuesday 18 July
- London Triathlon – Sunday 6 August
- Bloomberg Square Mile Run – Thursday 13 September
- Royal Parks Half Marathon – Sunday 8 October

Ceremonial

- Cart Marking – (Weekend TBC)
- Lord Mayor's Show – Saturday 11 November

Celebratory

- New Year's Eve – 31 December

8. This core group of events is organised by experienced and professional event management companies with well-established routes, detailed communication plans and effective working relationships built up over time with the three key highway authorities for Central London, namely the City of London, Transport for London and Westminster City Council.

9. The success of events such as the London Marathon, the Great City Race and the London Landmarks Half-Marathon mean that the City remains an attractive location for mass participation charitable 'fun run' type events. These events generally remain popular with the public & participants, they are safely managed, and they provide the City with a range of secondary benefits, including publicity & footfall, visibility on the international stage, connections to the charitable sector and (in some cases) help promote the City's own events and programmes.
10. Event organisers are aware that they do not have a permanent agreement to hold their events on City streets, but as can be seen in Appendix 3 (which sets out the established events assessment matrix), these events are typically considered 'Green' in terms of delivering a positive balance between the benefits they bring against the impact they cause.
11. As Members & officers have noted before, with 12 such events now on the City's calendar, there is always the potential for diminishing returns from adding similar events and there can be 'event fatigue' from residential groups given the same streets are often used for more than one event. In addition, there are limited officer resources to help deliver these events and sufficient room must be maintained in the calendar to ensure business as usual activities such as utility street works, resurfacing and crane operations can still be accommodated that can't otherwise take place during the week.

One-Off Events in 2023

12. Away from the core event programme outlined above, there is usually a degree of year-on-year fluctuation in terms of the number and extent of additional one-off special events. Due to their one-off nature, these events typically require a much greater degree of effort to facilitate & enable without the benefit of previous experience or necessarily a well-structured learning curve.
13. In previous years, these sorts of events have included:
 - International sporting events such as the Tour de France (2014) and the International Association of Athletics Federations marathon (2017)
 - City-led events such as the Smithfield 150 celebrations (2018), Lunchtime streets initiatives and various cultural activities & promotions
 - Events coordinated with key partners such as the Afghanistan Commemoration at St Paul's Cathedral (2015), the Commonwealth Heads of Government Visit (2018) and Car Free Day (2019)
 - State events such as those related to Her Majesty the Queen's Platinum Jubilee and the Proclamation of His Majesty the King (2022)

London Landmarks Skyscraper Challenge: 9-10 Sept

14. This event is the first event of its kind and is being planned by the same event team behind the London Landmarks Half Marathon. It involves a combination of activities, starting with a run up the 42 floors of the Leadenhall Building at 122 Leadenhall Street, followed by either an abseil down that building or a zipwire from the roof across to 30 St Mary Axe (The Gherkin).

15. Discussions with the City are on-going to finalise the safety provisions for such an event (including the closure of St Mary Axe), with an appropriate degree of scrutiny being applied to the associated method statements and risk assessments. However, if successful, it is proposed the event will become a multi-year event, with the potential to raise £4.93 million over 3 years across all charitable funding partners.

Destination City

16. Destination City launched in May 2022, following an independent review which set out a renewed vision for the City to be a leading destination for workers, visitors and residents. Strong progress has been made since establishing Destination City including the recruitment of the new Destination Director and Programme Curator in September. October saw the launch of its first large scale event which attracted mass media traction and audience engagement.
17. Destination City will seek to create exceptional experiences that are distinctively for residents, workers and visitors through a seasonal programme of major and mini activations and an Always On world class leisure offering.
18. Underpinned by sustainability, inclusivity and innovation, Destination City's activation programme will seek to encompass with the below themes:
- **History and heritage.** A City dripping in treasures and stories of the past, present and future. A City founded on a spirit of enterprise and innovation, open to discovery and excited to share its story with the world.
 - **Culture and creativity.** A City as comfortable with the roof top concert, as the conservatoire; the pop-up, pop-art as the gallery. A City that continues to inspire invention, making and design – and the talent who want to excel.
 - **Shopping and socialising.** A City of fun, colour and lightness. With vibrant clusters and a destination retail-hospitality offer that entices people to stay.
 - **Wellness.** A City where everyone is welcomed and included. A City of community and connections, education and enrichment, relaxation and renewal.
19. Destination City will establish a seasonal structure of animating the City, by leveraging cultural partners and BID level activity as well as commissioning, programming and producing in house events and activations. High impact seasonal activity will 1) generate global profile, 2) attract sponsorship and 3) drive footfall and sales. The objective is for seasonal programming in conjunction with cultural partners and attractions to create multiple events over a durational period under the umbrella of Destination City. The festival concept will maximize footfall and durational consumer engagement.
20. Provisional timings for 2023 Major Activations are:
- Major Activation 1 – May - June
 - Major Activation 2 – September - October

21. The detailed planning for these activations is underway and will be carried out in close collaboration with the relevant internal departments including Highways to ensure that the need for any road closures and special event applications are completed within the necessary timeframe. The Mini activation programme is being developed and will consist of small to medium scale events and programmes that are repeated regularly on an annual basis.

Sports Strategy

22. The Sport Engagement Manager is currently leading a review of the City Corporation's sport provision and, working with external consultants, will be preparing a new sport strategy for the Square Mile in the new year. This will cover aspects such as facilities, public realm, mass participation events and business engagement. It is anticipated that the new strategy will have a number of ambitious targets for the organisation on sport and, subject to resources, will ensure sport is properly prioritised going forward. Given this Sub Committee's role in approving road events in the Square Mile, it is intended that the new strategy will be submitted to Members for consideration at your meeting in May 2023.

Financial Implications: Benefits in Kind

23. The City Corporation has typically sought to facilitate certain charitable activities by waiving particular administrative fees & charges as a benefit in kind. The Director has delegated authority to do this on a case-by-case basis in accordance with the Member-approved guidance that sets out the likely circumstances where this can be done.
24. In particular, the need to ensure appropriate cost recovery to offset wider budget constraints has ensured a significant degree of challenge is applied to requests to waive fees, whilst officers are also aware they must seek to ensure parity and even-handedness in providing benefits in kind to similar types of events.
25. For some time, the Environment Department has summarised this information for the Finance Grants & Oversight Committee, but to improve transparency of the decision making behind this process, that Committee now recommends that all current benefits in kind with no identifiable end date should be reviewed by the relevant department or Committee, and a recommendation made as to the on-going provision of each benefit.
26. Therefore, for the purposes of transparency, Members of Streets & Walkways Sub Committee (as the spending Committee for special event management) are asked to note the Benefits in Kind provided under this protocol and set out in Appendix 4.

Security Implications

27. The use of the City's Anti-Terrorism Traffic Regulation Order (ATTRO) in relation to special events will be covered in more detail by a separate report to Streets & Walkways Committee. Nevertheless, it can be noted here that the ATTRO was

used in conjunction with the events related to Her Majesty's Platinum Jubilee, her subsequent passing and the Proclamation of His Majesty the King, as well as the New Year's Eve celebrations.

Corporate & Strategic Risk Implications

28. The events outlined in this report aligns with a number of corporate strategies including:

- Provide inclusive access to facilities for physical activity and recreation
- Cultivate excellence in sport and creative & performing arts
- Preserve and promote the City as the world-leading global centre for culture
- Protect, curate and promote world-class heritage assets, cultural experiences and events

29. In addition, enabling events to take place on the City's streets (when safe to do so) will drive visitors to, and animate, the City in a safe and managed way as part of long-term recovery plans.

Legal, Resource, Climate & Equalities Implications

30. None

Conclusion

31. This report summarises the major events planned for 2023, including a series of on-street cultural and transport-strategy related activities to supplement the core established major events. The vast majority of events continue to be delivered successfully and safely, whilst City officers work with organisers to ensure the disruption they cause is minimised wherever possible.

Appendices

- Appendix 1 – Core Event Programme for 2023
- Appendix 2 – Core Event Timeline for 2023
- Appendix 3 – Summary Event Assessment for 2023
- Appendix 4 – Benefits in Kind for 2022

Ian Hughes
Director, City Operations
Environment Department

T: 020 7332 1977

E: ian.hughes@cityoflondon.gov.uk

APPENDIX 1 – Core Event Programme for 2023

EVENT	DAY & DATE	TIMES	ORGANISER	APPROVAL AUTHORITY	BENEFIT OF EVENT	NO.	EVENT HISTORY	CITY OF LONDON ROUTE
Winter Run	Sunday 5 February	7.30 am – 4 pm	Human Race Ltd	City of London	Community event raising money for charity	18,000	7 th year	City Streets, and Westminster (WCC)
London Landmarks Half Marathon	Sunday 2 April	6.30 am – 4 pm	Tommy's (with The Great Run Company)	City of London & City of Westminster	Community & Charitable Event	16,000	5th Year	Iconic sites within the City
London Mini Marathon	Saturday 22 April	7.30am – 11.3am	London Marathon Limited	Transport for London	Significant charity fund raising for schools	10,000	2 nd Year	Embankment & Upper Thames St
London Marathon	Sunday 23 April	7am-8.30pm	London Marathon Limited	Transport for London	Significant charity fund raising, plus surplus used to support specific sporting projects.	50,000	Established event of more than 20 years	Embankment & Upper / Lower Thames St
Vitality 10K Race	Saturday 23 or Sunday 24 June (TBC)	10am-12.30pm	London Marathon	Westminster / City of London	Funds from this race promote sporting initiatives to the City's resident and workforce population	15,000	More than 10 years	WCC, Holborn, Holborn Viaduct, Cheapside to

								Bank area and back to WCC
RideLondon	Sunday 28 May	4.30am-7.30pm	TfL (with London & Essex & London Marathon Trust Ltd)	Transport for London, City of London & other highway authorities	Mass participation event to promote cycling, inc Mayoral initiatives.	75,000	9 th year	Central CoL & Holborn, Holborn Viaduct
Cart Marking	Saturday TBC	7 am – 2 pm	Worshipful Company of Carmen	City of London	Historical City event to mark trade vehicles	200	Annual event	London Wall, Gresham St, Guildhall area
Standard Chartered Great City Race	Tuesday evening 18 July	6.30pm-10.30pm	London Marathon Ltd	City of London	Popular with City institutions & sponsored by a City company. Funds also help promote sporting initiatives to the City's resident and workforce population	6,000	More than 10 years	City Road, London Wall, Bank area & Cheapside.
London Triathlon	Sunday 6 August	5 am – 1 pm	Limelight Sports	TfL, Westminster City Council	Sporting Event	15,000	Annual event	Lower route (Victoria Embankment)
Bloomberg Square Mile	Thursday evening	7 pm – 9pm	Square Mile Sport	City of London	Fun Run raising money for charity	1,500,	More than 10 years	Gresham Street

	13 September							
Royal Parks Half Marathon	Sunday 8 October	7.30am-8.30pm	Limelight Sport	Royal Parks and Transport for London	Charitable event for Royal Parks Foundation.	15,000	More than 10 years	Victoria Embankment west of Blackfriars.
Lord Mayor's Show	Saturday 11 November	7am-7pm	City of London	City of London / Westminster and Transport for London	Procession to facilitate the Lord Mayor's obligations to the Sovereign.	6,000	Ceremonial event	City area west of Bishopsgate.
New Year's Eve Fireworks	Saturday 31 December	From b/w 2-10pm until after midnight	GLA	Transport for London, Westminster & City of London	Focus of the UK's End of Year celebrations	120,000	Annual celebratory event	Blackfriars area & Westminster near London Eye

APPENDIX 2 – Core Event Timeline for 2023

2023 Timeline: Core events		
Date	Event	Disruption
05/02/2023	Winter Run	-2
02/04/2023	London Landmarks Half M.	-3
22 & 23/04/23	London Marathon	-3
28/05/2023	RideLondon	-3
23 or 24/06/23	Vitality 10k Race	-2
TBC (June)	Cart Marking	-1
18/07/2023	Great City Race	-5
06/08/2023	London Triathlon	-2
13/09/2023	Bloomberg Sq Mile	-1
08/10/2023	Royal Parks Marathon	-2
11/11/2023	Lord Mayor's Show	-4
31/12/2023	New Years Eve	-6

Month	Week	Cumulative Disruption									
		1	2	3	4	5	6	7	8	9	10
Dec / Jan	52	New Year's Eve									
Jan	1										
	2										
	3										
	4										
Feb	5	Winter Run									
	6										
	7										
	8										
Mar	9										
	10										
	11										
	12										
Apr	13	London Landmarks									
	14										
	15										
	16	London Marathon									
May	17										
	18										
	19										
	20										
June	21	RideLondon									
	22										
	23										
	24										
July	25	Vitality 10k									
	26										
	27										
	28	Great City Race									
Aug	29										
	30										
	31	Triathlon									
	32										
Sept	33										
	34										
	35										
	36	Sq Mile									
Sept / Oct	37										
	38										
	39										
	40	Royal Parks									
Nov	41										
	42										
	43										
	44										
Dec	45	Lord Mayor's Show									
	46										
	47										
	48										
	49										
	50										
	51										
	52	New Year's Eve									

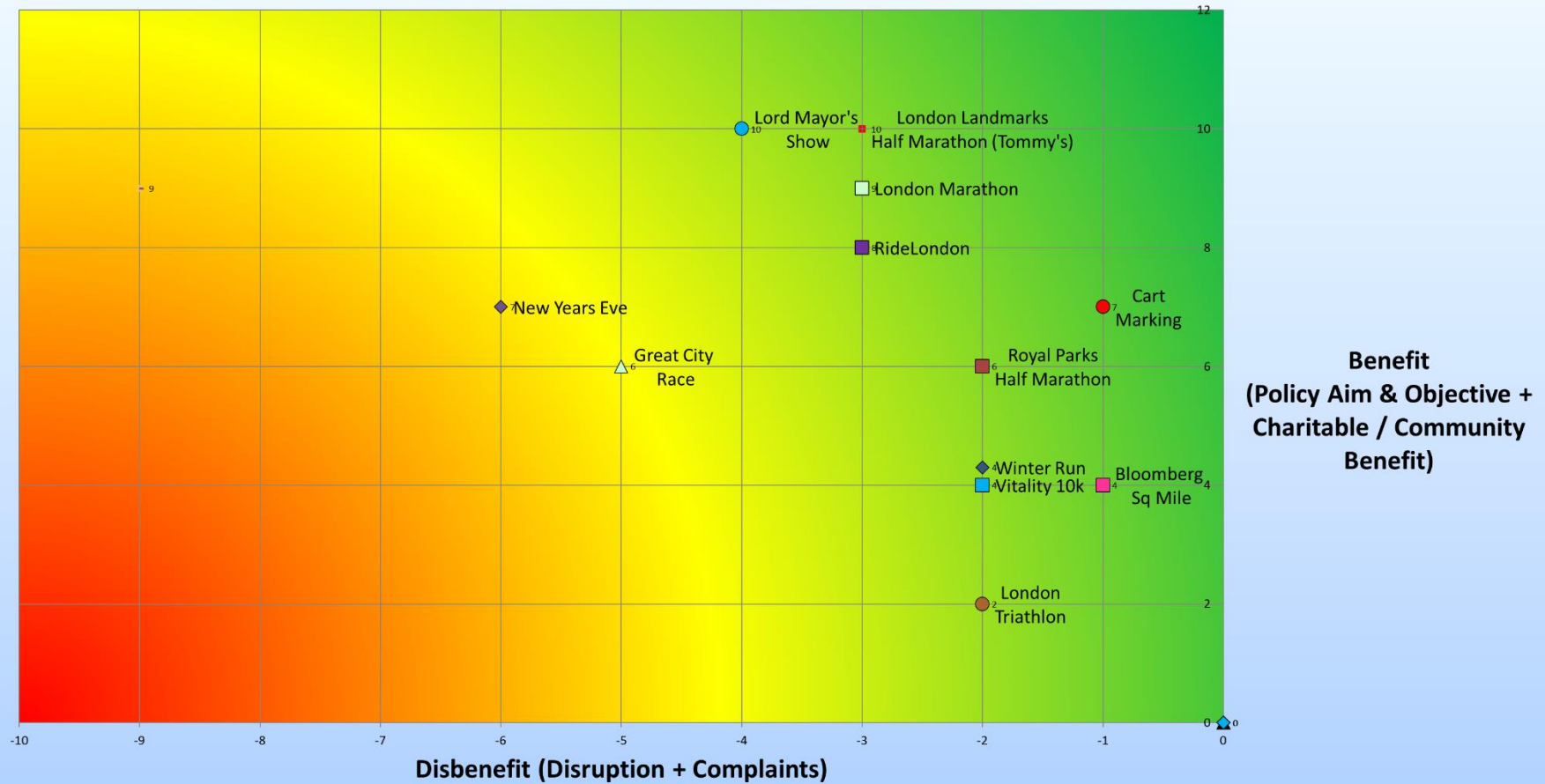
APPENDIX 3 – Summary Event Assessment for 2023

An Event Assessment Matrix is applied to each event to determine its benefits and dis-benefits, and it remains a highly useful tool to determine the merits (or otherwise) of any proposed event. Members approved the framework for the assessment matrix, which is summarised below:

Disbenefit		Benefit	
Disruption & Impact	Past / Likely Complaints	Policy Aims & Objectives	Charitable / Community Support
Daytime major road closures / Major impact (-5)	Serious, numerous & political (-5)	City heritage / cultural 'difference' / Corporate Plan (inc visitor & cultural strategies) (5)	Not for Profit' / Large charitable contribution / Overwhelming stakeholder support (5)
Evening major road closures (-4)	Numerous & political (-4)	London / National / International significance (4)	Charitable contribution (4)
Extensive weekend road closures / Medium impact (-3)	Numerous non-political (-3)	CoL Partner / City stakeholder (3)	Significant City community non-charitable benefit (3)
Limited weekend road closures (-2)	Some political (-2)	CoL Community Strategy (2)	Small charitable contribution (2)
Traffic holds / bubble / minor road closures (-1)	Small number (-1)	Member-only support (1)	Small community benefit (1)
No road closures No impact (0)	None (0)	No policy objective / No Member support (0)	Fully commercial (0)

Using these criteria, the relative assessment for the planned known events in 2023 is represented on are currently as follows:

CORE EVENT ASSESSMENT (2022)



APPENDIX 4 – Benefits in Kind 2022

Date	Event Name	Application Fee	Temporary Traffic Order	Hoarding Licence	Parking Suspension	Dispensation	Total
February							
13.02.2022	London Winter Run				1,740		1,740
April							
03.04.2022	London Landmarks Half Marathon				5,400		5,400
May							
02.05.2022	Vitality 10K				630		630
29.05.2022	Ride London 2022				1,680		1680
June							
03.06.2022	Church Service	400	1,500		21,610		23,510
16.07.2022	Cart Marking				3,420		3,420
September							
04.09.2022	Merchant Navy Memorial Day	400	1,500		2,220		4,120
25.09.2022	Sheep Drive				600		600
October							
06.10.2022	Christ Hospital School St Matthew's Day Parade				65,315	136	256
28.10.2022	Sheriffs Ride	100					100
November							
12.11.2022	Lord Mayor's Show	400	1,500	270	65,315	216	67,701
13.11.2022	Remembrance Sunday	400	1,500				1,900
20.11.2022 - 08.01.2023	EC Christmas in The City			45			45
05.12.2022	Drapers Christmas Fayre				2,350		2,350
TOTALS		1,700	6,000	315	105,085	352	113,452

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