



## Culture, Heritage and Libraries Committee

**Date:** MONDAY, 22 MAY 2023

**Time:** 11.00 am

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

**Members:**

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

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

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[https://youtube.com/live/yrb1dQu\\_3Oo?feature=share](https://youtube.com/live/yrb1dQu_3Oo?feature=share)

or by searching the committee name here:

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

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**Lunch will be served in Guildhall Club at 1PM**

**Ian Thomas  
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. **ORDER OF THE COURT**  
To receive the Order of the Court dated 27 April 2023.  

**For Information**  
(Pages 7 - 8)
4. **ELECTION OF CHAIR**  
To elect a Chair in accordance with Standing Order 29.  

**For Decision**
5. **ELECTION OF DEPUTY CHAIR**  
To elect a Deputy Chair in accordance with Standing Order 30.  

**For Decision**
6. **MINUTES**  
To consider the public minutes of the meeting of 27 March 2023.  

**For Decision**  
(Pages 9 - 14)
7. **COMMITTEES: APPOINTMENTS TO CITY ARTS INITIATIVE AND KEATS HOUSE CONSULTATIVE COMMITTEE**  
To consider the report of the Clerk.  

**For Decision**  
(Pages 15 - 22)
8. **FORWARD PLAN**  
Members are asked to note the Committee's forward plan.  

**For Information**  
(Pages 23 - 24)

9. **CITY ARTS INITIATIVE RECOMMENDATIONS TO THE COMMITTEE**

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

APPENDICES IN SEPARATE PACK

**For Decision**  
(Pages 25 - 32)

10. **DESTINATION BRAND IDENTITY AND DESTINATION WEBSITE**

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

**For Information**  
(Pages 33 - 36)

11. **UPDATE REPORT FOR KEATS HOUSE CHARITY 2022/23**

Report of the Executive Director, Environment.

**For Information**  
(Pages 37 - 58)

12. **KEATS HOUSE RISK UPDATE REPORT**

To consider the report of the Executive Director, Environment

**For Decision**  
(Pages 59 - 70)

13. **DRAFT HIGH-LEVEL BUSINESS PLAN 2023/24 - DEPARTMENT OF COMMUNITY AND CHILDREN'S SERVICES**

To receive the report of the Interim Director of Community & Children's Services.

**For Information**  
(Pages 71 - 84)

14. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**

Report of the Clerk (NB: Appendix 2 is Non-Public).

**For Information**  
(Pages 85 - 110)

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

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

17. **EXCLUSION OF THE PUBLIC**

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

**For Decision**

**Part 2 - Non-public Agenda**

18. **NON-PUBLIC MINUTES AND ACTIONS**

To agree the non-public minutes of the previous meeting held on 27 March 2023 and to receive the actions from that meeting.

**For Decision**  
(Pages 111 - 114)

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

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

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# Agenda Item 3

LYONS, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 27 <sup>th</sup> April 2023, doth hereby appoint the following Committee until the first meeting of the Court in April, 2024.
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## CULTURE, HERITAGE & LIBRARIES COMMITTEE

- Constitution**  
A Ward Committee consisting of,
  - two Aldermen nominated by the Court of Aldermen
  - up to 31 Commoners representing each Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides) or Side of Ward
  - the Chairman of the Board of Governors of the Guildhall School of Music & Drama (ex-officio)
  - the Chairman of the Barbican Centre Board (ex-officio)

- Quorum**  
The quorum consists of any nine Members.

- Membership 2023/24**

### ALDERMEN

- 1 Bronek Masojada
- 2 Jeanette Newman

### COMMONERS

- |    |   |                           |
|----|---|---------------------------|
| 2  | Anett Rideg.....  | Aldersgate                |
| 2  | Deborah Oliver.....   | Aldersgate                |
| 2  | David Sales .....   | Aldgate                   |
| 2  | Madush Gupta, Deputy .....  | Bassishaw                 |
| 1  | Bronek Masojada, Alderman.....  | Billingsgate              |
| 7  | Andrew Paul Mayer.....  | Bishopsgate               |
| 9  | Wendy Marilyn Hyde.....   | Bishopsgate               |
| 2  | The Hon. Emily Sophia Wedgwood Benn.....                                    | Bread Street              |
|    | (Bridge and Bridge Without has paired with Candlewick for this appointment) | Bridge and Bridge Without |
| 2  | Antony Geoffrey Manchester .....  | Broad Street              |
| 2  | James Bromiley-Davis .....  | Candlewick                |
| 2  | John David McLeod Griffiths .....   | Castle Baynard            |
| 2  | Alpa Raja .....   | Castle Baynard            |
|    | (Cheap has twinned with Cordwainer for this appointment).....               | Cheap                     |
| 5  | Dawn Linsey Wright.....   | Coleman Street            |
| 1  | Amy Horscroft.....  | Cordwainer                |
| 2  | Ian Christopher Norman Seaton, M.B.E.....                                   | Cornhill                  |
| 2  | Mark Bostock, Deputy .....  | Cripplegate               |
| 2  | Frances Leach.....  | Cripplegate               |
| 11 | Mark Raymond Peter Henry Delano Wheatley.....                               | Dowgate                   |
| 2  | John Ross Foley.....  | Farringdon Within         |
| 2  | Eamonn Mullally .....   | Farringdon Within         |
| 2  | Caroline Kordai Addy.....   | Farringdon Without        |
| 9  | Wendy Mead, O.B.E.....  | Farringdon Without        |
| 10 | Judith Lindsay Pleasance.....   | Langbourn                 |
| 2  | Irem Yerdelen.....  | Lime Street               |

7	Munsur Ali.....	Portsoken
7	Caroline Wilma Haines.....	Queenhithe
2	Jason Scott Groves.....	Tower
2	Jaspreet Hodgson.....	Vintry
1	Alethea Silk.....	Walbrook

#### 4. **Terms of Reference**

To be responsible for:-

- (a) the City Corporation's activities and services in the fields of culture, heritage and visitors including the development of relevant strategies and policies, reporting to the Court of Common Council as appropriate;
- (b) the management of the City's libraries and archives, including its functions as a library authority in accordance with the Public Libraries and Museums Act 1964 and all other powers and provisions relating thereto by providing an effective and efficient library service (other than the Small Business Research Centre (SBREC));
- (c) the management of the Guildhall Art Gallery and all the works of art belonging to the City of London Corporation;
- (d) the management and maintenance and, where appropriate, furnishing of the City Information Centre, the Monument, the Roman Villa and Baths (Lower Thames Street);
- (f) the upkeep and maintenance of the Lord Mayor's State Coach, the semi-state coaches, the Sheriffs' Chariots and State Harness;
- (g) London's Roman Amphitheatre and the City of London Heritage Gallery (under Guildhall Art Gallery);
- (h) the City of London's Outdoor Arts Programme;
- (i) the City Arts Initiative – approving recommendations for artworks in the public realm and applications to the City's Blue Plaque Scheme;
- (j) the Guildhall Yard Public Programme and Aldgate Square Public Programme (event content only);
- (k) the City of London Police Museum;
- (l) Except for those matters reserved to the Court of Common Council or which are the responsibility of another Committee, the Committee will be responsible for all aspects of the Guildhall Library Centenary Fund [206950] and Keats House [1053381] day-to-day management and administration of the charities. The Committee may exercise any available powers on behalf of the City Corporation as trustee under delegated authority from the Court of Common Council as the body responsible for exercising the powers of the City Corporation as trustee. This includes, but is not limited to, ensuring effective operational arrangements are in place for the proper administration of the charities, and to support expedient and efficient delivery of the charities' objects and activities in accordance with the charities' annual budgets, strategies and policies;
- (m) making recommendations to the Court of Common Council regarding the Cultural Strategy, the Visitor Strategy and other corporate strategies, statements or resolutions relating to any of its functions, following consultation with the Policy & Resources Committee;
- (n) responsibility for the production and publication of the official City of London Pocketbook;
- (o) appointing such Sub-Committees and/or Consultative Committees as are considered necessary for the better performance of its duties including the following areas:-
  - Keats House
- (p) to be responsible for grants in relation to the 'Inspiring London Through Culture' programme for culture and arts from funds under the Committee's control.



## CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Monday, 27 March 2023

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Committee Room 3 - 2nd Floor West Wing, Guildhall on Monday, 27 March 2023 at 11.00 am

### Present

#### Members:

Wendy Hyde (Chair)	Jason Groves
Munsur Ali (Deputy Chairman)	Frances Leach
Jamel Banda	Alderman Professor Michael Mainelli
Brendan Barns	Wendy Mead
Matthew Bell	Eamonn Mullally
Emily Benn	Deborah Oliver
Deputy Mark Bostock	Anett Rideg
James Bromiley-Davis	David Sales
John Foley	Mark Wheatley
John Griffiths	Irem Yerdelen

### In Attendance

#### Officers:

Elizabeth Scott	- Head of Guildhall Art Gallery, Town Clerks
Damian Nussbaum	- Director of Innovation & Growth
Jayne Moore	- Town Clerk's Department
Emma Markiewicz	- London Metropolitan Archives
Will Gompertz	- Barbican Centre
Tania Harrison	- Innovation and Growth
Luciana Magliocco	- Innovation and Growth
Dylan McKay	- Deputy Town Clerk's Department
Andrew Buckingham	- Town Clerk's

#### 1. APOLOGIES

Apologies were received from Deputy Graham Packham, Caroline Haines, Jaspreet Hodgson, Antony Manchester, Alpa Raja, and Ian Seaton.

The following Members observed the meeting online: James Bromiley-Davis, Deputy Madush Gupta, Judith Pleasance, Deputy Nighat Qureishi, and Dawn Wright.

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

John Foley declared that he is a customer of Hoare's Bank.

3. **VOTE OF THANKS**

Members agreed that the Vote of Thanks be moved at the July 2023 meeting.

4. **MINUTES**

**RESOLVED**, That the public minutes of the meeting of 23 January 2023 be approved as a correct record of the proceedings.

The following matters were raised in relation to the minutes of 23 January 2023:

Item 3: The meeting noted that the Policy & Resources (P&R) Committee had, on 23 March 2023, agreed to approve the following recommendation:

- *Task officers to explore suitable alternative arrangements for a **Culture** Forum and Masterplan and present back to the Committee within six to twelve months.*

The meeting noted that the CHL Committee's brief was to consider content and strategy rather than City properties' use (though working alongside property use). A Member commented that no decision had actually been made, and that there appeared to be a need for a cultural strategy with an implementation plan. The Member commented that culture and creative industry strategy issues would benefit from being considered and reviewed in a more holistic manner, and it was noted that the CHL Committee would be involved in the recommendation presented to the P&R Committee. A Member sought reassurance that the exploration of alternative arrangements would maximise the expertise within the City's resident community aside from the envoy programme. The meeting heard that the exploration would be thorough and far-reaching, and would consider resident engagement issues as part of its brief, and that the formation of the group was at a very early stage.

Item 5: A Member commented that suitable residents had not been given an opportunity during 2022 to apply to become an envoy, and that resident representation was important to the success of the City's cultural strategy. The Member proposed that an additional envoy from the resident community be selected via an open recruitment exercise to add to the existing expertise. The meeting heard that both CHL and P&R Committees had recently approved the recruitment process for the Member-resident envoy's appointment, that appointments were set to run a further two years, and that it would be disruptive to the process to appoint a further envoy at this stage. The Committee noted that an open recruitment process would need to commence soon for further envoy recruitment exercises from 2025, and Members commented that an open and transparent recruitment exercise going forward (to include clear KPIs) would be welcome. The meeting noted that the City envoy network currently included senior-level industry-leading experts across all categories of the Destination City agenda.

Item 6: A Member commented that Hoare's Bank appeared to have withdrawn their application (causing it to be rejected) and questioned whether the minutes reflect both that and the discussion on the issue itself. The meeting heard that some miscommunication had occurred between Hoare's Bank, the City of

London Corporation (CoLC) and the Committee, and that the minutes reflected the discussion during the meeting though an update was appropriate.

Members queried whether the CoLC had a clear policy on 'retain and explain' (to include refraining from commissioning any new works that commemorate or celebrate contested heritage, including the slave trade), commenting that the existence of such a policy had been indicated. The meeting heard that reviews of relevant policies were expected to be conducted to ensure its clear and consistent application and understanding following significant changes in personnel in the City's Culture team, noting that there was a gap in the Corporation's policy following the work of the Statues Working Group during 2021.

The meeting noted that research on the contested heritage was commissioned in mid-March 2023 and entrusted to the LMA to be completed by mid-April 2023, to encompass an examination of historic records (see action 01/2023). A Member expressed disappointment that such research had not been undertaken earlier, commenting that academic evidence submitted during the decision process appeared to be flawed. In response to a question on the brief to the researcher, the Committee heard that the brief encompassed an investigation of any of the Bank's association with the slave trade (if applicable) that might give rise to concern.

The following points were also made:

- The City of London Corporation itself and most of the City was likely to have been involved in the slave trade;
- The commissioned research is expected to shed light on whether issues needed to be addressed in the case of the Hoare's Bank proposal;
- A user-friendly general policy on commemorating/celebrating contested heritage would be welcome;
- Prominent abolitionists were active in the City of London and were worthy of commemoration;
- The decision on the Hoare's Bank application was taken entirely in line with CoLC procedures; and
- The Hoare's Bank proposal was intended to mark a historical fact rather than celebrate problematic history.

Item 8: A Member asked what progress had taken place on the Culture Mile BID since January 2023, recalling the discussion during the January meeting on potential confusion around the 'Culture Mile' designation. The meeting heard that the new BID would work under a new name, and the public realm designs would be removed by mid-2023. Members sought clarification on whether residents had been appropriately consulted, and the meeting heard that such consultation would be discussed with Primera (including an exploration of whether a working group comprising residents would be appropriate) (see action 02/2023).

## 5. **FORWARD PLAN**

Members noted the Committee's forward plan.

## 6. **REVIEW OF TERMS OF REFERENCE**

The meeting noted that the City of London Police museum had been reinstated during the most recent P&R meeting.

On section (m) of the Terms of Reference, Members agreed that the following phrase should be amended: 'following consultation with the Policy & Resources Committee' to read as follows 'following consultation with all stakeholders'. The amendment was proposed, seconded and approved by a majority following the expression of concerns that the P&R Committee appeared to exert significant influence on the CHL Committee's work, and that the work of the CHL Committee was to drive cultural strategy as a collaborative effort.

**RESOLVED**, That the Committee's amended Terms of Reference be approved ahead of their submission to the April meeting of the Court of Common Council, noting the reinstatement of the City of London Police Museum, and subject to the amended wording of section (m): replace the phrase 'following consultation with the Policy & Resources Committee' to read as follows 'following consultation with all stakeholders'.

## 7. **LONDON METROPOLITAN ARCHIVES UPDATE REPORT**

Members noted the report of the Deputy Town Clerk setting out the three key areas of development at the London Metropolitan Archives, updating the report submitted to the Committee in November 2022.

On the proposal to create an 'exciting digital offering', a Member asked for clarification on what that would entail. The meeting heard that the offering would include the picture archive that was currently under-used, and a new front-end website to present the LMA in a more engaging way. A Member commented that some of the search functions would benefit from further work. The meeting noted that the LMA team is aware the system needs some work and would be adjusted to generate a more user-centred experience as soon as other priorities were under way.

Members noted that the LMA's audience was global, and that further engagement work would benefit from continuing to take that into account over and above encouraging visitors to the building. Members commented that there was merit in creating connections with other institutions such as the Barbican Centre and the Museum of London (as well as other City and non-City assets), and the meeting heard that such initiatives had taken place in the past, and that further such initiatives were planned. A Member commented that there were likely to be interesting opportunities for link-ups with the new site of the Museum of London expected to be officially opened on 25 October 2025.

On the element of confusion among some users around the name, a Member asked whether a re-brand was being considered. The meeting heard that there was enthusiasm for changing the name to better reflect the institution's work and that progress was being made to that end.

Referencing the project 'Switching the lens', a Member asked for further information on the volunteer strategy. The meeting heard that further reviews of

the volunteer strategy were expected when current priorities have been addressed.

Members commended and thanked the LMA for its work.

8. **LIBRARY MANAGEMENT SYSTEM**

Members considered the report of the Director of Community & Children's Services and noted the outcome report.

**RESOLVED**, That the Project be closed.

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

Members considered the report of the Executive Director, Innovation & Growth.

A Member commented that residents did not appear to have been consulted in the manner suggested by the document, and some appeared unhappy with the scope of the currently proposed Jaggard memorial. The meeting noted that some canvassing had been undertaken and that there was support for some kind of commemorative structure to mark the site of the Folio 400 printing, though opinions differed on what that structure should be. The meeting also noted that the anniversary was in November 2023 and that there were, therefore, timing implications.

The meeting noted that Seats at the Table had been agreed for Postman's Park, and that consultation was ongoing in respect of 'Urban Playground'.

**RESOLVED**, That Members ratify the City Arts Initiative's recommendations as set out in the report, as follows:

- **Folio 400 – William Jaggard – Permanent Memorial** – take into account updates on ongoing consultation;
- **London Festival of Architecture (LFA) – Urban Playground:** approve subject to accessibility consultation, and consultation with Highways and Planning with regards to location, maintenance, safety & liability. Further clarification on how installation is interpreted also recommended; and
- **London Festival of Architecture (LFA) – Seats at the Table:** approve subject to clarifications on timeline, location and accessibility.

10. **KEATS HOUSE - TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

Members received and noted the report of The Chamberlain and the Executive Director Environment presenting the Trustees' Annual Report and Financial Statements for the year-ended 31 March 2022 for Keats House.

**11. GUILDHALL LIBRARY CENTENARY FUND - TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

Members received and noted the report of The Chamberlain presenting the Trustees' Annual Report and Financial Statements for the year-ended 31 March 2022 for the Guildhall Library Centenary Fund.

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

Members asked for regular updates on the work of Destination City given that the CHL Committee had oversight on Destination City, and the meeting heard that key updates and material regular updates would be submitted on the work of Destination City.

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

There was no other business.

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

**The meeting ended at 1.15 pm**

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Chairman

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

# Agenda Item 7

<b>Committee:</b> Culture, Heritage and Libraries Committee	<b>Date:</b> 22 May 2023
<b>Subject:</b> Appointments to: Keats House Consultative Committee 2023/24 City Arts Initiative 2023/24	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>3, 8 and 10</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Report of:</b> Report of the Town Clerk & Chief Executive	<b>For Decision</b>
<b>Report author:</b> Jayne Moore, Governance Officer	

## Summary

The purpose of this report is to ask the Culture, Heritage and Libraries Committee to Members to appoint Members to

1. Appoint/re-appoint two representatives to the Keats House Consultative Committee and approve its composition and Terms of Reference; and
2. Appoint three representatives to the City Arts Initiative and approve its composition and Terms of Reference.

## Main Report

1. The purpose of this report is for the Culture, Heritage and Libraries Committee to appoint four of its Members to serve on the City Arts Initiative and approve its composition and Terms of Reference, and to appoint two Members to the Keats House noting that the CHL Chair and Deputy Chair also serve on the CAI and the Keats House Consultative Committee.

## **Keats House Consultative Committee**

2. The Chair and Deputy Chair of the Grand Committee (as ex-officio) together with two other Members of this Committee (re-elected annually), are to be appointed to serve on the Keats House Consultative Committee. **(Please see Appendix 1)**

## **City Arts Initiative**

3. The Chair and Deputy Chair of the Culture, Heritage and Libraries Committee are permanent Members of the City Arts Initiative. Members are nominated by the Culture, Heritage and Libraries Committee to serve for a term of one year, to be elected annually. Members are reminded that four (rather than three) Members were appointed to the CAI in May 2022 – below is the extract from the May 2022 minutes:

*“Members agreed that, as the Chair had a place on the City Arts Initiative both as Chair of the Committee and Chair of the Statues, additional places should be allocated from the Committee.”* **(Please see Appendix 2)**

## **Corporate & Strategic Implications**

4. The recommendations in this report relate to the following outcomes of the Corporate Plan:
  - 3. People have equal opportunities to enrich their lives and reach their full potential
  - 8. We have access to the skills and talent we need
  - 10. We inspire enterprise, excellence, creativity and collaboration

## **Conclusion**

5. Members are asked to agree the appointments, compositions and Terms of Reference as set out in the recommendations.

## **Appendices**

- Appendix 1 – Composition and Terms of Reference of the Keats House Consultative Committee
- Appendix 2 – Composition and Terms of Reference of the City Arts Initiative

## **Jayne Moore**

Governance Officer  
Town Clerk’s Department



**Keats House Consultative Committee**

**2 Members appointed by the Grand Committee** (in addition to the Chair and Deputy Chair as ex-officio appointments).

**Meetings in 2023**                      **23 June 2023 (Keats House), 13 October 2023 (Guildhall)**  
**– both at 2.30pm**

**The 2022/2023 composition was as follows:**

<b>Name</b>	<b>Representing</b>
TBC	CHL Chair (Ex-officio)
TBC	CHL Deputy Chair (Ex-officio)
TBC	Hampstead Heath, Highgate Wood and Queen's Park Committee Chair
TBC	Hampstead Heath, Highgate Wood and Queen's Park Committee Representative
John Griffiths (current)	Culture, Heritage and Libraries Committee
TBC	Culture, Heritage and Libraries Committee
Stephen Ainger	Downshire Hill Residents Association
Stephen Bobasch	Keats Community Library
Jim Burge	Heath Hurst Road Residents' Association
Prof. Nicholas Roe	Keats Foundation
Andrew Dutton-Parish	Hampstead Conservation Area Advisory Committee
Daffyd James-Williams	Health and Hampstead Society

Meetings are to be chaired by the Chair of the Grand Committee who attends (ex-officio) together with the Deputy Chair (also ex-officio) and two other Members of the Committee.

**Terms of Reference:**

To make representations to the Culture, Heritage and Libraries Committee about any matter which, in the opinion of the Consultative Committee, affects or is likely to affect Keats House.

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## City Arts Initiative (CAI) | Composition and Terms of Reference 2023/24

CAI members (by position)	Department	Postholder	Notes
<b>Members</b>			
Chair of the Culture, Heritage, and Libraries Committee	Member	TBC (currently Wendy Hyde)	
Deputy Chairman of the Culture, Heritage, and Libraries Committee	Member	TBC (currently Munsur Ali)	
Appointed by CHL	Member	Currently Jason Groves	
Appointed by CHL	Member	Currently Judith Pleasance	
Appointed by CHL	Member	Currently Anett Rideg	
<b>Officers</b>			
Programme Curator	Innovation and Growth	Tania Harrison	Co-Chair
Director of Arts	Barbican	Will Gompertz	Co-Chair
Assistant Director (City Public Realm)	Department of the Built Environment	Simon Glynn	
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	Harriet Bell	
Media Officer	Town Clerk's	Matthew Cooper	

Media Officer	Town Clerk's	Andrew Buckingham	
<b>Visual arts expertise</b>			
Director of Sculpture in the City	Lacuna (external)	Stella Ioannou	
Head of Guildhall Galleries	Town Clerk's	Elizabeth Scott	
Head of Offer	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 of Culture, Heritage and Libraries Committee 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 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 shape corporate strategy in relation to public art and input into other plans and policies that impact upon public art.
9. To develop and strengthen partnerships with private sector stakeholders in the context of public art
10. To ensure that new art installations are financially sustainable without undue burden on City corporation resources
11. To provide strategic oversight of the City of London Blue Plaque Scheme, providing a peer review system for new applications
12. 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.
13. To oversee the City Surveyor's inventory of existing public art and maintenance liability

### **Governance**

14. 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).
15. The group may recommend that proposals are referred to the EDI sub-committee if the application poses any concerns in relation to equality, diversity and inclusion.
16. All applications that are required to undertake consultation as part of their application process must provide evidence of the consultation and the responses received to the CAI prior to any submission to the Culture, Heritage, and Libraries Committee.
17. The CAI has no authority to approve or decline applications without Committee endorsement.

#### **Duration and Timings**

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

#### **Documentation**

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

#### **Delegation**

23. 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**

24. To be reviewed annually.
25. Date of review will be added to the CAI Forward Plan and Tracker to ensure it is scheduled accordingly.

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Culture, Heritage and Libraries Committee Forward Plan 2023

17.07.2023	LMA Director's Update	London Metropolitan Archives	For discussion

18.09.2023	LMA Director's Update	London Metropolitan Archives	For discussion

20.11.2023	Risk Update Report, Keats House	Environment Department	For decision

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<b>Committee(s):</b> Culture, Heritage and Libraries – For Decision	<b>Dated:</b> 22/05/23
<b>Subject:</b> City Arts Initiative Recommendations to the Culture, Heritage and Libraries Committee	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	3, 7 and 10
<b>Does this proposal require extra revenue and/or capital spending?</b>	n/a
<b>If so, how much?</b>	n/a
<b>What is the source of Funding?</b>	n/a
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	n/a
<b>Report of: Damian Nussbaum, Director of Innovation &amp; Growth</b>	<b>For Decision</b>
<b>Report author: Tania Harrison, Programme Curator</b>	

## Summary

This report presents the recommendations of the City Arts Initiative (CAI) which met on 23 February 2023. At this meeting CAI considered public art proposals 1, 2 and 3, City Arts Initiative also considered a Blue Plaque application from the Worshipful Company of Parish Clerks.

1. Tideway – Poems – Update on Legibility
2. 40 Leadenhall Street – Wind Mitigation Sculpture
3. London Festival of Architecture – Common Ground
4. London Festival of Architecture – Fleet Street Plant Press
5. Lester Partners Ltd – Shizo – A Replica of Alexey Navalny’s Prison Cell
6. Worshipful Company of Parish Clerks – Blue Plaque Application

## 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, 3, 4, 5 and 6 above as follows:

1. Tideway – Poems – Update on Legibility – approve.
2. DP9 Ltd/Vanquish Properties – Wind Mitigation Sculpture - approve subject to accessibility checks, evidence of consultation with local stakeholders and relevant permissions sought from City Planning.

3. The London Festival of Architecture (LFA) – Common Ground - approve subject to further accessibility checks and relevant permissions sought from City Planning and Highways.
4. The London Festival of Architecture (LFA) – Fleet Street Plant Press - approve subject to safety checks and relevant permissions sought from City Planning and Highways.
5. Lester Partners Ltd – SHIZO - reject due to political nature of the installation and insufficient time to gain planning permissions or consult with Highways.
6. Worshipful Company of Parish Clerks – Blue Plaque Application - approve subject to the applicant gaining listed building consent, a standard licence agreement and any other necessary planning permissions.

## **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 met on 20 April 2023 to consider the proposals outlined below.
3. Further background information is circulated electronically with this report and is available in appendix 1, 2, 3, 4, 5, 6 and 7. Full details of all the applications to the CAI are available on request from the Programme Curator.

### **Proposals**

1. Tideway Poems – update on legibility
4. The CAI received an update from Tideway on their original application made in November 2018 for three permanent ventilation columns on Blackfriars Bridge which include the text of poems by Dorothea Smartt. See appendix 1 for more details.
5. The ventilation columns are 5.1 metres high and made of cast iron to reflect the design of the new public realm in which they are located. The poems will run, in a single line, up the narrow, polished strip on the side of the columns to a height of approximately 3.5m.
6. The poems for the Blackfriars site (informed by the Lost River Fleet) are as follows:
  - The furious Fleet flows red with Roman blood, Boudica battles bravely (64 characters).

- St. Barbara's defended, lost. Buried beneath you Bazalgette's workers, tunnelling mudlarks swathed by the forgotten rivers of this town (137 characters).
  - The stillness of refuge seeps from old St Pancras Church, soothing this troubled mind to recovery, a tranquillity sourced from the buried river (146 characters).
7. The CHL approved this application at the 11<sup>th</sup> December 2018 committee meeting subject to confirmation of the final font and font size.
  8. At the 20 April 2023 CAI meeting, members considered images of the text received from Tideway on the new font. Sentence case Doves font was confirmed, the text measures 60mm including heads and tails. The City Access Advisor has also been consulted and confirmed good legibility.
  9. The CAI recommends that this application is approved now a full update on legibility has been obtained and relevant permissions given.

## 2. DP9 Ltd/Vanquish Properties – Wind Mitigation Sculpture

10. The CAI received an application from DP9 Ltd on behalf of Vanquish Properties for a permanent installation of a wind mitigation sculpture. The wind mitigation sculpture is to be placed on private land of the developer. See appendix 2 for more details.
11. The proposal forms part the wind mitigation planning conditions that recommends how wind migration and pedestrian comfort could be achieved on Billiter Street via a screen. This application relates solely to the installation of the figures and not the screen; the screen already has approval.
12. The developer of 40 Leadenhall have engaged with artist Lee Simmons to undertake initial concepts for a site-specific art installation that incorporates the wind mitigation planning condition. The initial concept looks to take the inhabitants of the city and their movements as design inspiration.
13. The CAI sees no reputational issues with such a structure but noted that the design aesthetic may not capture what we want to achieve as Destination City. The design may be perceived as sterile and homogenous in terms of colour and height.
14. The CAI recommends that the accessibility of installation is reviewed to ensure the structure can be detected by white cane users in the City. It is recommended that the installation should be placed on a plinth if this does not disrupt wind mitigation.
15. CAI recommends that the applicant talks to Planning to ensure that the structure does not obstruct pedestrian flow.
16. CAI also recommend that the applicant consults with local stakeholders to advise on the project before the structure is put in place.

17. The CAI recommends this application be approved in principle subject to confirmation of permissions from City Planning, confirmation of accessibility for white cane users and evidence of consultation with local stakeholders.

### 3. The London Festival of Architecture – Common Ground

18. The CAI received an application from The London Festival of Architecture for the Common Ground installation which is proposed to be placed at Bow Churchyard on a temporary basis. See appendix 3 for more details on design.

19. The installation will be in place throughout The London Festival of Architecture in June 2023 and will be taken down at the end of August.

20. An initial site visit has taken place with City Highways, and a further visit with the design team will be arranged if the application is approved.

21. The project is being developed in collaboration with Cheapside Business Alliance which are funding the installation. It has commissioned Urban Radicals and Saqra to design the piece.

22. CAI recommends that the installation should be made more accessible for wheelchair users, and that LFA should ensure the heights of the different surfaces are made to be accessible.

23. The CAI recommends this application to be approved in principle, subject to further accessibility checks and relevant permissions sought from City Planning and Highways.

### 4. The London Festival of Architecture – Fleet Street Plant Press

24. The CAI received an application from The London Festival of Architecture for the Fleet Street Plant Press installation which is proposed to be placed at Holborn Circus on a temporary basis. See appendix 4 for more details.

25. The installation will be in place throughout The London Festival of Architecture in June 2023 and will be taken down at the end of August 2023.

26. Initial site visits have taken place with the City Highways team, who recommend Holborn Circus as viable for installation. Once the designs are approved and developed further, a final site visit will be arranged.

27. The project is being developed in collaboration with the Fleet Street Quarter BID which is funding the project. Wayward has been commissioned to design an urban greening installation which will focus on sustainability and draw on the history of Fleet Street's famous printing history.

28. CAI recommends that the properties of the plants be checked in case of any danger to the public. A sensory guide for the public has also been recommended.

29. The CAI recommends this application is approved in principle, subject to safety checks and relevant permissions sought from City Planning and Highways.

#### 5. Lester Partners Ltd – SHIZO – A Replica of Alexey Navalny's Prison Cell

30. The CAI received an application from Lester Partners Ltd for an installation of Shizo – A Replica of Alexey Navalny's Prison Cell to be placed at one of four proposed locations on a temporary basis of 2 to 3 weeks from mid-May. See appendix 5 for more details. The planning requirements and nature of the installation mean that CAI does not recommend proceeding with this application.

31. The installation is part of a human rights abuse campaign and has previously been displayed in Berlin, Paris and Dusseldorf.

32. Because of the scale of the installation, CAI has advised that planning advice would be required for the installation. The process includes (i) health and safety assessments, (ii) formal consultations with occupiers and neighbours, (iii) discussions with statutory utilities providers and (iv) underground services. CAI advised the applicant that the process usually takes at least 2 months to complete and therefore they would not be sufficient time to install in May.

33. The CAI has also recommended that the applicant review the accessibility of the installation, due to the nature of the space being inaccessible to wheelchair users.

34. The locations mentioned by the applicant are all near St Paul's Cathedral: St Paul's Churchyard, Paternoster Square and Panyer Alley. CAI has explained that this location would make the potential application more challenging - the applicant has been directed to consult with the City Highways team to confirm a location for the installation and to ensure the correct permissions/licences are in place. CAI has made the applicant aware that Paternoster Square has regular installations planned across the coming months and therefore would not be a suitable location in May.

35. In addition to the difficulties of the scale of the installation, CAI members are conscious of the City of London Corporation's position and have discussed the recommendation below with City officers.

36. The CAI's recommendation in this instance is to not proceed with this application. This recommendation takes into account planning matters, CoLC's political neutrality and additionally, the practicability of the timeline in question as detailed above.

37. The applicant has been told that the City Corporation does not manage permissions for the whole of London. CAI has sought to assist the applicant by advising it to approach other London Boroughs including Westminster, Southwark, Kensington & Chelsea and Camden to host the installation.

#### 6. Worshipful Company of Parish Clerks – Blue Plaque Application

38. The CAI received an application from the Worshipful Company of Parish Clerks for a Blue Plaque Application to be placed in its second hall. See appendix 7 for more details.
39. The location of the plaque is proposed at 5 Kings House, 1 Queen Street, EC4R1 which is a Grade II listed building. The building is now owned by Worshipful Company of Vintners.
40. The request is for a further plaque to identify the location of the Worshipful Company of Parish Clerks livery hall. Worshipful Company of Parish Clerks already have Blue Plaques located at their 1<sup>st</sup> and 3<sup>rd</sup> halls.
41. The suggested text for the blue plaque is: 'On this site from about 1562 until it was destroyed in the Great Fire of 1666 stood the second hall of the Parish Clerks' Company'.
42. The applicant has confirmed that they will pay for delivery and installation costs of the plaque.
43. The CAI recommends this application to be approved in principle, subject to the applicant gaining listed building consent, a standard licence agreement and any other necessary planning permissions.

### **Corporate & Strategic Implications**

Strategic implications – none

Financial implications - funding for CAI projects/installations are funded externally by the applicant or project partner.

Resource implications – apart from officer time handling enquiries and managing the installations, there are no resource implications other than where specifically noted.

Legal implications - none

Risk implications – Due to the political nature, there may be reputational risk in relation to the Lester Partners SHIZO application (see proposal 5).

Equalities implications – Officers from Planning sit on the CAI where they provide access advice within their feedback to applicants.

Climate implications - none

Security implications - none

### **Conclusion**

44. This report summarises the discussions of the City Arts Initiative. It presents recommendations in relation to the public art applications considered on 20 April 2023.

### **Appendices**

- Appendix 1 – Tideway Poems Supporting Documentation
- Appendix 2 – DP9/Vanquish Properties Supporting Documentation
- Appendix 3 – LFA Common Ground Supporting Documentation
- Appendix 4 – LFA Fleet Street Plant Press Supporting Documentation
- Appendix 5 – Lester Partners SHIZO Supporting Documentation
- Appendix 6 – Worshipful Company of Parish Clerks Blue Plaque Application

### **Background Papers**

Full details of the applications received by the City Arts Initiative are available on request from the Destination City Curator.

#### **Tania Harrison**

Destination City, Innovation & Growth

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<b>Committee</b>	<b>Date</b>
Policy and Resources Committee	11 <sup>th</sup> May 2023
Culture Heritage & Libraries Committee	22 <sup>nd</sup> May 2023
<b>Subject:</b> Destination Brand Identity and Destination Website	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	5, 7, 10
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Damian Nussbaum, Executive Director of Innovation and Growth (IG)	<b>For Information</b>
<b>Report authors:</b> Luciana Magliocco, Destination City Director, Innovation and Growth (IG)	

## Summary

This report presents an update on the development of the new destination brand identity and destination website ahead of its launch.

## Recommendation

Members are asked to note progress on the destination brand identity and website project.

## Main Report

## Background

1. The Destination City Independent Review and subsequently approved [Implementation Plan](#) highlighted the importance of developing a new destination brand and digital platform to capture the global significance of the City as a leisure destination.
2. The new destination brand and website will bring the City’s story to life and shine a light on its unique and diverse leisure offer with confidence and pride. It will provide a platform to communicate and engage directly with customers, helping shift perceptions, build affinity, and encourage visitation. It will support Destination City’s objectives to increase footfall that encourages spend.
3. Creative agency, Anatomy was appointed in November 2022 to deliver both workstreams. During the discovery phase, Anatomy undertook extensive research including competitor analysis, the review of industry research and reports, and

interviews with City Envoy members, cultural attractions, City SMEs, and key partners. The Corporation's Communications team have been part of the development process.

4. The distilled findings from the research phase informed a set of strategic brand pillars to guide the creative development of the destination brand identity and articulate why the City of London is unique. It is the birthplace of London; a distinctive mix of past, present and future; a place of renewal and reinvention; full of unique cultural experiences; now more connected than ever with new transport links.
5. The research phase also led to the recommendation of target audiences, in addition to the City's workers and residents who are core to its success. In line with Visit Britain research, audiences have been defined by mindset and motivation. 'Experience Seekers' have been identified as high value segments due to their propensity to visit and likelihood to spend. This includes London and domestic audiences as well as international visitors from the US, France and Germany who are visiting London. These audiences are motivated by unique experiences and what's new. Culture is a core part of social life, and eating out is key – often paired with an activity or experience. Work undertaken on audience profiling details barriers and motivations to attracting these segments to visit and spend. This data will inform content, messaging and marketing channels to successfully reach and resonate with these audiences.
6. Creative routes were developed and tested across audience sets - UK and London, USA, France and Germany. The most popular route has been developed, taking all learnings from this research into consideration.
7. The new destination brand will be a strategic tool to build desirability of the place – attracting target audiences and unlocking future opportunities with brand partners and sponsors. It will act as an enabler to connect with City stakeholders such as BIDs and local businesses; an opportunity to profile the City within a collective umbrella brand.
8. The cost of these workstreams, as well as the wider delivery programme, has been budgeted for within the budget assigned to Destination City.

### **Current position**

9. A new destination brand and website has been developed to profile and promote the City of London's leisure credentials: its unrivalled heritage and history; world-renowned arts and culture; eating experiences; venues to socialise; places to stay and relax.
10. The new mobile-optimised website will:
  - a. Offer a new dynamic and flexible promotional platform for local businesses and partners to promote their offering under one destination umbrella to a wider range of audiences.
  - b. Provide a dedicated 'always on' channel to showcase Destination City events

- and campaigns, as well as wider events and activities taking place across the City of London.
- c. Deliver a user experience with design and functionality at its heart.
  - d. Showcase the many layers of the City's proposition – its history, heritage and wider leisure offer.
  - e. Act as directory, with map integration, to help customers plan their trip in advance and improve their wayfinding experience.
  - f. Offer analytical capabilities to inform future content and functionality in response to what audiences are looking for.
11. The new destination website is a core supporting platform within the marketing mix. Alongside it, revitalised social media channels and a new e-newsletter will also launch with strategies to increase followers and engagement.
12. There will be a soft launch of the new website at the end of May/early June to test functionality and initial performance ahead of the summer advertising campaign. This will launch the brand and promote the City of London to customers via owned, earned and paid marketing and communications channels to:
- a. Build awareness of the City of London as a destination which has a diverse and exciting offer throughout the summer.
  - b. Support in shifting perceptions of the City, reinforcing its leisure credentials to drive intent to visit.
  - c. Drive visits and engagement with the new destination website, social media and newsletter.
  - d. Encourage intent to visit.
13. A stakeholder launch event will be held in June to build brand awareness and to generate industry excitement and advocacy for the wider Destination City programme.
14. Brand and website KPIs are being set as part of the marketing strategy, in line with the overarching Destination City targets.

### **Progress against delivery plans**

15. The destination brand identity and website are two key strategic priorities of the Implementation Plan. We are on track to complete and launch in the first half of 2023, as highlighted in the Plan.

### **Corporate and strategic implications**

16. Strategic implications – includes alignment with the Corporate Plan across outcomes 5, 7 and 10, supporting a thriving economy and shaping outstanding environments.
17. Financial implications – the new destination brand and website was a recommendation of the Independent Review to profile and promote the City of London's leisure credentials. Completing and delivering these projects will increase our ability to change perceptions and reach and engage with target audience groups – in turn negatively impacting our ability to increase footfall and

spend. The cost of these workstreams, as well as the wider delivery programme, has been accounted for within the budget assigned to Destination City.

18. Resource implications – all costs have been identified within the 2022/23 and 2023/24 budgets. A new consumer communications agency is being appointed to support delivery of the summer advertising campaign.
19. Legal implications – none identified.
20. Risk implications – the growth of visitor markets, visitor footfall and spend is subject to a series of macro-factors outside of the control of the Destination City team. These include but are not limited to the cost-of-living crisis.
21. Equalities implications – accessibility has been a core driver for the design and development of the new brand and website.
22. Climate implications – sustainability principles are core to Destination City programmes. Marketing campaigns will consider channel usage and messaging.
23. Security implications – none identified.

## **Conclusion**

24. A new destination brand and digital platforms will help shift perceptions of the City, reinforce leisure credentials and drive intent to visit, underpinning the core objectives of the Destination City programme: to increase footfall that encourages spend.

## **Background Papers**

- 31 January 2022, Culture, Heritage and Libraries, 3 February 2022, Resources Allocation Subcommittee, 15 February 2022, Finance Committee and 17 February, Policy and Resources - Destination City – [Strategic Review Independent Review Report](#)
- 7 July 2022, Policy and Resources and 18 July 2022, Culture, Heritage and Libraries - Destination City – [Next Steps on Implementation](#)
- 14 November 2022, Culture, Heritage and Libraries and 17 November 2022, Policy and Resources - [Proposals for the Implementation of Destination City](#)

Luciana Magliocco, Destination City Director  
[luciana.magliocco@cityoflondon.gov.uk](mailto:luciana.magliocco@cityoflondon.gov.uk)

<b>Committee(s):</b> Culture, Heritage & Libraries Committee	<b>Date(s):</b> 22/05/2023
<b>Subject:</b> Update Report for Keats House Charity, 2022/23	<b>Public</b>
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	<b>2, 3, 4, 5, 7, 9, 10 &amp; 12</b>
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	<b>N/A</b>
What is the source of Funding?	<b>N/A</b>
Has this Funding Source been agreed with the Chamberlain's Department?	<b>N/A</b>
<b>Report of:</b> Juliemma McLoughlin, Executive Director, Environment Department	<b>For information</b>
<b>Report author:</b> Rob Shakespeare, Principal Curator (Keats House), Environment Department	

## Summary

Since 2019, Members have received the Trustees Annual Report on activities at Keats House as the basis for updating your Committee on achievements and progress at the House.

Presented at Appendix 1 for information and discussion is the draft report on activities at Keats House between April 2022 and March 2023.

An update on progress against Keats House Divisional Plan projects is presented at Appendix 2.

Members are asked to note the achievements at Keats House in rebuilding its services and programmes following the pandemic and the extent to which it delivers the objectives of the charity and contributes to Corporate, Departmental and wider outcomes.

## Recommendations

It is recommended that:

- Members note Keats House's achievements in 2022/23 (as outlined below and described in more detail at Appendix 1) and how the Divisional Plan projects (Appendix 2) support the priorities, aims and objectives outlined within the Corporate Plan 2018/23 and other key Corporate strategies, the Environment Department's primary and supporting aims and objectives, and the objectives of the Keats House Charity.

## **Main Report**

### **Background**

1. Keats House is a registered charity (number 1053381) with the City Corporation acting as sole trustee.
2. As a registered charity it is required to submit an annual report and financial statement, detailing its activities and to ensure compliance with the Charities Act 2011. The update included at Appendix 1 forms the basis of the draft report for 2022/23, including activities from April 2022 to March 2023. Unusually, this update has not yet been presented to Members of Keats House Consultative Committee but will be presented and discussed at their meeting scheduled for 23 June 2023.
3. As a matter of best practice and as an Accredited Museum, Keats House is required to have a Forward Plan which demonstrates how it plans to meet its stated aims and objectives within the wider strategies and desired outcomes of its governance arrangements. The Corporate Plan and other key strategies, along with the Environment Department's aims and objectives determine the strategic outcomes and objectives for Keats House. The Divisional Plan outlines how these are delivered at Keats House through priority projects over a three-year period. The Keats House Divisional Plan, updated for May 2023, is presented at Appendix 2.
4. In addition to rebuilding its core services (opening to the public, delivering formal learning sessions, live events and special projects), Keats House is currently prioritising longer-term projects to enhance physical access to its premises and virtual access to its collections as identified in its Divisional Plan. While we have received planning and listed building consent for access improvements to the grounds and the new visitor entrance, these have yet to be delivered. Proposals for the new boundary wall are ready to be submitted to London Borough of Camden for planning consent. The new Collections Management System has been procured, and its implementation, development and launch are ongoing priorities for the current year. We are working to progress these major projects in 2023/24.
5. Despite some of the continued difficulties faced in the aftermath of the pandemic, Keats House is rebuilding its core services, growing its income and contributing to a range of Corporate and sector outcomes. It continues to work with internal and external partners to deliver creative and engaging programmes which contribute to Corporate and sector priorities, including access to culture, creative learning, wellbeing and community cohesion.
6. Over the next three years, Keats House has the opportunity to demonstrate how it can realise the potential of the City Corporation's Target Operating Model and any recommendations arising from the Charities and Governance Reviews to fully recover from the impacts of the COVID-19 pandemic, rebuild and grow its

services and audiences and retain its full Museum Accreditation status. This award would validate the work it does to care for and make accessible Keats House and its collections, for the benefit of London and the nation.

### **Current Position**

7. Prior to the COVID-19 pandemic, Keats House was open to the public for 30 hours / week, Wednesday to Sunday, 11am – 5pm.
8. During 2022/23 and pending the outcome of TOM Phase 2 in the Environment Department and eventual recruitment to the proposed structure, Keats House has operated a seasonal model as follows: November to March open to the public for 12 hours / week on Thursdays, Fridays and Sundays, 11am – 1pm and 2 – 4pm; and April to October open 20 hours / week with the addition of Wednesdays and extension of the afternoon session until 5pm.
9. School visits, live events and private hires all continued to grow in 2022/23, supporting the rebuilding of our audiences and income streams in the first full year of recovery following the pandemic.
10. In May 2022, we launched our 'Keats Inspired' exhibition and associated live events programme, accompanied and promoted by a newly designed visitor guide, themed social media campaign and special displays featuring rarely seen items from our collections. From February 2023, our 'Young Romantics in the City' exhibition opened. This partnership project has been funded by Cardiff University with the exhibition, changing displays and events programme being co-curated with Dr Anna Mercer.
11. The overarching themes of our public programming and social media campaigns in 2022/23 were therefore #KeatsInspired and #YoungRomantics, with the two exhibitions driving our changing displays, events programme and digital outputs.
12. During 2022/23, 36 different events were delivered including poetry readings, talks, book launches, family and literary workshops, and two major conferences for the Keats Foundation and Shelley200. A total of 1,192 people participated in our live events programme.
13. Our formal learning programme has recovered strongly following the pandemic, with the number of school sessions returning to two-thirds of pre-pandemic levels and our annual summer school again being delivered as an in-person programme at the house. We have also actively engaged with a number of wider initiatives, including Young City Poets, Poetry versus Colonialism and Culture Mile Learning's 'Culturally Speaking' oracy project, with the aim of widening and diversifying our learning offer. We were pleased to achieve the Learning Outside the Classroom Quality Badge, recognising the safety and quality of our learning provision.
14. Keats House were awarded funding to work in partnership with Keats Community Library and Hampstead School of Art to engage children aged 7 – 11 with The Wild Escape initiative in the spring of 2023. We are also preparing the content for

the launch of our online collections database, planned for autumn 2023, and continuing to review and revise our policies and processes to ensure we are ready for our Museum Accreditation submission, now expected in 2024.

15. The number of private hires has increased but has yet to recover to pre-pandemic levels, with 18 hires realising 40% of the annual income target for hire of facilities.
16. We continue to work with the City Surveyors to schedule works to maintain, preserve and enhance the Grade 1 listed house and garden and the Grade II listed Ten Keats Grove (library building). Works completed in 2022/23 included the repainting of external metalwork at Ten Keats Grove, the redecoration of the Keats House conservatory, and replacement of the east boundary and garden path fences. Works were also completed to resolve a mains water leak at the property.
17. The Principal Curator and City Surveyors also continue to work with Paul Vick Architects and London Borough of Camden's Planning Department to improve physical access and enhance the appearance of the entire site, which is situated within the Hampstead Conservation Area. The already approved designs for the new pathways, with access lighting are being costed to inform a reapplication to LB Camden's Community Infrastructure Levy (CIL) programme. The related proposal to replace the current dilapidated, wooden boundary fence on Keats Grove with a dual-height brick wall with metal fencing over as previously seen by this Committee, are being prepared for submission to London Borough of Camden for the required approvals to proceed.
18. As well as providing public access and engagement at Keats House, officers are currently working to deliver the priority projects outlined in the Keats House Divisional plan (see Appendix 2).

## **Proposals**

19. Members indicate their continued support for the activities and priorities of Keats House in delivering the Charitable Objectives, as well as contributing to Corporate, Departmental and wider strategic and community outcomes.

## **Corporate & Strategic Implications**

20. The activities, projects and works outlined in this report contribute towards the achievement of the three aims set out in the City of London Corporate Plan 2018-23: Contribute to a flourishing society; Support a thriving economy; and Shape outstanding environments.
21. The activities of Keats House are also designed to contribute to the aims and outcomes of the City Corporation's Education, Creative Learning and Skills Strategies.



22. Keats House continues to 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.

## **Conclusion**

23. Keats House is again open to the public and providing its core offer of self-led and guided visits, with formal learning sessions and opportunities for life-long learning and engagement with arts and culture. Though yet to return to pre-pandemic levels, the number of visitors, school sessions, events and private hires delivered are all increasing, supporting the achievement of our intended outcomes, including the achievement of a balanced budget for the charity.

24. The 'Young Romantics in the City' exhibition and events programme for 2023/24 has been launched with supporting events exploring current research themes planned for the spring and summer programme. Our involvement in the Art Fund's The Wild Escape project and other wider initiatives, will also increase our profile, strengthen partnerships and help diversify our audiences in the year to come.

25. A number of projects designed to increase physical and virtual access to Keats House and its collections which were delayed by the pandemic are now progressing and being prioritised for delivery in 2023/24. The achievement of these will support our application for Museum Accreditation in 2024 and, in the longer-term, deliver a sustainable future for the Keats House Charity, particularly in the lead up to the 100<sup>th</sup> anniversary of the house opening to the public, which we will celebrate in May 2025.

## **Appendices**

- Appendix 1 – [Draft] Annual Report for Keats House Charity 2022/23
- Appendix 2 – Keats House Divisional Plan 2023-26, May 2023 update

## **Rob Shakespeare**

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## **Appendix 1 – [Draft] Annual Report for Keats House Charity 2022/23**

### **Origins and Objectives of the Charity**

In 1921, a body called the Keats Memorial House Committee appealed to the public for funds to purchase the property and archive from the then private owners to save it from being destroyed or dissipated, and in order to preserve John Keats's former home in which most of the poet's finest work was written. The public appeal was successful, and the property was acquired and vested in the, then, Corporation of Hampstead "as a permanent trust to be restored and equipped with relics of the poet and to be maintained in perpetuity as a Keats Museum and a live memorial to his genius, a shrine of pilgrimage for his worldwide admirers and a literary meeting place and centre". Camden Borough Council became the successors of the former Corporation of Hampstead on 1 April 1965, pursuant to the London Government Act 1963.

Keats House was registered as a charity in March 1996. The City of London Corporation acquired ownership of the land and buildings and responsibility for the administration and management of Keats House with effect from 1 January 1997.

The objective of the Charity is:

'to preserve and maintain and restore for the education and benefit of the public the land with the buildings known as Keats House as a museum and live memorial to John Keats and as a literary meeting place and centre.'

The Charity shall first defray out of the income of the Charity the cost of maintaining the property (including the repair and insurance of any buildings thereon) and all other charges and outgoings payable in respect thereof and all the proper costs, charges and expenses of and incidental to the administration and management of the Charity.

The Trustee has due regard to the Charity Commission's public benefit guidance when setting objectives and planning activities.

### **Explanation of Aims and objectives for the year including the changes or differences it seeks to make through its activities**

The activities of the Keats House Charity are guided by its Charitable Object as stated above and developed within the framework of the City Corporation's Corporate Plan 2018-23 and the Environment Department's Business Plan 2022/23. Our activities also support the City Corporation's Education, Cultural & Creative Learning and Skills Strategies and the Hampstead Heath Management Strategy 2018 - 2028, as well as the wider aims of heritage sector organisations such as Arts Council England, the Heritage Lottery Fund and The National Archives.

The City of London Corporation's Corporate Plan 2018-23 states that:

Our vision

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London with a globally-successful UK.

We aim to...

- Contribute to a flourishing society
- Support a thriving economy
- Shape outstanding environments

Keats House aims to support the Environment Department to Shape Sustainable Future Environments through its Primary and Supporting Aims and Objectives, particularly:

- Provide excellent frontline services
- Deliver key strategies (climate action and volunteering)
- Support sustainable growth, vibrancy, heritage and culture
- Provide thriving, biodiverse, relevant spaces
- Financial, Information and Talent Management, Innovation, Engagement & Collaboration and inclusivity.

The contribution which Keats House makes towards these is detailed below.

## **Achievements and Performance**

### **Achievement against the key priorities for 2022/23:**

#### **1. Implement projects and activities identified in the Keats House Divisional Plan and Activities Plan identified for delivery in 2022/23**

In April 2022, Keats House was open to the public on Thursdays, Fridays and Sundays, 11am – 1pm and 2 – 4pm. From w/b 2 May this was increased to Wednesdays, Thursdays, Fridays and Sundays, 11am – 1pm and 2 – 5pm.

Our 'Keats Inspired' exhibition opened to the public on 11 May. The exhibition, which was on display until 5 February 2023, looked at the individuals and movements which influenced Keats to become a poet and how he and the other Romantic poets inspired art and culture through to the present day. From July, the exhibition was enhanced by new displays in Keats's and Charles Brown's parlours, celebrating the lives and afterlives of Percy and Mary Shelley. A number of rarely seen items from our collections, including the previously unseen manuscript of 'The Heir of Mondolfo' by Mary Shelley, were put on display with support from our colleagues at London Metropolitan Archives (LMA), with whom we work closely to care for and research our

collections and make them accessible, both physically and intellectually and in person and online.

In February 2023, the 'Young Romantics in the City' exhibition opened to the public. This externally funded partnership project with Cardiff University looks at the diversity of writers and writing in the Romantic period and seeks to reposition them as young, radical, metropolitan and collaborative creatives. The exhibition has been co-curated by Dr. Anna Mercer and Keats House officers and includes an events programming exploring the key themes of politics, class, gender and race. The exhibition and events programme will continue through to February 2024.

Keats House delivered 36 different events in 2022/23, including poetry readings, talks, book launches, family and literary workshops, as well as two major conferences. In total 1,192 people attended in person, with highlights including: a flower-pressing workshop by former artist in residence Elaine Duigenan for London Craft Week; the return after a two-year hiatus of the Keats Foundation Conference; a performance of Keats's and Shelley's work by actor Julian Sands; a special two-day conference on the bicentenary of Shelley's death, organised in partnership with the British Association of Romantic Studies; a two-day 'Poetry and Nature' creative writing workshop delivered by City Lit; and book launches in partnership with Arachne Press, who celebrated ten years of independent publishing in 2022. Highlights of the autumn programme included London Open House Festival, when 237 people attended on Sunday 11 September and one of the performances for Saudha Bangla Music Festival in November. Our annual event for The Eve of St Agnes with the Keats Foundation in January featured the final appearance of Matthew Coulton in the role of Keats, although the character will be re-booted as part of our #YoungRomantics programme in 2023, along with a number of newly developed characters.

As well as our own programme, Keats House officers supported the work of partner and stakeholder organisations, through a number of projects and initiatives, including: four events in Keats House garden for Hampstead Summer Festival 2022; the loan of four artworks for display in Guildhall Art Gallery's 'Inspired' exhibition; and working with colleagues at LMA to display their 'Green City' outdoor exhibition at Hampstead Heath in August and Epping Forest in September.

Social media continues to be an important method of engaging audiences with our collections and promoting events. As at March 2023, Keats House had 6,958 followers on Twitter (+3% on March 2022), 4,159 on Facebook (+3%), and 3,458 on Instagram (+25%). Our social media posts, including the project to publish online the Fanny Brawn to Fanny Keats letters on the 200<sup>th</sup> anniversary of them being written, regularly attract positive social media activity and engagement in the form of likes, shares and re-posts.

Delivering poetry and creative writing sessions for schools is a core part of our work, supporting teachers and students in formal education as well as contributing to a number of strategic outcomes. Despite the backdrop of

continued COVID outbreaks and strike action in schools, our part-time learning officer delivered 38 taught sessions, to primary and secondary school groups and one university group, with a total of 791 students, plus a further 107 accompanying adults, taking part. An online professional development session was delivered to a further 10 teachers.

We continued to work with our Techne partner organisation Roehampton University to deliver a 'Keats and the Classics' session aimed at students with Special Education Needs and Disability (SEND). The session, run over a full day in June with a small group from New River College, was very successful, and we hope to arrange similar events in the future. In July, the eleventh Keats House Creative Writing summer school took place in person at Keats House, with workshops by Daljit Nagra and novelist Louise Carey. 29 students from 7 London secondary schools took part, leading to a total of 98 instances of engagement over the four days. The week produced some very strong writing, which was collated in an anthology and distributed back to the participating schools and students.

We also collaborated with Culture Mile Learning initiatives such as 'Poetry Versus Colonialism' to explore and reveal the, often hidden, histories of objects in the house, and piloted Culture Mile Learning's 'Culturally Speaking' oracy project in partnership with Speakers Trust. Both of these initiatives help us to diversify the creative learning and social outcomes we support and engage us with schools, teachers and learners who may not otherwise visit the house.

A dedicated core team of volunteers continue their enthusiastic support for Keats House through two main programmes: volunteer tours for visitors to Keats House, which take place on most afternoons we are open to the public; and support for our live events programme, principally through 'Afternoon Poems', free themed poetry readings on the second Sunday of most months. In addition, one under-graduate volunteer gave most of her summer vacation to volunteering front of house, welcoming visitors to the house, and volunteers assisted with the delivery of several events, including Open House Festival. In total, 15 individuals have provided over 638 hours of their time to support activities at Keats House in 2022/23. As always, we would like to acknowledge and thank all our volunteers for their continued support for the Charity and its activities, especially in light of the impact of the pandemic on their own lives.

Keats House continue to work with Roehampton University to support a doctoral research student to work with the collections held at Keats House and London Metropolitan Archives. This programme, which commenced in October 2020, is funded through the Techne Doctoral Training Programme through to 2024, resulting in new insights and interpretations of our collections. At this stage in their research, regular access to our collections at LMA is a necessary requirement and the active support of our colleagues at LMA has been instrumental in facilitating this.

In 2022/23, Keats House opened to the public on 172 days, with a total of

5,149 recorded visits to the house during that period. For comparison, 11,755 people visited Keats House in 2019/20 and 2,575 in 2021/22. The number of people visiting Keats House has therefore doubled on the previous year, when restrictions were still partly in place, but remains at only 44% of pre-pandemic levels.

Income from admissions, shop sales and private hires has risen along with the increase in numbers visiting the house and booking in-person events. It has not yet been possible to achieve the levels of income previously derived from admissions, shop sales, events hires or events prior to the pandemic, although it is anticipated that a full recovery will be achieved by 2024/25.

As a condition of the premises licence for 10 Keats Grove, Keats House Consultative Committee receive a twice-yearly report of licensable events held at the House, to ensure that the operating schedule and conditions are being upheld. To report that no activities involving the sale of alcohol have taken place to date in 2022/23 under Keats House's premises licence. As referred to above, four events were delivered from the premises for Hampstead Summer Festival which involved the sale of alcohol and other licensable activities under TENs obtained by the organisers. Complimentary drinks were also served at a small number of private events, including the two conferences referred to above and music was performed at one event in November. Although these did not involve the sale of alcohol they are reported here for completeness. The Premises Licence for 10 Keats Grove was renewed for the period to 11 September 2023 at a cost of £180.00.

## **2. Deliver maintenance and access improvement projects at Keats House**

In 2018/19 plans were progressed to put in place a sustainable cyclical works programme to preserve and maintain Keats House (Grade I listed) and Ten Keats Grove (Grade II listed). These arose from the overall condition survey of Keats House and Ten Keats Grove conducted in 2017/18. As a result, a number of projects have subsequently been completed and prioritised to ensure Keats House and Ten Keats Grove can continue to be accessed and enjoyed by future generations.

The London Borough of Camden's Planning Department determined in favour of the proposals as submitted to improve physical access to the premises through new pathways, subtle, ground-level lighting to pathways for safety reasons. The intention is for these works to be funded by the London Borough of Camden's Community Infrastructure Levy grants programme and are currently being costed by the City Surveyor's Department to inform a reapplication for funding from that source.

While planning and listed building consent have already been granted for the proposed new visitor entrance, the cost and timescale for this to be completed has yet to be agreed with City Surveyors. Funding for this project has been identified from the Charitable Reserves as a Keats200 legacy project. Proposals to replace the aged, wooden boundary fence to the front of the property are being finalised for submission to the London Borough of Camden

to obtain the required planning and listed building consents.

City Surveyors were able to complete a number of planned preventative maintenance priorities, including the repainting of the exterior metalwork and entrance gate to Ten Keats Grove and Keats Community Library, the replacement of fences on the east boundary and internal entrance path and the repainting of the Keats House conservatory. A leaking mains water pipe to Ten Keats Grove has now been resolved. Keats House staff, City Surveyors and Paul Vick Architects have drawn up plans for new fire and intruder alarm systems for both buildings and an upgraded CCTV system for Keats House, which will be submitted for the required consents and prioritised for completion in 2023/24.

The gardens, which form an integral and much-loved aspect of the heritage site, continue to be maintained by a dedicated team of 'Heath Hands' volunteers working with officers from the Golders Hill Park team. The black mulberry tree was one of 70 ancient trees and 70 woodlands dedicated to The Queen's Green Canopy, with a plaque installed to mark this occasion.

**3. Develop a three-year Management Plan for Keats House, to ensure the future sustainability of the Keats House Charity and its operating model**

The Divisional Plan has been updated to outline our work programmes and priorities over the next three years. A draft Activities Plan for 2023/24 will be presented to the City Corporation's Keats House Consultative Committee and Culture, Heritage & Libraries Committee in summer. The development of a detailed three to five-year forward plan for Keats House, which is required as part of the City Corporation's documentation framework and for our Museum Accreditation return will follow the implementation of the City Corporation's Target Operating Model. This will be submitted to Members as our Trustees for consultation and approval, before being presented as part of our Museum Accreditation return, now expected in 2024.

As a result of the above activities, the Trustee has had due regard to the Charity Commission's public benefit guidance when setting objectives and planning activities.

### **Plans for Future Periods**

The overarching priorities which will guide all of our objectives and activities from April 2023 are:

- Implement projects and activities identified in the Keats House Divisional Plan and Activities Plan for delivery in 2023/24 onwards
- Deliver maintenance and access improvement projects at Keats House
- Develop a three to five-year Management Plan for Keats House, to ensure the future sustainability of the Keats House Charity and its operating model.



**KPIs for 2022/23** [2021/22 outturn data for benchmarking.]

1. **To increase visitor numbers to Keats House.** 5,149 [2021/22 end of year outturn = 2,575.]
2. **Improve Visit England Annual Quality Attraction Assessment Scheme score at Keats House.** 2022/23 data not available. This scheme will be renewed in summer / autumn 2023 to inform our improvement plan and actions. [2019/20 score: 82%]
3. **Achieve budgeted income and expenditure targets for Keats House Charity.** Despite reduced income levels continuing in 2022/23 with c.65% achieved, the net budget position was met at year end through reduced expenditure, particularly on staff costs. This resulted in a net c.£19k increase in the Keats House Charity Reserve, which included c.£10k grant funding for activities in 2023/24.

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**Keats House Divisional Plan 2023-26 (May 2023 update)**

Ref	Project Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Outcomes	Notes on progress
KH1	<p><b>COVID-19 Impact Recovery Programme</b> Continuous review ongoing during post-pandemic recovery period, particular focus on opening hours, event programming, visitor numbers and engagement, and income from all sources.</p>	<p>April '23; October '23; April '24.</p>	<p>Outcome A Priority 2 &amp; 3</p> <p>Outcome B Priority 4</p> <p>Outcome D Priority 9</p>	<p>Contribute to a flourishing Society</p> <p>Support a thriving economy</p>	<ul style="list-style-type: none"> <li>• New ways of pre-booking and cashless payments retained as offer efficiencies and savings.</li> <li>• Increase in visitor numbers, admissions and sales income and events and private hire offer compared to 2021/22, though remaining below pre-pandemic levels.</li> <li>• Reductions in staff costs and some operating costs continue to offset reduced income from admissions, sales and private hire during COVID-19 recovery.</li> <li>• Implementation of TOM Phase 2 (spring / summer 2023) is opportunity to realign budgets and services.</li> </ul>

**Keats House Divisional Plan 2023-26 (May 2023 update)**

<b>Ref</b>	<b>Project Project Details</b>	<b>Key Dates</b>	<b>HH Management Strategy Outcomes</b>	<b>Corporate Plan Outcomes</b>	<b>Notes on progress</b>
KH2	<b>Deliver Efficiencies and Savings</b> Identify customer service priorities and efficiencies to deliver savings required.	Quarterly monitoring: July, October 2023 and January, April '24.	Outcome A Priority 3  Outcome D Priority 10	Contribute to a flourishing society  Support a thriving economy	<ul style="list-style-type: none"> <li>• Reductions in expenditure achieved to meet efficiency savings required and reduction in income.</li> <li>• Charitable Reserves, donations and external funding streams identified for delivery of priority projects and activities.</li> </ul>
KH3	<b>Support Implementation of the Target Operating Model</b> Review operational arrangements to align with the Target Operating Model / Review the business and operating model of Keats House and Ten Keats Grove to ensure sustainability for period 2021-25.	April – May 2023; September 2023.	Outcome A Priority 3  Outcome D Priority 10	Contribute to a flourishing society  Support a thriving economy  Shape outstanding environments	<ul style="list-style-type: none"> <li>• Environment Department have implemented TOM Phase 1, resulting in creation of Natural Environment Division.</li> <li>• TOM Phase 2, which includes Keats House, consultation completed and revised proposals issued for implementation in spring / summer 2023.</li> <li>• Recruitment to new / vacant roles to be prioritised for spring / summer 2023.</li> </ul>

**Keats House Divisional Plan 2023-26 (May 2023 update)**

Ref	Project Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Outcomes	Notes on progress
KH4	<p><b>Develop our Workforce</b> Deliver a range of initiatives to ensure the health, well-being, learning and development of our workforce.</p>	<p>PDA processes in April / May and September / October, plus ongoing through 121s and TOM implementation.</p>	<p>Outcome C Priority 5 &amp; 6  Outcome D Priority 7 &amp; 10</p>	<p>Contribute to a flourishing society  Support a thriving economy</p>	<ul style="list-style-type: none"> <li>• End of year reviews complete by May.</li> <li>• 2023/24 targets set by May 2023 and mid-year conversations to be completed in October.</li> <li>• Recruitment to vacant and new roles in Keats House team prioritised for spring / summer 2023.</li> <li>• Mandatory and professional development training needs to be reviewed and supported, especially where linked to revised / new roles arising from TOM Phase 2.</li> </ul>

**Keats House Divisional Plan 2023-26 (May 2023 update)**

Ref	Project Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Outcomes	Notes on progress
KH5	<p><b>Develop Management Plan and policy framework for Keats House Museum</b>                      Management Conservation Plan for Keats House;                      Risk Management and Disaster Plan;                      Collections Development Plan;                      Collections Documentation Plan;                      Audience Development Plan;                      Marketing and Fundraising Plan.</p>	<p>Divisional Plan 2023-26 and Activities Plan, 2023/24 updates, to KHCC / CHLC in spring / summer 2023. Policies to support Accreditation for approval by CHL, prior to Accreditation submission expected in 2024.</p>	<p>Outcome A Priority 2 &amp; 3</p> <p>Outcome B Priority 4</p> <p>Outcome C Priority 5 &amp; 6</p> <p>Outcome D Priority 10</p>	<p>Contribute to a flourishing society</p> <p>Support a thriving economy</p> <p>Shape outstanding environments</p>	<ul style="list-style-type: none"> <li>• End and mid-year update on achievements at Keats House prepared for Keats House Consultative and Culture, Heritage &amp; Libraries Committees.</li> <li>• Keats House Collections Development Policy approved by CHL on 14/11/22.</li> <li>• Awaiting formal invitation from ACE to resubmit an Accreditation return, now expected for 2024.</li> <li>• Required policies / plans to be placed on forward plan for CHL Committee meetings in 2023/24.</li> </ul>

**Keats House Divisional Plan 2023-26 (May 2023 update)**

Ref	Project Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Outcomes	Notes on progress
KH6	<p><b>Capital Projects to improve access</b> Deliver access improvements to Keats House garden and progress enhancements to Keats House visitor entrance and boundary.</p>	<p>Refresh quotes for approved works and identify funding, spring 2023. Submit proposals for replacement of front boundary in spring / summer 2023. Completion of garden works as approved by March 2024. New visitor entrance and front boundary delivered in 2024/25.</p>	<p>Outcome A Priority 2 &amp; 3</p> <p>Outcome B Priority 4</p> <p>Outcome D Priority 9</p>	<p>Contribute to a flourishing society</p> <p>Shape outstanding environments</p>	<ul style="list-style-type: none"> <li>• Package of works for garden works sent to City Surveyors for costing.</li> <li>• Application for LB Camden CIL funding to deliver garden works pending above.</li> <li>• Proposals for the replacement of front boundary have been updated following stakeholder consultation via local meetings / KHCC and CHL in spring / summer 2022 and are in process of being prepared for submission to LB Camden for required consents.</li> </ul>

**Keats House Divisional Plan 2023-26 (May 2023 update)**

Ref	Project Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Outcomes	Notes on progress
KH7	<b>Deliver online public access database of the Keats House collections</b>	Import records and test from April 2023, with public launch by March 2024. Population of database and enhancement of records and public access ongoing 2022-2025.	Outcome A Priority 3  Outcome C Priority 5 & 6  Outcome D Priority 7 & 9	Contribute to a flourishing society  Support a thriving economy	<ul style="list-style-type: none"> <li>• Preparatory work to audit and cleanse existing collections data / records / assets completed.</li> <li>• Procurement of CollectionsIndex+ and kickstart meeting with the supplier completed. Test data imports completed and revised project timetable agreed.</li> <li>• Implementation of CollectionsIndex+ data testing and staff training planned for summer / autumn 2023, prior to public launch by March 2024.</li> </ul>



**Keats House Divisional Plan 2023-26 (May 2023 update)**

Ref	Project Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Outcomes	Notes on progress
KH8	<p><b>Deliver Keats200 legacy and 100<sup>th</sup> Anniversary of Keats House Charity projects,</b> including: digitisation of collections, partnership research projects and public engagement projects.</p>	<p>Ongoing from April 2022 – 2025.</p>	<p>Outcome A Priority 3</p> <p>Outcome B Priority 4</p> <p>Outcome C Priority 5 &amp; 6</p> <p>Outcome D Priority 7 &amp; 9</p>	<p>Contribute to a flourishing society</p> <p>Support a thriving economy</p>	<ul style="list-style-type: none"> <li>• Fanny Brawne to Fanny Keats letters project ongoing, with all letters published online to date;</li> <li>• TECHNE funded research project in partnership with Roehampton University ongoing;</li> <li>• ‘Young Romantics in the City’ exhibition launched and events programme ongoing for 2023, supported with funding from Cardiff University.</li> <li>• Funding for ‘The Wild Escape’ initiative secured and events delivered for Earth Day.</li> <li>• Research into history of house and formation of Keats House Charity ongoing to inform exhibition themes for 2024 and 2025;</li> <li>• Other developmental projects, including Education Strategy Unit priorities, to be determined.</li> </ul>

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<b>Committee(s)</b>	<b>Dated:</b>
Culture, Heritage and Libraries Committee	22 May 2023
<b>Subject:</b> Keats House Risk Management Update Report	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>3, 7, 10</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Juliemma McLoughlin, Executive Director Environment	<b>For decision</b>
<b>Report author:</b> Joanne Hill, Business Planning and Compliance Manager	

## Summary

This report provides the Culture, Heritage and Libraries Committee with assurance that risk management procedures in place within the Environment Department and its Natural Environment Division, which includes Keats House, are satisfactory and meet the requirements of the Corporate Risk Management Framework and the Charities Act 2011.

Your Committee is responsible for the Keats House Charity (registered charity number: 1053381). In accordance with the Charity Commission’s Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity’s annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. By following the processes defined in the Corporate Risk Management Framework, the management of these risks meets the requirements of the Charity Commission.

The risks faced by the Keats House charity are summarised in this report and the detailed risk register is provided at Appendix 2.

## Recommendation

The risks faced by the Keats House Charity have been reviewed. Members are asked to consider, and if agreed to confirm, on behalf of the City Corporation as Trustee, whether the register appended to this report satisfactorily sets out the key

risks to the charity and that appropriate systems are in place to identify and mitigate risks.

## **Main Report**

### **Background**

1. The City of London's Risk Management Strategy, which forms part of its Corporate Risk Management Framework, requires each Chief Officer to report regularly to Committees on the risks faced by their department.
2. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually. Your Committee is presented with the Keats House Risk Register every six months which fulfils this requirement.
3. The Executive Director assures your Committee that all risks held by Keats House, which is part of the Natural Environment Division of the Environment Department, continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
4. Risk owners are consulted, and risks are routinely reviewed, with the updates recorded in the corporate risk management information system (Pentana).
5. The detailed risk register for Keats House is summarised in the main body of this report and provided in full at Appendix 2. For each risk, officers are undertaking a range of actions to mitigate the effects.

### **Current Position**

6. The Keats House Risk Register contains no RED risks, three AMBER and three GREEN risks owned and managed by the Principal Curator and his Management Team. For each risk, appropriate actions are undertaken to mitigate the effects. The detailed register is presented at Appendix 2.
  - **ENV-NE-KH 006:** Delivery of major projects (AMBER, 12)
  - **ENV-NE-KE 001:** Health and Safety (AMBER, 8)
  - **ENV-NE-KH 003:** Insufficient maintenance (AMBER, 8)
  - **ENV-NE-KE 002:** Theft or damage (GREEN, 4)
  - **ENV-NE-KH 004:** Loss of staff expertise (GREEN, 4)
  - **ENV-NE-KH 005:** Financial sustainability (GREEN, 4)
7. Since the date of the last report to your Committee, the current scores of the following risks have changed:

8. **'ENV-NE-KH 003: Insufficient maintenance'** has been reduced from AMBER, 12 (possible/serious) to AMBER 8 (unlikely/serious) as the immediate concerns about Ten Keats Grove have been addressed.
9. **'ENV-NE-KH 005: Financial stability'** has been reduced from AMBER, 8 (unlikely/serious) to GREEN, 4 (unlikely/major) because measures to increase visitor numbers have proven successful, although they are still lower than they were pre-pandemic and will continue to be monitored.

### **Risk Management Process**

10. Across the Environment Department, risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
11. Between management team meetings, risks are reviewed in consultation with risk and action owners, and updates are recorded in the corporate risk management information system (Pentana).
12. Regular risk management update reports are provided to this Committee in accordance with the City's Risk Management Framework and the requirements of the Charities Act 2011.

### **Identification of New Risks**

13. New and emerging risks are identified through several channels, including:
  - Directly by senior management teams as part of the regular review process.
  - In response to ongoing review of progress made against Business Plan objectives and performance measures, e.g., slippage of target dates or changes to expected performance levels.
  - In response to emerging events and changing circumstances which have the potential to impact on the delivery of services.

### **Corporate and Strategic Implications**

14. Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.
15. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental and Divisional Business Plans and relevant Corporate Strategies such as the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being considered as part of the development of the Natural Environment Division's emerging strategies.
16. Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed, and managed in order to minimise their likelihood and/or impact.

## **Conclusion**

17. The proactive management of risk, including the reporting process to Members, demonstrates that Keats House, which is part of the Natural Environment Division of the Environment Department, is adhering to the requirements of the City of London Corporation's Risk Management Framework and the Charities Act 2011.

## **Appendices**

- Appendix 1 – City of London Corporation Risk Matrix
- Appendix 2 – Keats House Risk Register

## **Contact**

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## City of London Corporation Risk Matrix (Black and white version)

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom right (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right (D) below, a green risk is one that just requires actions to maintain that rating.

### (A) Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

### (B) Impact criteria

Impact title	Definitions
Minor (1)	<b>Service delivery/performance:</b> Minor impact on service, typically up to one day. <b>Financial:</b> financial loss up to 5% of budget. <b>Reputation:</b> Isolated service user/stakeholder complaints contained within business unit/division. <b>Legal/statutory:</b> Litigation claim or find less than £5000. <b>Safety/health:</b> Minor incident including injury to one or more individuals. <b>Objectives:</b> Failure to achieve team plan objectives.
Serious (2)	<b>Service delivery/performance:</b> Service disruption 2 to 5 days. <b>Financial:</b> Financial loss up to 10% of budget. <b>Reputation:</b> Adverse local media coverage/multiple service user/stakeholder complaints. <b>Legal/statutory:</b> Litigation claimable fine between £5000 and £50,000. <b>Safety/health:</b> Significant injury or illness causing short-term disability to one or more persons. <b>Objectives:</b> Failure to achieve one or more service plan objectives.
Major (4)	<b>Service delivery/performance:</b> Service disruption > 1 - 4 weeks. <b>Financial:</b> Financial loss up to 20% of budget. <b>Reputation:</b> Adverse national media coverage 1 to 3 days. <b>Legal/statutory:</b> Litigation claimable fine between £50,000 and £500,000. <b>Safety/health:</b> Major injury or illness/disease causing long-term disability to one or more people <b>Objectives:</b> Failure to achieve a strategic plan objective.
Extreme (8)	<b>Service delivery/performance:</b> Service disruption > 4 weeks. <b>Financial:</b> Financial loss up to 35% of budget. <b>Reputation:</b> National publicity more than three days. Possible resignation leading member or chief officer. <b>Legal/statutory:</b> Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. <b>Safety/health:</b> Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. <b>Objectives:</b> Failure to achieve a major corporate objective.

### (C) Risk scoring grid

	X	Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

### (D) Risk score definitions

<b>RED</b>	Urgent action required to reduce rating
<b>AMBER</b>	Action required to maintain or reduce rating
<b>GREEN</b>	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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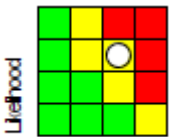
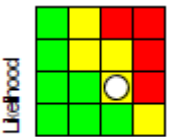


## Keats House Risk Register

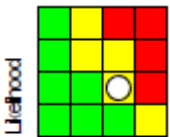
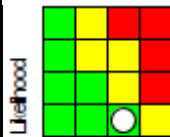
Report Author: Joanne Hill

Generated on: 09 May 2023

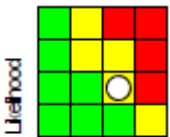
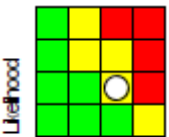
Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-KH 006a Delivery of major projects 27-Jul-2022 Rob Shakespeare	<b>Cause:</b> Lack of staff capacity and relationships to deliver major projects beyond the scope of the Keats House team's expertise. <b>Event:</b> Priority projects unable to progress. <b>Effect:</b> Reduced outcomes for Keats House and the CoL.		12	Major priorities have been identified for progression in 2023/24 and beyond through the Divisional Plan, including access improvements to Keats House grounds; and implementation of the recently procured Collections Management System. <b>02 May 2023</b>		8	31-Mar-2024  Reduce	

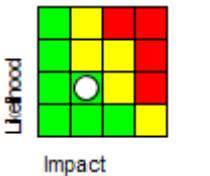
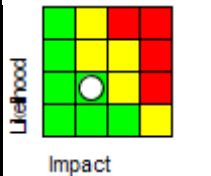
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 006a Liaison with City Surveyor's Department	Maintain ongoing liaison with the City Surveyor's Department.	Working with City Surveyor's Department to establish revised costs and schedule works once budgets have been approved.	Rob Shakespeare	02-May-2023	31-Mar-2024

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<b>ENV-NE-KH 001 Health and Safety</b>  07-Apr-2017 Shakespeare	<b>Cause:</b> Poor understanding and/or delivery of H&S policies and procedures; inadequate training; failure to implement results of divisional H&S audits; security; anti-social behaviour; dealing with members of the public. <b>Event:</b> Staff, volunteer or contractor undertakes unsafe working practice. <b>Impact:</b> Death or injury of staff, contractor, member of public or volunteer.	 Likelihood Impact	<b>8</b>	Understanding of health and safety continues to be reinforced through team meetings and adoption of high level and bespoke risk assessments produced for property and specific activities/events. Advice is taken from the Departmental Health & Safety Manager and North London Open Spaces Management Meetings.  Emergency procedures are currently being updated following changes to the way the contracts are managed. Projects to replace the fire monitoring systems for both buildings are still in process and therefore the current risk rating has been maintained pending their completion.	 Likelihood Impact	<b>4</b>	31-Mar-2024	
							Reduce	

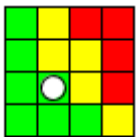
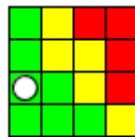
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 001a Participation in H&S meetings	Keats House staff attend Health and Safety meetings as appropriate.	A representative of Keats House attends North London Open Spaces Management Team meetings, where H&S is a standing agenda item, and divisional/departmental meetings as required. The Principal Curator is liaising with the City Surveyor's Project Team to progress fire alarm replacement works at both buildings.	Rob Shakespeare	02-May-2023	31-Mar-2024

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<b>ENV-NE-KH 003</b> <b>Insufficient maintenance</b>  07-Apr-2017 Rob Shakespeare	<b>Cause:</b> Building deteriorates due to insufficient maintenance. <b>Event:</b> City of London required to carry out maintenance on property which may cause inconvenience to visitors, including closure of building for extended periods. <b>Impact:</b> Reputational damage, poor visitor experience, poor working conditions, long-term survival of the heritage asset compromised, damage to collection due to poor environmental conditions (e.g. in case of heating failure).	 Likelihood Impact	8	CWP budgets have reduced across the department, and maintenance works are currently outstanding for both Keats House and Ten Keats Grove. The risk score has been reduced back to Amber 8 as the immediate concerns about Ten Keats Grove have been addressed.  We continue to work with the City Surveyor's Department to identify future maintenance projects.  <b>02 May 2023</b>	 Likelihood Impact	8	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 003a Relationship management	Keats House to continue developing relationship with City Surveyor's Department (CSD) and attend, when necessary, client liaison meetings.	A representative from Keats House is invited to, and attends, divisional client liaison and specific project meetings as required. The Principal Curator is liaising with the City Surveyor's Project Team to schedule priority maintenance works for 2023/24.	Rob Shakespeare	02-May-2023	31-Mar-2024

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-KH 002 Theft or damage  07-Apr-2017 Rob Shakespeare	<p><b>Cause:</b> Theft by people visiting the museum during opening hours, or a break in when the museum is closed; deliberate or accidental damage to items during museum opening or events.</p> <p><b>Event:</b> City of London are unable to open the property to the public to show items of interest due to theft of item, or damage caused in effecting theft, and necessity to carry out repair or install new collection.</p> <p><b>Impact:</b> Loss of or damage to heritage collection items; loss of equipment or personal belongings; reputational damage.</p>		4	<p>The current risk score remains at Green. Keats House is open to the public and staff attend site regularly. Despite a delay in replacing the security system, an intruder alarm and CCTV are both still in place and functional. We accept the current level of risk.</p> <p><b>03 May 2023</b></p>		4	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 002a Security maintenance	Keats House to ensure City Surveyor's Department (CSD) address the regular maintenance and upkeep of effective security system in the Cyclical Works Programme (CWP).	Projects to replace the CCTV, fire alarm and security alarm systems are in place and being progressed for 2023/24.	Rob Shakespeare	03-May-2023	31-Mar-2024

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-KH 004 Loss of staff expertise  07-Apr-2017 Rob Shakespeare	<p><b>Cause:</b> Staff move on to new roles.</p> <p><b>Event:</b> Difficulties in recruitment and new staff not experienced in collection; unable to offer positive visitor experience.</p> <p><b>Impact:</b> Loss of expertise; recruitment and training costs; short-staffing leading to operational issues.</p>	 <p>Lifehood</p> <p>Impact</p>	4	<p>The proposed Target Operating Model will result in recruitment to vacant posts within the Keats House team.</p> <p>The Collections Management System has been procured and is being implemented. Once staff training and testing has been completed, the risk will reduce to the target score of Green (2).</p> <p><b>03 May 2023</b></p>	 <p>Lifehood</p> <p>Impact</p>	2	30-Sep-2023	
							Reduce	

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 004a Staff training	All staff to be familiarised with the collection and database to ensure retention of collections-related knowledge.	Training on new database to be completed by Autumn 2023.	Rob Shakespeare	03-May-2023	30-Sep-2023
ENV-NE-KH 004b Collections management system	Improved Collections Management System to be purchased and commissioned.	As per the main risk update, this has been procured and was initiated by the end of the 2022/23 financial year. Once tested and fully implemented, this action will reduce the risk of staff change and the commensurate loss of specialist knowledge	Rob Shakespeare	03-May-2023	30-Sep-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-KH 005 Financial sustainability  25-May-2022 Rob Shakespeare	<p><b>Cause:</b> Pandemic recovery.</p> <p><b>Event:</b> Continued reduction of income from all sources, particularly admissions, sales and hires following the Covid-19 pandemic.</p> <p><b>Impact:</b> Inability to meet income targets resulting in pressure on the Keats House Charity's Reserves and increased liability of the City Corporation as sole Trustee.</p>		4	<p>Measures taken to reduce expenditure and rebuild income streams have proven successful as audiences have recovered. However, as these remain below pre-pandemic levels, they need to be monitored and, in the medium to long term, diversified to ensure the future financial sustainability of the Keats House Charity.</p> <p><b>03 May 2023</b></p>		2	31-Mar-2025	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 005a Policy and staff development	Develop a three to five year Management Plan for Keats House, supported by a realistic fundraising strategy to be implemented by all staff.	A three to five year Management Plan, supported/ followed by a fundraising strategy, is a key priority for 2023/24, both to support the Museum Accreditation and to guide the future sustainability of the Keats House Charity.	Rob Shakespeare	03-May-2023	31-Mar-2024

<b>Committee:</b>	<b>Date:</b>
Community and Children’s Services <b>Culture, Heritage and Libraries – for information</b>	03/05/2023 22/05/2023
<b>Subject:</b> Draft High-Level Business Plan 2023/24 – Department of Community and Children’s Services	<b>Public</b>
<b>Report of:</b> Clare Chamberlain; Interim Director of Community and Children’s Services	<b>For Decision</b>
<b>Report author:</b> Ellie Ward, Head of Strategy and Performance	

### Summary

This report presents for approval the high-level Business Plan for the Department of Community and Children’s Services for 2023/24.

### Recommendation

Members are asked to:

- i. **Note** the factors taken into consideration in compiling the Business Plan for Community and Children’s Services; and
- ii. **Approve**, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2023/24 (or the elements therein that fall within this Committee’s Terms of Reference).

### Main Report

#### Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2023/24, the high-level Business Plan has been further evolved to add more narrative and improve readability. The Business Plan now incorporates TOM departmental structure changes. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel.

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

3. This report presents, at Appendix 1, the draft final high-level Business Plan for 2023/24 for the Community and Children’s Department.
4. All elements of the Business Plan presented are relevant to this committee apart from reference to libraries which are relevant to the Culture, Heritage and Libraries Committee.

5. The priorities outlined in the Headline Business Plan reflect a range of strategies, which are informed by stakeholder engagement and approved by Members, and our statutory requirements.
6. The Department has a wide range of statutory responsibilities and receives a range of Government Funding and Grants to deliver this. The Housing Revenue Account is ringfenced in terms of what it can be spent on.
7. The Department produces a range of dashboards to monitor performance and various sub-committees scrutinise these on a regular basis. Performance is also benchmarked with other relevant organisations through published data and relevant networks run by organisations such as London Councils and the Association of Directors of Adult Social Care.
8. Feedback from citizens on services is gathered in a variety of ways including a compliments and complaints process, regular surveys undertaken across a range of services, and the monitoring of specific outcomes from service users.
9. To ensure value for money, the Department utilises sub regional and regional frameworks for some services such as placements and regularly benchmarks itself against other relevant organisations. Organisations such as the Local Government Association also regularly produce analysis of costs of services such as social care at regional and national levels to allow value for money to be assessed.
10. Members will receive quarterly updates on progress on the Business Plan KPIs and there are specific scrutiny committees such as the Health and Social Care Scrutiny Committee who look at specific areas of the Department's work.
11. In relation to the assets allocated for the delivery of services, these are broadly fully utilised. As noted in the Headline Business Plan, operational space within Guildhall (North Wing) provides for 58% of the departments staff, with 42% located across the Barbican Estate Office, three Community Libraries, two community centres, and small estate offices on out of City housing estates. At Guildhall, the Department operates at a 4.5:10 desks-to-staff ratio. Operations includes social care, homeless assessment and rough sleeping outreach where the nature of delivery requires higher rates of attendance. This evaluation was carried out using local electronic data on desk usage.
12. The Barbican Estate Office includes floor space for public receptions and meeting facilities and provides a greater square metre per staff area. It is subject to a more detailed occupancy review which will be carried out this financial year by a Business Support Manager.
13. The Golden Lane Community Centre is integral to the estate (and a Housing Revenue Account asset), providing staff space to support its operation. The Department leases (at pepper corn rent) the Portsoken Community Centre. The Golden Lane Leisure Centre is leased to the commissioned provider of leisure services.

### **Corporate & Strategic Implications**

14. The strategic priorities and commitment of the Department are expressed in the Headline Business Plan in Appendix 1. These reflect the many statutory responsibilities that the Department has. They contribute broadly to the Corporate Plan priorities but more specifically outcomes 1 – 4.



## **Security implications**

15. Actions highlighted in the Headline Business Plan contribute to the departmental objective that people of all ages and all backgrounds live in safe communities, that our homes are safe and well maintained and that our estates are protected from harm and the corporate priority that people are safe and feel safe.

## **Financial implications**

16. The 2023/24 Budget includes additional resources totalling £1.2m to help meet the ongoing pressures across Adults and Children's Social Care and the cost of Unaccompanied Asylum-Seeking Children which have led to overspends in these areas in the previous year. Underlying inflationary pressures beyond this still exist however and will need to be monitored throughout the year. The ring-fenced funding position of the Housing Revenue Account continues to be very difficult.

## **Equalities implications**

17. The strategic commitments and actions outlined in this headline business plan are designed to improve outcomes for protected characteristic groups. Where any new services or initiatives are developed, Equality Impact Assessments are carried out as part of the process to inform their development and consider their impact on different groups.

## **Resourcing implications**

18. Any significant changes to resources were identified and delivered through the move to the Target Operating Model.

## **Climate**

19. The Department is committed to taking action to contribute to delivery of the Climate Change Action Plan. A major workstream is to deliver a number of housing projects, as set out in the Action Plan, to reduce the City Corporation's carbon footprint.

## **Conclusion**

20. This report presents the high-level Business Plan for 2023/24 for the Department of Community and Children's Services for Members to consider and approve.

## **Appendices**

- Appendix 1 – Libraries Business plan 2023-24
- Appendix 2 - DCCS High-Level Business Plan 2023-24

## **Ellie Ward**

Head of Strategy and Performance

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## DCCS Department Vision

### Safe

People of all ages live in safe communities; our homes are safe and well maintained and our estates are protected from harm

### Potential

People of all ages are prepared to flourish in a rapidly changing world through exceptional education, cultural and creative learning and skills which link to the world of work

### Independence, Involvement and Choice

People of all ages can live independently, play a role in their communities and exercise choice over their services

### Health and Wellbeing

People of all ages enjoy good mental and physical wellbeing

### Community

People of all ages feel part of, engaged with and able to shape their community

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

- **Artizan Street library** was redeveloped to incorporate a makerspace and make it more vibrant and welcoming
- A **cost of living programme** was set up to support residents maximise income and access financial support and warm spaces
- Planning permission has been given to develop a **community meeting room** at Barbican Library
- A funding grant has been awarded to Family Action to start a **Food Pantry** at Artizan Street Library
- It has been agreed in principle to enter binding negotiations with Land Securities to **temporary relocate Shoe Lane Library** whilst the building is redeveloped.
- The Head of Barbican & Community Libraries retired in September 2022, resulting in many acting up opportunities at different levels. This has led to a greater movement of staff and **more personal development opportunities**.
- **Library Lates** was launched, a very successful programme of monthly literary events in collaboration with the Barbican Centre.

## Our major workstreams this year will be...

### Buildings

1. Establishing a **temporary 'Shoe Lane' library** as the current building is prepped for redevelopment and designs finalised with architects
2. Working with the Barbican Residents' Association to build a **community meeting room** in Barbican Library
3. Reconfiguring the **Barbican Library entrance** to better utilize the space for customers and staff

### Programming

1. Building upon the success of the **Library Lates** collaboration with the Barbican Centre
2. Developing the **Makerspace** offer at Artizan in collaboration with local people, Adult Education, Aldgate School and other partners
3. Developing a **Green Libraries** programme across Barbican & Community Libraries
4. Ensuring that our programming **reflects the diverse needs and interests** of our customers

### Integrated Support for Local People

1. Installing a **Food Pantry** in the main hall at Artizan Street Library & Community centre and developing a programme of activities and support around it
2. Developing our **support for people who are sleeping rough** in the City of London
3. Enabling **cost of living support and responding to national changes in the economic climate** through our part in the multi-partner Cost of Living programme
4. Supporting the **review of Children's Centre Services** in partnership with Education & Early Years and implementing any resultant changes to our U5s and families offer

### Digital Enhancement

1. Retendering of **Public IT Network contract** in partnership with LMA, Guildhall Library and SBREC
2. Completing the installation of the Kaurio **Wifi printing solution** in all three libraries
3. Providing more **flexible digital solutions for library users**, such as tablets or laptops for use in the libraries

### Customer Engagement

1. Carrying out a **customer and non-customer survey** and responding to the results
2. Ensuring our provision **includes the needs of people living with dementia**, including meeting dementia-friendly standards in all our buildings and offering services such as Playlist for Life

## Key Performance Indicators

#	KPI	Current Performance	Direction of Travel/ Target
1	Number of visitors	285,329	325,000
2	Number of physical items loaned	317,768	375,000
3	Number of e-items loaned/streamed	166,450	180,000
4	Number of people using the makerspace equipment	N/A	80 unique adult users
5	Percentage of people reporting that library services have had a positive effect on their mental health and wellbeing	75%	80%
6	Percentage of people reporting that library services have had a positive effect on their child's development	100%	maintain
7	Percentage of library users reporting satisfaction with library services	N/A	90%
8	Active borrowers	6,842	7,000

### Medium Term Plans under consideration(2024/25 and 2025/26)

Priority list <i>(Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)</i>	2024/25	2025/26	Funded or Unfunded
Developing the Home Delivery Service in partnership with Adult Social Care	x		N/A
Redevelopment of Shoe Lane Library	x	x	Funded

**Our budget 2023/24 - £2,639,000:**

Our budget 2023/24- £,000:	Local risk	Central risk
Artizan Street	331	0
Shoe Lane	257	95
Barbican Library	1349	188
Lending libraries unallocated	419	0
<b>Total</b>	<b>2,356</b>	<b>283</b>

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## Community and Children's Services

Community and Children's Services works to support the most vulnerable in the City, tackle health inequalities, provide safe and secure homes, deliver education to children and adults, and deliver services enhancing the welfare of the City's communities. It does so through maximising the use and reach of its assets (libraries, housing stock, community centres and staff), through its wider partnerships with health, policing, neighbouring authorities and corporate colleagues, and leading on pan-London initiatives.

The departmental handbook can be found at [here](#)

### Our aims and objectives are...

Through our delivery and response to statutory requirements and the outcomes of Corporate Plan, the department aims to secure its priority outcomes:

**Safe:** People of all ages live in safe communities; our homes are safe and well maintained and our estates are protected from harm

**Potential:** People of all ages are prepared to flourish in a rapidly changing world through exceptional education, cultural and creative learning and skills which link to the world of work

**Independence, Involvement and Choice:** People of all ages can live independently, play a role in their communities and exercise choice over their services

**Health and Wellbeing:** People of all ages enjoy good mental and physical wellbeing

**Community:** People of all ages feel part of, engaged with and able to shape their community

### Our major workstreams this year will be...

- delivering **outstanding statutory services** to adult and child residents with needs – including adult and children's social care, support with special educational needs, access to education, and those that ask the local authority for help with homelessness
- fulfilling the statutory responsibility for **improving the health of our local population** – including the **reduction of health inequalities** - and for ensuring provision of public health services; and deliver the statutory duty to provide a library service
- addressing **housing needs and homelessness** through the delivery of 69 new social rented homes (of a programme of 270) in 2023/24
- enhancing services to **reduce rough sleeping** through the capital works and service commissioning to deliver a rough sleeping assessment centre by December 2023
- Securing greater relevance, and improved service offer and increased community reach through the **refurbishment of the Artizan Street Library** by June 2023
- **alleviating poverty** through the delivery of a "food pantry" for low-income and struggling households
- **transforming adult social care delivery** to drive better integration with health services, support more residents to remain cared for in their homes, and deliver efficiencies to mitigate increased demand for care and support
- revitalising and refocusing the work of the **Safer City Partnership** to better deliver the Corporation's statutory community safety responsibilities
- supporting **social mobility and tackling pupil disadvantage** through the delivery of a new education funding model impacting 7, 294 pupils by December 2023 (the end of the current Education, Cultural Learning and Skills strategies period), with ongoing annual investment informed by the 2024-2028 strategies being developed during 2023.
- delivering **safer homes** through the installation improved fire safety rated doors across our social housing portfolio and the Barbican Estate by 2025
- delivering **better, more thermally efficient homes** through the repair of windows to approximately 500 properties on the Golden Lane Estate by 2026
- securing an agreed medium-term strategy and associated investment for the delivery and management of the **Golden Lane Leisure Centre**

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

External drivers:

- *Cost of living pressures and recessionary pressures/risk impacting on community needs and service demand*
- *Inflationary pressures driving up costs of care, interim accommodation, commissioned service delivery, capital project costs and threatening viability of leisure services provision*
- *Pressures on interdependent services – notably health*
- *Government and legislative drivers: wider homelessness duties; focus on rough sleeping; adult social care delivery and funding reform*

Internal drivers:

- *Implementation of Target Operating Model (TOM) changes*
- *Reduced resource base at time of increased demand for statutory delivery*

Major achievements:

- *Secured, refurbished and mobilised delivery of 29 bed **high support hostel** in partnership St Mungos, the Greater London Authority and LB Southwark to secure more effective response to rough sleeping*
- *Developed and delivered **Children and Young People's Plan** and Achieving Excellence Board to sustain and improve the quality of children social care delivery (Ofsted rated Outstanding)*
- *Delivered comprehensive multi-agency **response to cost of living pressures** to alleviate pressures on community*
- *Developed and secured commitment to a **new Safer City Partnership Strategy** - and refreshed governance - on behalf of the responsible authorities of that partnership, to delivery more comprehensive and co-ordinated to community safety issues*
- *Secured £200k in **savings and value** in the recommissioning of service delivery*
- *implemented a **new housing management structure** to strengthen emphasis on customer service and deliver efficiencies*

## Our strategic commitments

### Sustaining outstanding children’s services

- Children looked after have stable accommodation (number of placements <=2 – 100%) *KPI1*
- All children looked after given Initial Health Assessment within timescale *KPI2*
- All care leavers have up-to-date pathway plan and live in suitable accommodation *KPI3; KPI5*
- All care leavers are in education, employment or training *KPI4*
- All children with special educational needs and disability receiving an Education Health and Care Plan within 20 days *KPI6*

### Delivering new social homes and improving our existing housing stock

- 69 new social rented homes delivered in 2023/24
- Deliver major works programme: windows refurbishment, fire door replacement; sprinkler retrofit *KPI7; KPI8*
- New housing management strategy (Oct 2023) and customer service standards (Dec 2023)

### Reducing the impact and incidence of rough sleeping

- New rough sleeping assessment centre opened November 2023
- Achieve 20% reduction in those defined as living on streets *KPI9*
- All individuals new to rough sleeping offered a route off the streets within 72 hours of first contact with City outreach *KPI10*
- Approve and deliver new homelessness and rough sleeping strategy

### Delivering effective adult social care that secures choice and independence, and evidence person centred care

- All Adult Social Care Assessments completed within 28 days *KPI11*
- All Carer Reviews completed within 12 months of previous review *KPI12*
- Brokerage review and process redesign complete (Mar 2024)
- Effective reablement supports independence *KPI13*
- Approve and deliver Unpaid Carers Strategy (Sep 2023)

### Reducing health inequalities

- Mobilise food pantry to tackle food and income poverty
- Mitigate impact of cost-of-living pressures
- Approve and deliver new Joint Health and Wellbeing Strategy (Sep 2023)

### Delivery exceptional education, cultural and creative learning and skills

- Deliver new education funding model (Dec 2023)
- Complete refurbishment and delivery of Maker Space at Artizan Street Library (Aug 2023)

## Key Performance Indicators

#	KPI	Current Performance	Target
1	Proportion of children looked after with 3 or more accommodation placements	0%	0%
2	Proportion of children looked after receiving initial health assessment within timescale	90%	100%
3	Proportion of care leavers with up-to-date pathway plan	79%	90%
4	Proportion of Care Leavers in education, employment or training	88%	100%
5	Proportion of Care Leavers in suitable accommodation	95%	100%
6	Proportion of children with special educational needs and disability receiving an Education Health and Care Plan within 20 days	100%	100%
7	Proportion of 2023/24 major works programme (3,880 windows, 1,510 fire doors) delivered	new	90%
8	Increase the thermal efficiency (SAP Rating) of the social housing stock	69	↑
9	20% reduction of defined as living on streets	↓ 9%	↓ 20%
10	Proportion of individuals new to rough sleeping to be offered a route off the streets within 72 hours of their first contact with City outreach	84%	100%
11	Proportion of Adult Social Care Assessments completed within 28 days	new	70%
12	Proportion of Carer Reviews completed within 12 months of previous review	70%	100%
13	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	85%	90%



## Our People

313 staff (303 FTE)

- male 54%; female 46%
- White 59%; BAME 33%; not known 8%
- Declared disability 8%
- LGBT 9%

2022 Staff Engagement score: 48%

What our staff told us:

I have the right opportunities to learn and grow and can access the training and development I need to do my job



I feel valued and recognised for the work that I do



I am proud to say I work for the Corporation



Legend: positive (green), neutral (blue), negative (yellow)

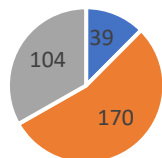
Where could we do better?

40% of staff responded negatively to the statement "senior leaders manage change well and communicate this to staff" (coincided with TOM)

In response:

- Strengthened communications
- 23/24 staff conference
- Embedding post- TOM structures

Where we work:



■ Barbican & Community Libraries

■ City housing estates and Barbican Estate Office

■ Guildhall

## Our plans to progress EDI

Our developing role and commitments :

- **Anti-racist practice standards** developed to support delivery
- management development via the London wide **Leadership in Colour Development Programme**
- Staff survey: 68% of staff agree positively with the statement "I feel I can be **my true self at work**", 18% neutral, 14% negative
- Staff survey: 61% of staff agree positively with the statement "**Leaders understand that Diversity is critical** to our future success", 24% neutral, 15% negative
- **Celebration of diversity** in departmental newsletter including special editions celebrating Pride and Black History month and through the events and exhibitions of our libraries
- **Culturally relevant service delivery** to unaccompanied asylum seekers, Afghan evacuees and our wider service users
- **Equality Analysis completed** for new polices, strategies and commissioned delivery
- **Targeted employment support** to those disadvantaged in the labour market through the Connecting Communities programme

Our additional plans ahead

- Improvements to diversity monitoring processes and recording in Adult Social Care
- Reassessing ED&I Assessment Score
- Establish Departmental EDI Working Group
- Delivering an EDI statement for Resident Associations
- Embedding Equality Impact Assessments in all eviction processes

## Our Stakeholder and Customer Needs

- 8,500 residents of whom 1,200 are aged 65 and over
- **Adult Social Care Services:** 165 residents requested support (21/22) - up 6% over the last four years, but among those aged over 65 up by 73%. Support given to around 30 carers.
- **Children's services:** 57 Care Leavers supported - grown from 42 at the end of 2020/21. Eleven Children Looked After; 19 children and young people in the City of London supported with an Education, Health, and Care Plan (EHCP)
- 12 housing estates, containing approximately 2,000 homes; 13,505 housing related calls (2022)
- 820 households on the City Corporation's Housing waiting list as of 11 January 2023 of which 327 are in the two highest need categories
- 428 people approached the City Corporation for help because of the risk of experience of homelessness – an increase of 26% on 2020/21
- 372 people were recorded as sleeping on the streets of the Square Mile In 2021-22 – the seventh highest among London's local authorities
- 172,000 visits to the libraries in 2021-22

## Our Partners



MAYOR OF LONDON



Office for Health Improvement & Disparities

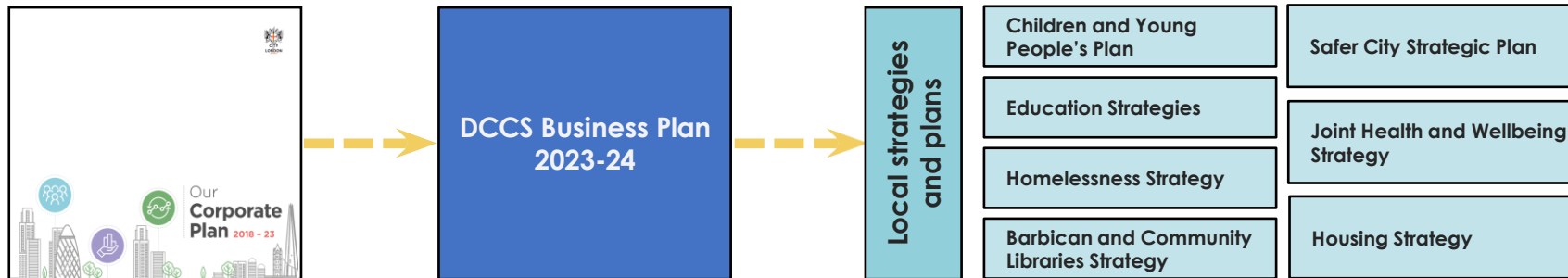


Department for Levelling Up, Housing & Communities



North East London

## Our delivery, impact and accountability



### Corporate Plan Outcomes

1	People are safe and feel safe
2	People enjoy good health and wellbeing
3	People have equal opportunities to enrich their lives and reach their full potential
4	Communities are cohesive and have the facilities they need
8	We have access to the skills and talent we need
12	Our spaces are secure, resilient and well-maintained



### Our Impact

- Children's Services rated 'Outstanding'
  - Ofsted focussed visit 2022: 'High-quality practice which ensures that children benefit from effective and responsive front-door services'
  - Carer satisfaction with Adult Social Care: ranked 1st within the peer group and 12th out of 150 councils. Carer-reported quality of life score ranked 1st in the peer group and 52nd out of 150 councils
  - Social care-related quality of life score ranked 1st within peer group and of 150 councils. But overall satisfaction of fell by 42% in 21-22.
  - 98% of expected social housing rent collected
  - 125 street homeless people provided accommodation in 2022/23
  - 3,400 hours of community activity this year in our community centre provision in the Square Mile
  - Library service and activities valued by 90% of survey respondents
- Adult Skills Ofsted rated 'Good'
  - 6 of 10 City of London Academy schools and the City's only primary maintained school rated 'Outstanding'
  - 91% of respondents said libraries offer good range of indivual and group learning
- 674 fire doors, 782 smoke and heat detectors, 391 carbon monoxide detectors
  - Overall social tenant satisfaction with repair and maintenance services 94%
  - Safer City Partnership and Strategy renewed

### Accountability and transparency

Community and Children's Services Grand and Sub Committees	City and Hackney Safeguarding Adults Board (independently chaired)	City and Hackney Safeguarding Children's Partnership (independently chaired)	Health and Social Care Scrutiny Committee	Achieving Excellence Board (independently chaired)	Crime and Disorder Scrutiny Committee	Ofsted, Care Quality Commission, Social Housing Regulator
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## Key Risks

Risk Title	Score
Blake Tower – Barbican Estate	16
Lone working	12
Safeguarding	8
Departmental emergency response	8
Failure to carry out and review effective fire risk assessments for residential and commercial accommodation	8
Major works programme	8
Failure to deliver new homes programme	8
Commissioned Contracts	6
Failure of the City of London Academies to meet the high performance and financial expectations of the City of London	6
Health and Safety Procedures	6
Housing Finance Changes	6

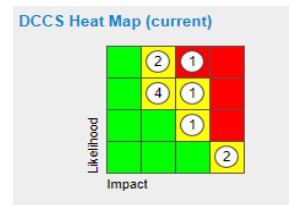
## Operational Property requirements

Operational space within Guildhall (North Wing) provides for 58% of the departments staff, with 42% located across the Barbican Estate Office, three Community Libraries, two community centres, and small estate offices on out of City housing estates.

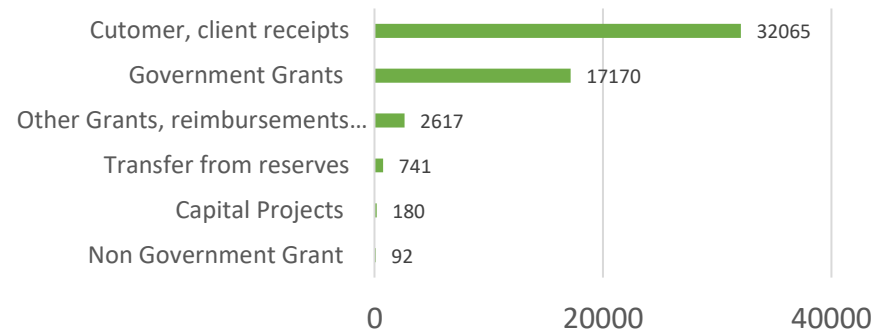
At Guildhall, the Department operates at a 4.5:10 desks-to-staff ratio. Operations includes social care, homeless assessment and rough sleeping outreach where the nature of delivery requires higher rates of attendance.

The Barbican Estate Office includes floor space for public receptions and meeting facilities and provides a greater square metre per staff area. It is subject to a more detailed occupancy review.

The Golden Lane Community Centre is integral to the estate (and a Housing Revenue Account asset), providing staff space to support its operation. The Department leases (at pepper corn rent) the Portsoken Community Centre. The Golden Lane Leisure Centre is leased to the commissioned provider of leisure services.



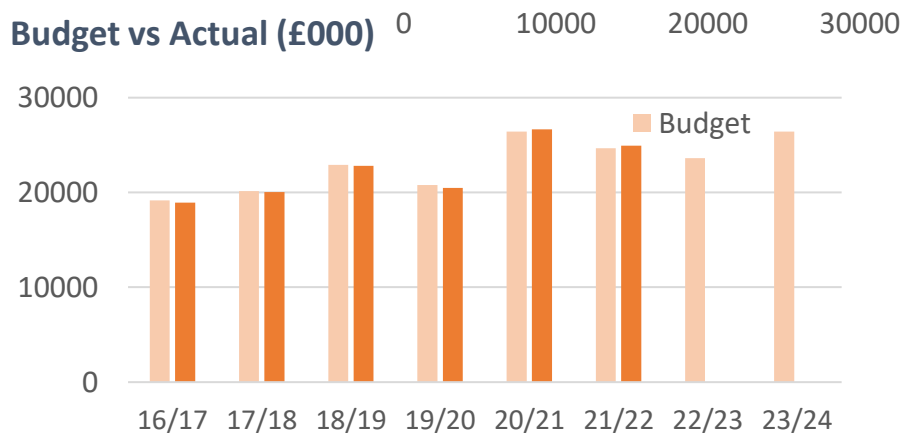
## Where our money comes from (£000)



## Where our money is spent (£000)



## Budget vs Actual (£000)



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<b>Committee:</b> Culture, Heritage and Libraries Committee	<b>Date:</b> 22 May 2023
<b>Subject:</b> Report of Action Taken	<b>Public</b>
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	<b>3, 7 and 10</b>
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
<b>Report of:</b> The Town Clerk & Chief Executive	<b>For Information</b>
<b>Report author:</b> Jayne Moore, Committee & Members Services Officer	

### Summary:

This report provides details of a decision taken under urgency procedures since your last meeting.

### Recommendation

Members are asked to note the report.

### Main Report

#### **DECISION UNDER DELEGATED AUTHORITY PROCEDURES - STANDING ORDER NO. 41b**

#### **SUBJECT: Approval of St Bartholomew Fair strategy**

In November 2022, P&R and CHL approved the Destination City Implementation plan outlining the programme's strategic priorities that set the foundations in which to grow the City's brand equity and enhance the overall experience of visiting the City.

As part of the Destination City plans, approval was sought in respect of the strategy to deliver Bartholomew Fair, an initiative intended to present a City-wide schedule of events consisting of 'owned activity' across all districts that will be covered by the Destination Team event budget.

The attached background report was submitted to the P&R Committee on 20 April 2023 and the proposals contained within that report were approved. CHL approval was sought in conjunction with that approval.

### **REASON FOR URGENCY:**

The deadline for submitting the necessary event planning permission was 16 May 2023, meaning that the CHL meeting of 22 May would have been too late for CHL approval ahead of planning permission submission, noting that P&R approval was received on 20 April 2023.

### **APPROVAL WAS GRANTED AS FOLLOWS:**

- Implementation of the strategy to stage the Bartholomew Fair event, as set out in the attached report (appendix 1), taking into consideration the costings set out in appendix 2.

### **APPENDICES**

1 – Bartholomew Fair – an overview (Public)

2- Budget overview (Non-Public)

3 - Presentation of Bartholomew Fair strategy (report submitted to P&R on 20 April)

**Jayne Moore**

Committee & Members Services Officer



# Bartholomew Fair – a city spectacular!

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Annual festival celebrating  
the City as the Creative  
Heart of London and the  
birthplace of global trade

Autumn 2023





Learnings from The Golden Key highlighted the need for major events to be **City Wide** and **durational** with **longer lead times** for marketing and stakeholder engagement...

Drive footfall that generates spend. To do this we will create a 4-week schedule of exciting and innovative events that champion our brand pillars and target customers by motivation.

OBJECTIVE

Curate and deliver a schedule of high quality 'owned activity' that reappraises perceptions, drives awareness, footfall and encourages spend in participating businesses.

COMPETITIVE PRIORITY

Incorporate wider Square Mile 'partner activity' into event schedule and marcomms programme to augment content (reasons to visit), increase audience reach and brand credibility.

SUB PRIORITY

Lack of activation across all areas of the City

Insufficient time for extensive consumer marketing and stakeholder engagement

Lack of participation across retail, F&B and hospitality businesses

GOLDEN KEY LEARNINGS

Activate six City districts as a cultural collective, driving footfall to cross fertilize audiences between owned events and partner events

Long lead Marcomms plan to secure maximum coverage and encourage visitors to plan trips. A robust stakeholder engagement strategy and communication plan.

Design programming with business participation in mind. Work with City BIDs, managing agents, landlords and businesses to encourage participation.

WHAT WE ARE DOING IN RESPONSE TO LEARNINGS

City trajectory events to drive audiences across the City, e.g. Imitating The Dog projection mapping installation trail

Marketing Programme including owned, earned and paid media. Stakeholder engagement plan to include briefings, event toolkits and regular communications.

Events programmed to take place in areas with strong retail/F&B offering. Engagement plan to include clear process for securing participation.

BF AND PROJECT EXAMPLES





Our approach will focus on **3 key 'delivery' pillars** to ensure successful planning, implementation and results...

Activation across all areas of the City

### 1. Creative Programming

#### **Festival Framework**

Month-long festival to drive spend, footfall and business engagement over sustained period.

#### **3 thematic strands:**

1. **'Star Moment'** - for significant footfall and high profile PR.
2. **'Culture and Commerce Igniters'**- delivering performances/installations to F&B/retail areas.
3. **'Let's Get Involved'** - participatory performances and workshops open to all - City residents, workers and local Londoners.

Sufficient time for extensive comms and stakeholder engagement

### 2. Consumer Marketing & Stakeholder Engagement

**Integrated marcomms campaign** developed with appointed comms agency.

1. Launch event
2. Phased PR plan
3. Media partnerships
4. Outdoor and paid media campaign
5. Social media activity with fashion and design influencers
6. Takeover owned channels

#### **Stakeholder engagement plan**

1. Map out stakeholder data by category set
2. Create communications plan to include content, channels and frequency
3. Ascertain member approval
4. Roll out plan

Participation across retail, F&B and hospitality businesses

### 3. Business Engagement & Participation

#### **Culture and Commerce Igniters to:**

1. Drive footfall
2. Encourage dwell time & spend in venues
3. Transform & create social spaces

#### **Secure participation of ground floor occupiers through:**

1. Partnership with BIDs - develop MOUs to clarify role.
2. Utilise BID comms platforms
3. Host event briefings
4. Event toolkits & shared assets to encourage promotion
5. Work with CoL teams for added SME engagement



Ensuring the festival delivers **tangible results** for the Corporation's investment...  
(KPIs to be defined as programme planning evolves)

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Drive global profile and target audience awareness and engagement.

Drive demonstrable increase in footfall that encourages spend

Drive local business and stakeholder participation , conversion and advocacy

Drive commercial ROI through budget relief and contra deals



**Profile & Promotion:**  
Achieve 100 x high-profile press pieces. Website, social and media targets to be defined.

**Footfall:**  
Achieve 276,000+  
**Spend:**  
Target and mechanisms to be defined

**Business and partner participation:**  
Secure 15 cultural partners  
Business participation targets to be defined

**Partnerships:**  
Achieve £tbc of value-added content, in-kind costs and income generation



Bartholomew Fair began as a Cloth Fair in 1133 and ran for centuries in the City, achieving international importance and welcoming all society to trade, feast and enjoy the circus, fairs, fun and sideshows

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Bartholomew Fair was originally a cloth fair. Originally chartered as a three-day event, it would last a full two weeks in the 17th century. With a change in the calendar, the fair commenced on 3 September from 1753. A trading event for cloth and other goods as well as a pleasure fair, the event drew crowds from all classes of English society. It was customary for the Lord Mayor of London to open the fair on St Bartholomew's Eve. The Mayor would stop at Newgate Prison to accept a cup of sack (fortified white wine) from the governor. The Merchant Taylors Guild processed to Cloth Fair to test the measures for cloth, using their standard silver yard, until 1854. The annual fair grew to become the chief cloth sale in the kingdom. By 1641, the fair had achieved international importance. It had outgrown the former location along Cloth Fair, and around the Priory graveyard to now cover four parishes: Christ Church, Great and Little St Bartholomew's and St Sepulchre's. The fair featured sideshows, prize-fighters, musicians, wire-walkers, acrobats, puppets, freaks and feasts.



The revival of Bartholomew Fair presents us with a '**Distinctly City**' yet globally resonant festival that can be scaled up each year to become an **annual London calendar** event...

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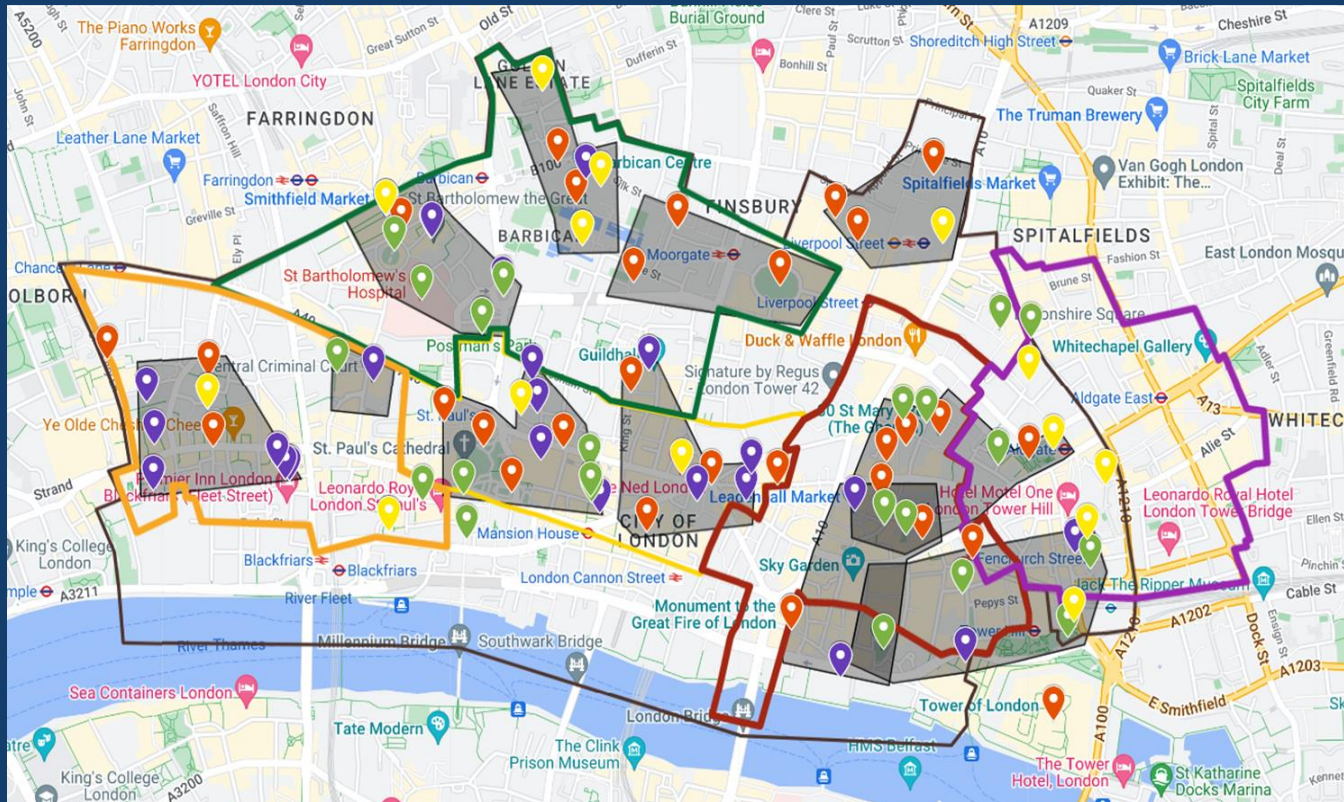
Celebrating the City's unrivalled history and heritage as a major selling point, we will reimagine Bartholomew Fair with a contemporary spin.

- Inspired by the cloth trade origins, Bartholomew Fair 2023 will integrate innovation, arts, fashion and design as the key themes across the programming...
- Working with cultural attractions, event suppliers and industry partners to present an event schedule that showcases world class art installations, circus stunts, immersive theatre, sideshows, epic feasts and participatory dance workshops.
- Working with tourism and travel partners, media outlets and social influencers to reach and engage with target audiences. The new Destination website will act as an information hub to promote the schedule of events with inspirational content to inspire visitation.



It has been designed to drive footfall across The City, focusing on clusters of emotive and impactful activity that encourage attendance, discovery, dwell time and spend..

Improve wayfinding by increasing awareness that the City is not individual buildings, but a collective of fascinating places to see, spend in and work at.





1. The Festival Schedule will be split across '**owned activity**' and '**partner activity**' to stretch budget and resource capabilities and maximise impact.

The owned activity will be made up of  
**3 thematic strands...**



**Strand 1 - 'Star Moments'**; a spectacle event that happens each week of the four-week festival and generates repeat opportunities for high profile press coverage.

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A bespoke aerial performance on the exterior of St Paul's Cathedral with 8 dancers from world leading vertical and abseil specialists BANDALOO. Attracting an audience of 10,000+ over 3 nights.



World renowned Imitating The Dog will create a magical and engaging narrative projection trail through the City of London on building facades at six points across The City. This exciting storytelling project will be on every night for 4 weeks, attracting 42,000+ people.



## Strand 2 - 'Culture & Commerce Igniters' delivering exciting content to F&B/Retail Areas and the spend will follow!

Taking place indoors within key cultural attractions, retail malls or outdoors to complement the local F&B offer, thus transforming the area and encouraging audience dwell time and spend. Attracting 10,000+ in each location such as Leadenhall Market, Livery Halls, One New Change, Broadgate, Middlesex Street, St Paul's Churchyard retail units.

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**FAYRES:** Bringing in renowned market exhibitors in fashion, sustainability, craft and making such as Frock me! Vintage Fashion Fair, the Institute of Positive Fashion and the Craft Council presenting the makers and creators of the future.

**MAJOR SHOW:** multi artform immersive performances or installations on either a weekend or Monday and Friday







**Strand 3 - 'Let's Get Involved'** performances and workshops open to everyone, with a focus on engaging City resident, workers and local Londoners



**Mural and textiles workshops:** delivered with and by Aldgate residents and local businesses.



**Livery Company workshops:** showcasing the City's rich Livery craft heritage and traditions.



**Craft, making and fashion workshops:** Hands on creative, making, fashion and design activities for all ages.



**Global community dance:** residents, workers and Londoners taking part in workshops, classes and promenade performances across the City.



The 3 thematic strands will be supported by an umbrella programme of events, **delivered and resourced by partners...**

We have identified wider **partner activity** that could be incorporated into our festival to leverage audience reach, deliver budget relief and amplify the festival's appeal and content... this element of the programme is subject to securing partner involvement

- London Fashion Week (Sept 9-18)
- London Design Festival (Sept 16 – 24)
- Livery Fair (Sept 24)
- Goldsmiths Fair (Sept 24 – Oct 18)
- St Bartholomew The Great Music Festival (20-29 September)
- Guildhall Art Gallery exhibition of Gold & Silver Wyre (From 23 Sept)
- Barbican Autumn Festival (details tbc)





2. The Festival Schedule will be heavily promoted to **target audience** groups to drive **awareness, excitement and intent to visit**.
3. The **event strands** have been designed to **encourage business participation** and a robust **engagement plan** will be put in place to maximise **business awareness and involvement** levels.



Cumulating to present an engaging 4-week festival for Londoners and visitors alike to enjoy...

The programme will include a mixture of events and experiences, aimed at different audiences and presented on different days, at different times to drive new and return visits...

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Weeks	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1 01 - 03 Sept				STAR MOMENT	STAR MOMENT	STAR MOMENT	
Week 2 04 - 10 Sept					HOSPITALITY DRIVER LET'S GET INVOLVED STAR MOMENT	HOSPITALITY DRIVER LET'S GET INVOLVED STAR MOMENT PARTNER EVENT	HOSPITALITY DRIVER LET'S GET INVOLVED PARTNER EVENT
Week 3 11 - 17 Sept	HOSPITALITY DRIVER LET'S GET INVOLVED PARTNER EVENT	PARTNER EVENT	HOSPITALITY DRIVER PARTNER EVENT	PARTNER EVENT	HOSPITALITY DRIVER LET'S GET INVOLVED STAR MOMENT PARTNER EVENT	HOSPITALITY DRIVER LET'S GET INVOLVED STAR MOMENT PARTNER EVENT	HOSPITALITY DRIVER LET'S GET INVOLVED PARTNER EVENT
Week 4 18 - 24 Sept	HOSPITALITY DRIVER LET'S GET INVOLVED STAR MOMENT PARTNER EVENT	STAR MOMENT PARTNER EVENT	STAR MOMENT PARTNER EVENT	STAR MOMENT PARTNER EVENT	HOSPITALITY DRIVER LET'S GET INVOLVED STAR MOMENT PARTNER EVENT	HOSPITALITY DRIVER LET'S GET INVOLVED STAR MOMENT PARTNER EVENT	HOSPITALITY DRIVER LET'S GET INVOLVED STAR MOMENT PARTNER EVENT
Week 5 25 Sept - 01 Oct	HOSPITALITY DRIVER LET'S GET INVOLVED PARTNER EVENT	PARTNER EVENT	PARTNER EVENT	HOSPITALITY DRIVER PARTNER EVENT	HOSPITALITY DRIVER PARTNER EVENT	HOSPITALITY DRIVER PARTNER EVENT	HOSPITALITY DRIVER PARTNER EVENT



We will have a structured approach to communicating with each stakeholder set to ensure advocacy and participation...

Stakeholder type	Participating in the Festival - 'content providers'	Receiving communications about the Festival - 'all stakeholders'	Attending the festival – customers / visitors	Approach The levers to successful communication and engagement
Visitors		X	X	Marcomms including launch event; PR; media partnerships; digital, print and out of home campaign; owned channel takeover
Residents		X	X	Resident Associations – forums and newsletters. Mail outs. Encourage sign up to DC digital channels.
Local workers		X	X	BID channels – newsletters, social media, steering groups. Encourage sign up to DC digital channels.
Members		X	X	Committee meetings, Members briefing emails
Ground Floor Occupiers (F&B, retail, leisure)	X	X		BID channels – newsletters, social media, steering groups. Internal CoL teams for added SME engagement. Landlords, managing agents to support engagement
Brand Partners (operating outside the Square Mile – London Design Week, GDIF)	X	X		Direct communication from DC team
City Partners (operating in the Square Mile – Attractions, BIDs, Liveries etc)	X	X		Direct communication from DC team
City Envoy Network, CHARN, ELB	X	X		Map out meetings/schedule papers



**THANK YOU**

By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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<b>Committee(s):</b> Policy and Resources – For decision Culture, Heritage and Libraries – For decision	<b>Dated:</b> 20 April 2023 22 May 2023
<b>Subject:</b> Destination City – 2023 Bartholomew Fair	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	3, 7, 9, 10
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N/A</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Damian Nussbaum, Executive Director of Innovation and Growth (IG)	<b>For Decision</b>
<b>Report author:</b> Luciana Magliocco, Destination Director, Innovation and Growth	

## Summary

This report presents Destination City plans for the upcoming programming of the Autumn 2023 Bartholomew Fair.

## Recommendation(s)

Members of P&R and CHL are asked to review and approve the following Bartholomew Fair Autumn 2023 proposals in light of previous recommendations from the committees.

## Main Report

### Background

1. In November 2022, P&R and CHL approved the Destination City Implementation plan which outlined the programme’s strategic priorities.
2. The strategic priorities set the foundations in which to grow the City’s brand equity and enhance the overall experience, with successful delivery establishing the City’s leisure credentials and enhancing its attractiveness as a global Destination of choice to customers, partners, and investors.
3. One of the strategic priorities, based on the recommendations of the Independent Review was the need to concept and deliver fewer but more impactful high-quality major activations that are designed to drive footfall that encourages spend, enhances the customer experience, and keeps audiences coming back for more.

4. Learnings from The Golden Key event highlighted the need to allocate a minimum of six months' planning to deliver the kind of high-quality, wow-factor activations that the Independent Review called for, and to put in place appropriate marketing and measurement provision.
5. Recommendations from The Golden Key:
  - a. To activate the festival across all areas of the City.
  - b. To have a longer lead marketing and communications strategy to maximise coverage and stakeholder engagement.
  - c. To have a structured and robust stakeholder engagement plan that would be signed off by members and would inform how the Destination Team engage key stakeholder sets from a participatory and communication perspective.
  - d. To increase participation across retail, F&B and hospitality businesses through the new stakeholder engagement plan.
  - e. To have improve reporting capabilities to more accurately assess performance and against footfall.

## **Current Position**

6. Research has been undertaken to inform the creative approach, KPIs and festival framework to revive Bartholomew Fair in September 2023.
7. Planning is underway to build out the stakeholder engagement plan, partnership strategy and marcomms plan. These will ensure a clear and structured approach to Bartholomew Fair communication to all relevant audiences and stakeholder onboarding.
8. The event budget has been scoped to deliver a high production schedule of events and a marketing and advertising campaign that seek to deliver against the Destination City KPIs of reappraising perceptions, driving awareness, footfall and spend to ensure the event schedule delivers tangible results for the Corporation's investment.
9. Artists and suppliers have been engaged to inform the creative proposal for the festival drawing upon historic and contemporary culture and trade to present a City-wide schedule of events.
10. Event KPIs and measurement metrics are being set to ensure all aspects of planning and delivery are designed with an outcomes rather than outputs approach. For footfall, the methodology applied is the estimated footfall across the capacities of each event. The metrics will be defined with the support of our new comprehensive Insights programme.

## **Proposal**

11. Bartholomew Fair will present a City-wide schedule of events consisting of 'owned activity' across all districts that will be covered by the Destination Team

event budget. The schedule will seek to amplify activity through a wider programme of 'partner activity' funded and delivered activity to deliver maximum ROI for the Corporation. See Appendix 1.

12. Bartholomew Fair has a three pillar approach:

- a. Creative Programming
- b. Consumer Marketing and Stakeholder Communications
- c. Stakeholder Engagement and Participation

### **Creative Programming:**

13. Bartholomew Fair will celebrate the City as the Creative Heart of London aiming to draw upon the creators and makers of the City potentially including showcasing the Livery Companies as well as international spectacles, installations, performances, workshops and Fairs at different points across the City each week of the festival to encourage audiences to move between the locations and to keep on coming back.

14. Bartholomew Fair 2023 will seek to integrate arts, sustainable fashion and design as key themes; a rich celebration of global culture and trade.

15. Bartholomew Fair festival schedule will be split across 'owned activity' and 'partner activity' to stretch budget and resource capabilities.

16. Bartholomew Fair has been designed to present the City to target audiences as a collective of fascinating spaces, to drive audiences between attractions and events.

### **Consumer Marketing:**

17. A marketing and communications strategy will be created to drive audience awareness and engagement and encourage attendance. Target audiences have been identified as 'Experience Seekers' with a primary focus on London and Domestic audiences in year one.

18. A newly appointed communications agency will work with the Destination team to deliver an audience acquisition framework and integrated marketing communication plan. Clear KPIs on awareness, perception shift and conversion will be set and measured.

19. This marketing communications plan will include a PR strategy, out of home media strategy, media partnership strategy and digital strategy. Creative assets, content and messaging will be informed by the new Destination brand guidelines.

20. A marketing toolkit will also be produced for local businesses to promote the event on their marketing channels to extend reach and credibility.

### **Stakeholder Engagement**

21. A stakeholder engagement plan is being developed to map out all stakeholder sets and create a structured approach to engaging with each group for either communication purposes, participatory purposes or both.

### **Corporate & Strategic Implications**

22. Strategic implications – includes alignment with the [Corporate Plan](#) across outcomes 3, 7 and 10, supporting a flourishing society, a thriving economy, and the shaping of outstanding environments.

23. Financial implications – 30% of the event's cost was allocated to 2022/2023 DC budget and the remainder will be spent in 2023/2024.

24. Resource implications – the event will be managed and delivered by existing DC team except where specialist consultancy is required. The costs of additional resources are accounted for in the budget.

25. Legal implications – none identified.

26. Risk implications – the growth of visitor markets, visitor footfall and spend, is subject to a series of macro-factors outside of the control of the Destination City team. These include but are not limited to the cost-of-living crisis; train strikes and terrorist threat.

27. Equalities implications – the event will be developed to engage visitors from a wider range of backgrounds and characteristics.

28. Climate implications – sustainability principles are core to Destination City programmes, we regularly monitor climate implications from planning until delivery.

29. Security implications – a significant number of people will be attending the event. We will work closely with the Director of Security, conducting a full risk assessment.”

### **Conclusion**

30. This report summarises the proposal for the Destination City Autumn 2023 Bartholomew Fair. Further supplementary documentation can be found in the appendices.

### **Appendices**

1. Bartholomew fair – overview (Public)
2. Bartholomew fair – proposed budget (Non-Public)

### **Background Papers**

- 31 January 2022, Culture, Heritage and Libraries, 3 February 2022, Resources Allocation Subcommittee, 15 February 2022, Finance Committee

and 17 February, Policy and Resources - Destination City – Strategic Review Independent Review Report – Growth Bid

- 5 May 2022, Policy and Resources and 16 May 2022, Culture, Heritage and Libraries - Destination City – City Envoy Network and Major Events 2022 and 2023
- 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 17 November 2022, Culture, Heritage and Libraries - Proposals for the implementation of Destination City
- 19 January 2023, Policy and Resources and 23 January, Culture, Heritage and Libraries - Draft High-Level Business Plan 2023/24 – Innovation & Growth
- 23 March 2023, Policy and Resources - Destination City – Growth BID Reprofile

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