



Culture, Heritage and Libraries Committee

Date: MONDAY, 20 NOVEMBER 2023

Time: 11.00 am

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

Members:

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

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or this link: <https://youtube.com/live/iqvNlzqpZk8?feature=share>

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **ELECTION OF DEPUTY CHAIR**
To elect a Deputy Chair in accordance with Standing Order No. 30.

For Decision
4. **MINUTES**
To agree the public minutes of the meeting of 18 September 2023.

For Decision
(Pages 5 - 10)
5. **OUTSTANDING ACTIONS**
To receive the report of the Clerk.

For Information
(Pages 11 - 12)
6. **DRAFT MINUTES OF KEATS HOUSE CONSULTATIVE COMMITTEE MEETING**
To receive the draft minutes of the meeting of the Keats House Consultative Committee of 13 October 2023.

For Information
(Pages 13 - 16)
7. **FORWARD PLAN**
Report of the Clerk.

For Information
(Pages 17 - 18)
8. **MID-YEAR UPDATE ON THE MONUMENT: APRIL - SEPTEMBER 2023**
To receive the report of the interim Executive Director, Environment.

For Information
(Pages 19 - 26)

9. **MID-YEAR UPDATE ON ACTIVITIES AT KEATS HOUSE: APRIL - SEPTEMBER 2023**
To receive the report of the interim Executive Director, Environment
For Information
(Pages 27 - 38)
10. **KEATS HOUSE RISK MANAGEMENT UPDATE REPORT**
To consider the report of the interim Executive Director, Environment.
For Decision
(Pages 39 - 52)
11. **DESTINATION CITY - BARTHOLOMEW FAIR EVENT EVALUATION**
To receive the report of the Executive Director, Innovation and Growth.
For Information
(Pages 53 - 164)
12. **CULTURAL PLANNING FRAMEWORK**
To receive the report of the Executive Director, Innovation & Growth and the Interim Executive Director, Environment.
For Information
(Pages 165 - 170)
13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
14. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT**
15. **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

16. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting of 18 September 2023.
For Decision
(Pages 171 - 174)

17. **BECKFORD AND CASS STATUE PLAQUE UPDATE & REQUEST FOR DELEGATED AUTHORITY**

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

For Decision
(Pages 175 - 182)

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

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

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CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Monday, 18 September 2023

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Committee Room 3 - 2nd Floor West Wing, Guildhall on Monday, 18 September 2023 at 11.00 am

Present

Members:

Munsur Ali (Chairman)	Eamonn Mullally
John Foley (Deputy Chairman)	Alderwoman Jennette Newman
John Griffiths	Deborah Oliver
Jason Groves	Anett Rideg
Jaspreet Hodgson	David Sales
Wendy Hyde	Ian Seaton
Alderman Bronek Masojada	Irem Yerdelen
Andrew Mayer	Deputy Elizabeth King

Also present: Deputy Ann Holmes (Chief Commoner), Deputy Graeme Doshi-Smith, Matthew Bell

In Attendance

Officers:

Elizabeth Scott	- Head of Guildhall Art Gallery, Town Clerks
Matthew Cooper	- Town Clerk's Department
Damian Nussbaum	- Director of Innovation & Growth
Rob Shakespeare	- Keats House, Open Spaces Department
Jayne Moore	- Town Clerk's Department
Emma Markiewicz	- London Metropolitan Archives
Rachel Levy	- Community and Children's Services
Luciana Magliocco	- Innovation and Growth
Mark Jarvis	- Chamberlain's Department
Laurie Miller-Zutshi	- Town Clerk's Department
Fiona McKeith	- City Surveyor's Department
Andrew Buckingham	- Town Clerk's Department
Charlotte Dos Santos	- Innovation and Growth
Yousra Salem	- Innovation and Growth
Kate Poulter	- Innovation and Growth

1. **APOLOGIES**

Apologies were received from: Deputy Graham Packham, Wendy Mead, Alethea Silk and Mark Wheatley.

The following Members observed the meeting online: James St John Davis, Deputy Madush Gupta, Judith Pleasance, Alpa Raja and Caroline Haines.

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

There were no declarations.

3. **MINUTES**

RESOLVED, That the minutes of the meeting of 13 July 2023 be approved as an accurate record of the proceedings.

On action 3, Members asked whether an outline of the proposed working group had been made available. The meeting heard that no submission had been made due, partly, to the imminent departure in late September of the Barbican Artistic Director who had been a key figure in the initiative. Members also commented on the need for a clear and coherent cultural strategy with clear leadership ahead of defining long-term metrics and priorities that would inform planning decisions, among other things.

Members heard that further enquiries would be made on whether an outline paper had been submitted (see action points 3 and 6).

A Member commented that the Committee did not appear to feature in the recently-presented Corporate Plan, and sought clarification on an apparent lack of enablement.

Members commented that key officers responsible for cultural spend should be asked to attend meetings, and the meeting heard that other leading officers would be invited to attend.

4. **OUTSTANDING ACTIONS**

The Committee noted the report of the Clerk.

5. **FORWARD PLAN**

The Committee noted the report of the Clerk, noting also that it was expected to be populated in the coming months to help with planning including KPI reporting, cultural calendar, and other regular updates.

6. **CITY ARTS INITIATIVE RECOMMENDATIONS**

A Member commented that there was merit in promoting initiatives to support London-based street artists as well as international artists.

RESOLVED, That the Committee approve the City Arts Initiative's recommendations in relation to proposals 1 and 2:

1. The Furniture Makers' Company – Blue Plaque Application for the RNLI's first offices
2. Gillie and Marc – Wild About Babies (subject to background checks on funding of the project, more clarity on the overarching campaign and planning permissions gained)

7. **LONDON METROPOLITAN ARCHIVES UPDATE**

The Committee noted the report of the Deputy Town Clerk, and endorsed the approach to gather further information and evidence with particular reference to the London Metropolitan Archives Future Accommodation Planning project.

8. **DESTINATION CITY REPROFILE UPDATE AND FORWARD PLAN**

The Committee noted the report of the Executive Director of Innovation & Growth, noting in particular that projects set against the £836,000 reprofile amount have been successfully delivered (except for the Cultural Planning Framework which will be finalised in November 2023), noting also that the key priority programmes for 2023/24 and 2024/25 delivery have been set.

Members noted that Destination City was primarily to do with driving footfall to encourage spend, with Culture as a significant element of that (together with the leisure sector). On the Destination City brand, Members commented that there was merit in broadening the scope of the Destination City offering to encompass the entire City offering, including the City's significant assets, beyond the cultural offering to drive footfall - targeting visitors and City workers.

A Member commented that micro-businesses were expected to be involved in the strategy.

In response to a comment on the need for an analysis of footfall and expenditure ahead of setting priorities, the meeting heard that KPIs and metrics had been circulated earlier in the year, and that figures on Bartholomew Fair would be circulated later in 2023 as a way of informing priorities and strategies. Programmes had been set out, and projects and events were agile and could be adjusted to reflect resource allocations informed by the outcomes of previous events.

The Committee congratulated the Destination City executive on their dedication and hard work in delivering Bartholomew Fair within such a restricted timeframe.

9. **BARBICAN LIBRARY REFRESH PROJECT**

A Member sought clarification that the recent three library revamps were being incorporated into a wider strategy. The meeting heard that there is a broader modernising strategy around the libraries and their particular needs to include co-working space, laptop space, and digital innovation.

A Member asked whether the project was separate to the July 2023 approval of the community room, whether they both came from the CIL, and whether there was any overlap. The meeting heard that the former came from the CIL Neighbourhood Fund, and that the main CIL fund opportunity was a recent development. The projects were expected to be dovetailed upon final approval.

A Member asked whether community hubs had been used for warm spaces during the winter period. The meeting heard that spaces have always been provided at libraries, noting also that a food pantry has been installed at the Artizan Street library.

A Member asked what percentage of the overall CIL budget was accounted for by the £845K. The meeting heard that clarification on that and the payment timeframe would be provided (see action point 7).

RESOLVED, That the Committee approve the proposal set out in the report, subject to the granting of the Community Infrastructure Levy funding of £845,800, to modernise Barbican Library.

10. **SENIOR OFFICE RECRUITMENT**

The Committee noted the report of the Executive Director Communities and CS setting out the recruitment plan to replace the retiring Head of Barbican and Community Libraries.

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

There were no questions.

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

Bartholomew Fair

The Committee viewed a short presentation on the recently-completed event.

A discussion ensued, and the following points were made:

- The report expected to be submitted to the November 2023 meeting should include comprehensive information on budgets, spend, the procurement process, visitor numbers, and key metrics (using sophisticated data collection techniques alongside visitor and business perception surveys);
- Budget overruns were within the contingency fund, which was used to cover unexpected additional security measures and higher supplier costs;
- Because the DC team was in place only in November 2022 and tasked with the event in January 2023, the short lead time had resulted in a less comprehensive communication campaign than would otherwise be the case. Members commented on the need for the greater involvement (for the 2024 event) of tourism partners, local groups, other London boroughs, other cultural venues and organisations, and tour operators including at entry points into the UK;
- The meeting noted the importance of featuring internationally-recognised performers to draw crowds and drive footfall, and commented that there was merit in exploring local talent alongside that in future iterations of the event as one of the measures to avoid diluting the sense of place and locality integral to the event's concept (noting that some institutions had felt sidelined) and balancing that against the City-wide nature of the event;
- The DC team had worked closely with the GLA to streamline events, though some clashes are inevitable;
- Regular meetings on the 2024 event are expected to begin before the end of 2023, involving Committee members among others;
- There is merit in providing more accessibility information; and
- The 2023 event had acted as a 'proof of concept' and the DC team are ready to take the learnings and feedback from the event ahead of the 2024 event.

Members congratulated the Destination City team on their creativity, hard work and dedication and looked forward to working with the team on the 2024 iteration of the event.

Proposal for the Bostock Community Room

At the suggestion of Alderwoman Susan Pearson and with the agreement of other senior Members, the Committee agreed to rename the Barbican Library's new meeting room the 'Bostock Community Room' after the late Deputy Mark Bostock.

13. **EXCLUSION OF THE PUBLIC**

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

The meeting ended at 12.55pm

Chairman

Contact Officer: Jayne Moore
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CULTURE HERITAGE & LIBRARIES COMMITTEE
Outstanding Actions (updated September 2023)

Action Number	Date	Action	Responsible Officer	Progress Update
1	22 May 2023	Destination City to provide an overview of its overarching strategy and remit including an implementation programme	DC executive	DC presentation viewed on 17 July 2023
2	22 May 2023	Cultural calendar to be drawn up to include a forward plan/embassy engagement	DC executive	Presented by DC on 17 July 2023
3	22 May 2023	Officer working group on cultural vision and strategy to report outcomes and recommendations to July meeting	Officers	17 July 2023: draft outline in progress ahead of submission to CHL in autumn
4	22 May 2023	Keats Grove temporary licence to be progressed	RS	Update provided 17 July 2023
5	17 July 2023	Folio 400 Jaggard Print House memorial: updates to be provided	Officers	
6	18 Sep 2023 (item 3)	Enquire about whether a working group paper outline was prepared by outgoing CEO and Artistic Director of Barbican – see also action point 3	Clerk	
7	18 Sep 2023 (item 9)	Barbican Library Refresh CIL funding: Clarity to be provided on timeframe of CIL payments, and its role in overall funding	RL	

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KEATS HOUSE CONSULTATIVE COMMITTEE

Friday, 13 October 2023

Minutes of the meeting of the Keats House Consultative Committee held at Aldermens' Court, Guildhall on Friday, 13 October 2023 at 2.30 pm

Present

Members:

John Foley
John Griffiths
Jason Groves

Stephen Ainger
Steven Bobasch
Alexandra Lavery

In Attendance

Officers:

Rob Shakespeare	- Environment
Simon Glynn	- Environment
Jayne Moore	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Munsur Ali, and the meeting was chaired by John Foley.

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

There were no declarations.

3. MINUTES

On the website relating to Keats House (KH) referenced at item 3, a Member asked whether more content could be added. The Committee heard that further content was expecting to be added shortly, particularly on the story of the House. Further online content is being prioritised for the new collections online site, which will be launched in 2024/25 and linked to from the website of the City of London Corporation (CoLC).

On item 4 (specifically, the charities review recommendations for submission to the Culture Heritage and Libraries Committee [CHL]) the meeting noted that the CHL meeting of July 2023 had considered the Charities Review at item 17 of that meeting.

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

4. PROGRESS AT KEATS HOUSE APRIL - SEPTEMBER 2023

The Committee viewed a presentation on Keats House that included information on the various programmes and activities set out in the report submitted for item 5 (including Young Romantics in the City display running to

February 2024, as well as the Poetry vs Colonialism programme and the development and performances of the 'Mary Shelley' and 'Fanny Keats' actors). The Committee viewed visualisations of the boundary wall proposals as submitted to the London Borough of Camden.

5. **MID-YEAR UPDATE ON ACTIVITIES AT KEATS HOUSE**

The Committee received the report of the Interim Executive Director of Environment that provided Members with an update on activities at Keats House between April and September 2023.

Referencing section 6, the Committee noted, in response to a question, that staff shortages (due to illness) had resulted in the closure of Keats House for one day.

A Member asked whether any covid-related measures were in place in the event of any spread of covid, the meeting heard that KH was more resilient than it used to be (noting section 5 of the report on staffing coverage). The meeting noted that volunteer numbers are down since the pandemic.

The meeting heard that there was an expectation that Saturday openings would resume from April 2024 onwards, with a full recovery of visitor numbers expected by 2025. In response to a question on why KH was not currently open on Saturdays (in lieu of, for example, Wednesdays), the meeting heard that efficiency savings during and before the pandemic had resulted in some staff not being employed to cover Saturdays, recruitment for which is more difficult and costly. Recruitment to new roles and positions in the approved structure will be progressed in spring 2024.

In response to a request for clarification on the busiest day for visitors, the meeting heard that the figures were variable across the week, noting that the tourist economy has not fully recovered. In response to a question on whether the closure for lunch impacted negatively on figures, the meeting heard that there did not appear to be any issues with that one-hour closure, and that lunchtime closure is common among small attractions.

A Member asked how the figures compared to forecasts. The meeting heard that KH attracted 12K visitors p.a. prior to the pandemic, while during 2022 there were 5K visitors. The expectation was that 8K visitors would come to KH during 2023, with 4K having visited so far, with a full recovery hoped for by 2025.

A Member asked where volunteers were sourced. The Committee heard that a steady stream of volunteer applicants approached KH – primarily students and 'poetry ambassador' figures – though the main need is front-of-house people, and resilience is only realistically achieved through paid staff. A Member commented that there might be merit in sourcing volunteers from the Heath & Hampstead Society.

A Member asked whether a notice could be put up at KH with opening hours. The meeting heard that a QR code provided the information, noting that the hours are variable and that the notice boards had already been refreshed and re-designed with high-quality signage but this would be reviewed for the spring / summer season

Referencing page 19 of the agenda, a Member asked for clarification of the term "deficit fund" in the sentence "the City Corporation will deficit fund Keats House through its City's Cash Fund as follows...". The meeting noted that the term was specific to the KH charity that took into account the shortfall in the

£110K income target that did not match the cost of running KH, noting that City's Cash supported the £187K not covered by income.

On the Cultural Partnerships funding, the meeting noted that KH is the lead organisation on 'Culturally Speaking' and will receive all Education Strategy Unit funding, most of which will go to the partner organisations involved.

In response to a question, the meeting noted that it costs the CoLC £300K p.a. to run KH, including staffing, revenue and other support costs.

6. OPTIONS FOR THE FUTURE OPERATION OF KEATS COMMUNITY LIBRARY FROM TEN KEATS GROVE

The Committee discussed options for the future operation of Keats Community Library from Ten Keats Grove.

Referencing sections 14 and 15 of the report submitted under item 5, the meeting noted that a licence was issued to 31 March 2024.

The meeting noted that Keats Community Library (KCL) has long requested a longer licence duration for surety and to support fundraising.

The following points were made:

- A licence agreement is in place but supporting documents have not been provided (comfort letter that the licence will be renewed, and a statement of intention to pursue a longer-term licence);
- It is currently problematic to seek fundraising and investment for KCL in the current circumstances given the uncertainty;
- The CoLC Comptroller has declined to provide a comfort letter because such a letter might prejudice any future agreement;
- The main obstacle to finalising any agreement is dual use of the Nightingale Room, which is the only large space suitable for some events and hires, and that space is also used for KCL's children's library;
- The movement of books and equipment to facilitate both uses is impractical and labour-intensive (though doable) due to having to clear the room – that arrangement has been in place for a decade;
- In addition to the licence fee payable by KCL, Keats House have an income target of £19k for facilities hire, which is largely achieved through the Nightingale Room;
- CoLC members are obliged to act in the best interests of the KH charity (which can include community and cultural benefits as well as financial considerations);
- One option is to licence use of the library room and Nightingale Room to KCL for an additional approximately £19K (i.e. the current income target) with some recourse for larger events;
- The room is currently under-used partly because the CoLC is unable to invest in dedicated resources to hire out the space due to restrictions on the space's use caused by its use by KCL for their children's library;
- According to KCL, their children's library cannot operate without the use of the room.

Members suggested that an onsite briefing take place.

Members suggested that a paper setting out the options be submitted to the CHL Committee meeting of January 2024, the aim being to reach an agreement that is acceptable to all parties.

7. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE CONSULTATIVE COMMITTEE

There were no questions.

8. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

A Member noted that a recent children's party in the room had generated complaints due to the noise level from amplified music, noting that there is no reference to amplified sound in the current agreement, and that no supervision was available on that single occasion due to staff constraints. The meeting heard that two officers were on site at the time as per operational and risk assessment requirements, that no complaints were received by them on the day, they did not note noise inconsistent with a children's party and that they left the room at the end of the day in readiness for the children's library occupation on the following Tuesday, as per the licence agreement.

A Keats commemorative event organised by the Keats Foundation is expected to take place in Westminster Abbey on 31 October 2023 at 12.15 and that CoLC Members and officers had been invited to attend on this occasion.

9. DATE AND LOCATION OF THE NEXT MEETING

The next meeting is scheduled to take place on Friday 03 May 2024 at 2.30pm at Keats House, NW3.

The meeting ended at 4.15 pm

Chairman

Contact Officer: Jayne Moore
jayne.moore@cityoflondon.gov.uk

Culture, Heritage and Libraries Committee Forward Plan 2024

January	LMA update, LMA draft business plan		
	I&G draft business plan		
	Review of Terms of Reference		
	CAI recommendations		
	Keats House – options for future operation of KH/lease		
March	2024-25 budget estimates		
	CAI recommendations		
	CCS high-level business plan - draft		
	Trustee annual report – GH Library Centenary fund		
	Trustee annual report – Keats House		
	2024-25 budget estimates		
May	LMA update		
	Libraries update		
	Election of Chair and D Chair		
July	Revenue outturn		
	Libraries end of year update		
	Keats House and Monument report/activities plan		
	CAI recommendations		

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Committee(s): Culture, Heritage and Libraries – For Information Natural Environment Board – For Information	Dated: 20/11/2023 04/12/2023
Subject: Mid-year update on the Monument – April - September 2023	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	4, 7 & 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Bob Roberts, Interim Executive Director of Environment	For Information
Report author: Rob Shakespeare, Head of Heritage & Museums, Environment Department	

Summary

This report outlines achievements at the Monument to the Great Fire of London between April and September 2023, showing how it is recovering following its closure and phased reopening during the pandemic.

Your Committee last received a report on achievements at the Monument in July 2022, and this paper seeks to re-establish twice-yearly reporting to Members on achievements at the Monument at mid and end-of-year.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The Monument to the Great Fire of London (the Monument) is a Grade I listed building (1950) and scheduled ancient monument (1951), the governance, asset management and operation of which is the responsibility of the City of London Corporation.

2. Prior to 2016, the Monument was managed, alongside Tower Bridge, within the Culture, Heritage & Libraries Department, with funding from City Cash. Following the restructuring of that Department, operational management of both the Monument and Tower Bridge was transferred to the Open Spaces Department, although Member oversight continued to be provided by the Culture, Heritage & Libraries (CHL) Committee.
3. Following the implementation of the City Corporation's Target Operating Model (TOM) Phase 1 from April 2021, responsibility for the governance and operational management of Tower Bridge transferred to the Bridge House Estates Board, while the Monument now came under the newly created Environment Department, but still under the terms of reference of the CHL Committee and funded through the City Cash fund.
4. Since 2021, staffing for the Monument has continued to be provided by the Tower Bridge team, due to the overlap between functions and geographic convenience. In 2023/24, the staffing budget of £280k is met by a City Cash budget held by the Environment Department. This is apportioned in part across 93 posts at Tower Bridge (equivalent to 5.7 FTE posts), including management, security, learning, technical and welcome host staff.
5. At their meeting on 27 March 2023, the Bridge House Estates Board (now the City Bridge Foundation Board) resolved, in their capacity as Trustee of Bridge House Estates (registered charity number 1035628), that continued responsibility for the day-to-day operation of the Monument was not in the best interests of Bridge House Estates, as it is not an asset of the charity and does not contribute to their charitable purposes. It also resolved that BHE officers should work with City Corporation colleagues to identify a suitable future operating model for the Monument.
6. The implementation of TOM Phase 2 in the Environment Department from May 2023 has resulted in the formation of a Culture & Projects section within the Natural Environment Division. The Assistant Director Culture & Projects and Head of Heritage & Museums within that section have been tasked with developing proposals for the future management and operation of the Monument and these will be submitted to Members for their discussion and approval in due course.

Current Position

7. Since December 2022, the Monument has been open to the public 9.30am – 1pm and 2 – 6pm daily, with some planned seasonal exceptions. However, it has not been able to open on certain days due to the need for City Bridge Foundation staff to act in the best interests of their charity and prioritise opening Tower Bridge to the public.
8. In 2022/23, when the Monument was open daily (9.30am – 1pm & 2 – 6pm), a total of 92,899 people visited, resulting in income of £346k. The busiest months (>10k visitors and >£40k income) were April, August and February; the quietest

(<5k visitors and <£17.5k income) were June, September and November.

9. Between April and September 2023, a total of 58,729 people visited the Monument, generating income of £218k. During this period, the Monument was closed to the public on 31 days due to the need to prioritise staffing levels at Tower Bridge.
10. This represents a 21% increase on the number of visitors in the same period of 2022/23, with a corresponding 23% increase on income from admissions and sales.
11. In the first six-months of 2023/24, the Monument has achieved 35% of the total number of people who visited in the whole of 2019/20 (the last, almost full year before the pandemic). Given that the Monument's visitor and income pattern is historically evenly split between the first and second half of the year, this suggests that the Monument could secure a c. 65-70% recovery in the number of people visiting the Monument and income received in 2023/24. This would be consistent with forecasts for the visitor economy this year, leading to a full recovery by 2025.
12. The Monument continues to be a popular destination for teacher-led school group visits, as it is studied at Key Stage 1 and Key Stage 2 as 'a significant event beyond living memory', as part of a local history unit, or the study of an aspect or theme in history. At present, school group visits are included in general admissions and it is not possible to provide discrete data for the number of school students visiting.
13. A recent report by Buro Happold, which was commissioned to understand the visitor evidence base for the Monument and support future recommendations, shows that the Monument enjoys strong recognition amongst visitors to the City, whether they be Londoners, tourists from other parts of the UK or international visitors. A summary of the research findings shows that the majority of visitors to the Monument were visiting with family and friends and for many it was their first visit of the day, which strongly implies that the Monument is recognised as a key site in the history and story of the City and has the potential to make a positive contribution to Destination City outcomes.
14. The Monument has a Conservation Management Plan which was produced in 2014. This is in the process of being re-commissioned by City Surveyors in liaison with officers from the Natural Environment's Culture & Projects section.
15. The Monument does not currently have a report covering its operational risks and officers are working to review and reinstate high-level risk monitoring, with the intention of reporting to Members twice yearly from April 2024, to coincide with and support the mid and end-of-year update reports for the Monument.
16. The City Bridge Foundation Board have resolved that the City Corporation take back operational management of the Monument from April 2024, as the building, while loved by those who work there, is not an asset of the charity and its

operation does not contribute to their Charitable objects.

17. Officers from the new Culture & Projects section within the Natural Environment division are therefore currently developing proposals for the future operation of the Monument, showing how it can operate sustainably and make a positive contribution to Corporate priorities and Destination City outcomes. These will be brought forward for the consideration and approval of Members of the Culture, Heritage & Libraries Committee and Natural Environment Board at the meetings for those Committees scheduled for December and January 2024.

Proposals

18. Members indicate their support for the role the Monument plays in contributing to Corporate, Departmental and community outcomes.

Key Data

19. Key date for visitor figures, costs and income from 2016 – 2023/24 is provided at Appendix 1 for the information of Members.

Corporate & Strategic Implications

Strategic implications – The Monument supports 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. It also supports the Environment Department to Shape Sustainable Future Environments through its Primary and Supporting Aims and Objectives, and the Education Board's strategic framework.

Financial implications – Since 2016/17, the Monument has been expected to achieve an income target which makes a NET contribution to City's Cash. The Monument's ability to meet this target has been further detrimentally impacted by the pandemic, first by closure of the facility in 2020/21 and 2021/22 then by subsequent recovery in 2022/23 and ongoing, with and forecast 'overspend' of £187k on local risk in 2023/24. During these years it has continued to make an operational profit but is unable to meet the total income target expected of it. Officers are developing an options paper for the future operation of the Monument which will seek to reduce this shortfall for 2024/25 and subsequent years.

Conclusion

20. The Monument is open to the public and provides a popular visitor attraction in the City for growing numbers of visitors, particularly tourists, school groups and families. Although it is yet to return to pre-pandemic levels of visitor numbers and income, its recovery is in line with other visitor attractions within the City and consistent with a full recovery by 2025.

Appendices

- Appendix 1: Key data for the Monument 2016/17 – 2023/24

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Appendix 1: Key data for the Monument 2016/17 – 2023/24:

	2016/17	2017/18	2018/19	2019/20	2020/21 & 21/22 combined)	2022/23	2023/24 (forecast)
Visitor Numbers:	176,682	186,551	173,937	169,367	Closed due to pandemic / restrictions	92,899	111,000
Income:	£	£	£	£	£	£	
Total Income:	514,404	597,133	550,296	548,495	284,186*	346,356	363,000
Costs:							
Employees	299,635	284,017	298,273	315,270	N/A	236,626	280,000
Premises	60,810	33,193	37,332	44,810	N/A	52,458	35,000
Transport	0	0	0	0	N/A	7	0
Supplies & services	73,243	58,090	62,615	48,326	N/A	15,317	37,000
Total costs:	433,688	375,300	398,221	408,406	401,580*	304,408	352,000
Operating profit:	80,716	221,833	152,075	140,088	-117,394	41,948	11,000
Net income budget:	234,000	228,000	203,000	218,000	63,000	205,000	198,000
Overspend:	153,284	6,167	50,925	77,912	180,394	163,052	187,000

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Committee(s): Culture, Heritage & Libraries Committee	Date(s): 20/11/2023
Subject: Mid-year update on activities at Keats House – April – September 2023	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2, 3, 4, 7, 8, 9, 10 & 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Bob Roberts, Interim Executive Director of Environment	For Information
Report author: Rob Shakespeare, Head of Heritage & Museums, Environment Department	

Summary

This paper provides Members with an update on activities at Keats House between April and September 2023.

During this period, Keats House has continued to rebuild its services and progress a number of priority projects which had been delayed or impacted by the pandemic and its aftermath.

While Keats House is not expected to return to pre-pandemic levels of operation and achievement until 2024/25 at the earliest, year-on-year progress is being made and it continues to support a range of Corporate, Departmental and sector outcomes and priorities.

Recommendations

It is recommended that:

- Members note activities at Keats House from April – September 2023, as described below, and give their views on how these activities support the priorities, aims and objectives outlined within the Corporate Plan 2018/23 and other key 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. Following the conclusion of Phase 2 of the Target Operating Model in the Environment Department, Keats House is managed within the new Culture & Projects Section of the Natural Environment Division. As well as delivering its own priorities and supporting the Natural Environment Division's emerging strategic framework, its activities are designed to contribute to key City Corporation strategies, including for Education, Skills, Cultural & Creative Learning and key sector initiatives.
3. 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 draft report for 2023/24 will be presented for discussion at the next meeting of Keats House Consultative Committee, on 3 May 2024, and then for approval by Members of the Culture, Heritage & Libraries Committee at their meeting on 15 July 2024. This paper updates Members on activities at Keats House in the first half of the year, i.e. between April and September 2023.
4. In addition to opening to the public, delivering school sessions and a year-round events programme, Keats House is prioritising a number of key initiatives and longer-term projects to enhance physical access to its premises and virtual access to its collections, as identified in its Activities Plan 2023/24 (included at Appendix 1) and outlined below.

Current Position

5. The operational team at Keats House currently comprises 2.4 fte staff, made up of four individuals in three main roles. These officers, supported by our casual and volunteer workforce, are prioritising opening the house to the public and rebuilding the public offer, including live events, school sessions and private hires. Divisional Plan projects, some of which are reliant on other internal and external parties, are being progressed by the Head of Heritage & Museums (previously Principal Curator – Keats House), supported by officers within the Culture & Projects section, including those based at Keats House.
6. Between April and September 2023, Keats House was open to the public on Wednesdays, Thursdays, Fridays and Sundays, 11am - 1pm and 2 - 5pm. Keats House was forced to close on one day during this period and also offered one late opening, until 7pm. Between April and September, 4,206 people visited the house, which was an increase of 28% on the same period in 2022/23 but still only c.55% of visitors pre-pandemic (7,708, April – September 2019).
7. The overarching theme of programming in 2023/24 is 'Young Romantics in the City', a partnership project with Cardiff University supported through their Innovation for All funding stream. The exhibition, which was co-curated with Dr

Anna Mercer, Lecturer in English Literature (Romanticism) and opened in February, reveals the diversity of writers and writing in the Romantic period, through the inter-connected themes of Politics, Class, Gender and Race. Changing object displays have illustrated these themes and we are particularly grateful for the support of the British Library in loaning us their first edition copy of 'The Woman of Colour', which was published anonymously in 1808 and placed on display for the first time in this country from June to October. Preceding and forthcoming object displays have also been supported by London Metropolitan Archives, who continue to help us conserve and provide access to our collections. From November to February, we will be displaying a rarely seen polemic pamphlet by Percy Bysshe Shelley from our own collections, alongside Welsh and English language ballads from the collections of Cardiff University. #YoungRomantics is used for promoting the majority of programming on social media, which continues to be the main way of engaging directly with our audiences.

8. School visits and live events continue to support the rebuilding of our audiences. Between April and September, a total of 21 school sessions, including our new 'Culturally Speaking' and 'Poetry Versus Colonialism' sessions, have been delivered to 421 students and 49 teacher / carers. Keats House summer school also took place over four days in July, engaging GCSE and A-level students in creative writing workshops led by published authors. From September, Poetry Versus Colonialism, Culturally Speaking and Young City Poets will be delivered with funding provided by the City's Cultural and Creative Learning fund, supporting us to work with key cultural sector partners to deliver on the City Corporation's outcomes for learning, skills and cultural engagement.
9. During this period, 19 public events were delivered, attracting at least 471 people to take part in cultural activities at Keats House. In addition, Keats House continues to work with partner organisations, creative individuals and stakeholder groups to support wider initiatives. Highlights of the spring / summer programme included: The Wild Escape event for Earth Day with Hampstead School of Art; Keats Foundation's annual conference held over three days in May; hosting events for Hampstead Summer Festival, including their Art Fair, outdoor theatre performances and family day; as well as our annual free admission day for Open House Festival. These events contribute to the local cultural and community offer, as well as key priorities including Climate Action and Destination City, as programming and audiences continue to recover following the Covid-19 pandemic and its aftermath.
10. Private hires of the Chester Room in Keats House, which is largely used for book launches and literary / small stakeholder events, and the Nightingale Room in Ten Keats Grove, for private parties and larger events, have been supported by Keats House officers, with income earned from these contributing to the overall income target for the charity.
11. 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 2023/24 under the terms of Keats House's premises licence. Hampstead Summer Festival events which involved the sale of alcohol and other licensable activities were covered by TENs obtained by the organisers. Complimentary alcoholic drinks were served at six of the Keats House events referred to above and at the Keats Foundation Conference, which also made use of the garden in the early evening. Two Keats House events which included live music took place in the Nightingale Room within the conditions of the licence. Although these did not involve the sale of alcohol they are reported here for completeness. The Premises Licence for 10 Keats Grove was recently renewed for the period to 11 September 2024 at a cost of £180.00.

12. We are actively working with the City Surveyor's Department to deliver the access improvement project, along with associated works to maintain, preserve and enhance the Grade 1 listed house and garden. Quotes for the already approved access improvements to the paths and garden have now been received and are being considered against available budgets for 2023/24 or 2024/25. Plans for the enhanced security of both buildings have now been submitted to the London Borough of Camden, following an advisory visit from their Conservation Officer in June, and are now awaiting the required consents to proceed, with the work still scheduled to take place in 2023/24. Cyclical and reactive maintenance works to Keats House and Ten Keats Grove (library building) are also ongoing.
13. Paul Vick Architects have also recently submitted plans for the replacement of the current dilapidated, wooden boundary fence on Keats Grove to L.B. Camden. The proposed design is for a dual-height brick wall with metal fencing over, which would be more durable and an enhancement to the Grade 1 listed site, which is situated within the Hampstead Conservation Area. We are waiting for their response and the required approvals to proceed before requesting quotes for this project, which we hope to deliver in 2024/25.
14. The licence for Keats Community Library (KCL) to operate from Ten Keats Grove until 31 March 2024, which was approved by CHL at your meeting on 14 November 2022, has been finalised and issued to their Trustees. This has not yet been signed as they seek additional assurances which have been refused as they may prejudice any new agreement. Under the terms of that and the previous licence (with the exception of the national restrictions imposed during the Covid-19 pandemic) KCL have been able to open for 42 hours / week, Tuesday – Sunday from the main library room, and the Children's Library has operated from the Nightingale Room for a total of 18 hours on Tuesdays, Fridays and Saturdays. Under a separate arrangement, as approved at the same meeting and in effect from 20/2/23 to 31/3/24, the Children's Library has also been able to open in the Nightingale Room for an additional 9 hours on Tuesdays (5 – 6pm extension) and Wednesdays (10am – 6pm). An offer of use on Thursdays and some Sundays was declined by KCL at the time due to operational reasons and the difficulties of promoting to their customers.
15. Following the recommendation of the Charity Review, which was approved by Members of the Culture, Heritage & Libraries Committee on 17 July 2023, an informal meeting was held between representatives of City Corporation and KCL Trustees on 12 September to discuss options from 1 April 2024 onwards and the

duration of any future agreement. Following a discussion of the outstanding issues and potential options at the meeting Keats House Consultative Committee on Friday 13 October, officers propose to put to Members of your Committee a report on this matter for approval in your role of trustees of the Keats House Charity. Any new agreement would need to be developed, approved and in place from 1 April 2024.

Proposals

16. 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

17. The 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.
18. The projects and works outlined in this report also support the Environment Department to Shape Sustainable Future Environments through its Primary and Supporting Aims and Objectives, and the Education Board's strategic framework.

Conclusion

19. Keats House continues to recover from the impacts of the Covid-19 pandemic, particularly with regard to visitor numbers and associated income. The effects of the pandemic and subsequent changes in the wider economy are also beginning to ease, enabling priority projects to be progressed. However, income targets for admissions, shop sales, events and private hires will remain below pre-pandemic levels in 2023/24 and, possibly still, the following year. Reductions in operating costs and the particular funding model of Keats House Charity have reduced the full impact of these to some extent, but this is also limiting its capacity to invest in future priorities. It is anticipated that recovery across most indicators will be 65 – 75% in 2023/24, with a full recovery by 2025/26, in line with sector forecasts.
20. Over the next three to five years, Keats House will need to determine and demonstrate how it can best respond to the ongoing challenges of recovering from the longer-term impacts of the COVID-19 pandemic and subsequent changes in the economy, while supporting Corporate and Departmental strategic priorities and delivering audience expectations.
21. A number of delayed projects designed to increase physical and virtual access to Keats House and its collections, need to be prioritised for delivery in 2023/24 and 2024/25. These will contribute to the City Corporation's emerging Corporate Plan 2024-29, key Departmental strategies, and a sustainable future for the Keats House Charity, including the 100th anniversary celebrations of the opening of the

house to the public in 2025.

Appendices

- Appendix 1 – Keats House Activities Plan 2023/24

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YOUNG Romantics in the CITY



KEATS!

John Keats (1795–1821)

'But this is human life: the war, the deeds,
The disappointment, the anxiety,
Imagination's struggles, far and nigh,
All human'



AUSTEN

Jane Austen (1775–1817)

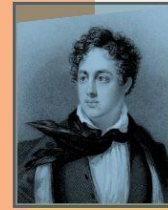
'Men have had every
advantage of us in telling
their own story. Education
has been theirs in so much
higher a degree; the pen
has been in their hands.
I will not allow books to
prove any thing'



'There was a mighty
ferment in the heads of
statesmen and poets, kin
and people. According to
the prevailing notions, a
was to be natural and ne

HAZLITT!

William Hazlitt (1778–1830)



BYRON

George Gordon Byron,
Lord Byron (1788–1824)



SHELLEY!

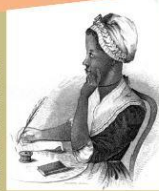
Mary Shelley (1797–1851)

'Beware; for I am fearless,
and therefore powerful'

HUNT!

Leigh Hunt (1784–1859)

'The same people who can
deny others everything
are famous for refusing
themselves nothing'



WHEATLEY PETERS

Phillis Wheatley Peters
(1753–1784)

'While an intrinsic ardor prompts to write,
The muses promise to assist my pen'



ANON

Anon (???? – ????)

'my heart seemed
to be thrown back
upon itself, and
I felt that I was
entering into a
world of strange

'The Woman of Colour',
anonymous, 1808

COLERIDGE

Samuel Taylor Coleridge (1772–1834)

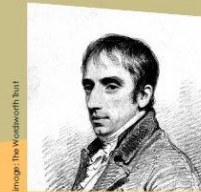
'But oh! each visitation
Suspends what nature gave me at my birth,
My shaping spirit of Imagination'



'It is, however, the true spirit
of philosophy to draw from
the evil which cannot be
remedied all the good of
which in its tendency it is
susceptible'

MORGAN

Sydney Owenson, Lady Morgan
(1781?–1859)



WORDSWORTH

William Wordsworth (1770–1850)

'Bliss was it in that dawn to be alive,
But to be young was very Heaven!'



COLERIDGE!

Sara Coleridge (1802–1852)

'Yet Hope still lives and oft, to objects fair
In prospect pointing, bids me still pursue
My humble tasks'

Image: A selection of the diversity of writers included in the 'Young Romantics in the City' exhibition at Keats House until February 2024, developed in partnership with Cardiff University.



Keats House is provided by the
City of London Corporation as part
of its contribution to the cultural life
of London and the nation

Keats House Charity

Activities Plan 2023/24

The origins of Keats House Charity date back to the 1920s, when a public appeal raised the money to acquire the house and collections for the public. The charity was registered in March 1996 (no. 1053381) and, since 1 January 1997, has been provided by the City of London Corporation as part of its contribution to the cultural life of London and the nation.

The object of the Keats House 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.’

About Keats House today

Keats House is a Grade I listed Regency villa, which was built between 1814 and 1816. It is open to the public as an Accredited Museum (no. 097) and delivers a programme of exhibitions and events, provides formal and informal learning opportunities for all ages and abilities, as well as supporting volunteer, work, creative, and research placements.

The garden is closely linked to the history of the site and today is an important part of the visitor offer.

Also within the grounds of the property at 10 Keats Grove, stands a Grade II listed building known as Ten Keats Grove. This was first built as the Keats House Museum and Heath Library, which opened in 1931. Today, it functions as a volunteer run library operated by Keats Community Library (registered charity number 1146702), which is registered as an Asset of Community Value by the London Borough of Camden. The Nightingale Room within Ten Keats Grove acts as an events and private hire space managed by Keats House, including its use by KCL as a Children’s library and for their own fundraising events.

In 2023/24, Keats House will rebuild and reconfigure its services to ensure it remains accessible, relevant and sustainable following the COVID-19 pandemic and recovery period, which will continue to affect the cultural and tourism sectors for some years.

Following the successful delivery of the #Keats200 bicentenary programme from 2018 – 2021, the period 2023 to 2026 will see Keats House: reveal the lives of people connected with Wentworth Place after Keats’s death, including Fanny Brawne and Fanny Keats; support the wider Romanticism 200th anniversaries; reapply for Museum Accreditation; and celebrate the centenary of the opening of the house to the public in May 1925.

Despite the ongoing impacts of the COVID-19 pandemic, this is an exciting opportunity to re-evaluate the significance of Keats and the Romantic poets generally, the ways in which their legacies were preserved, created and reinterpreted, as well as the ongoing significance of these individuals and their poetry to our lives today.

Our achievements in 2022/23

Between April 2022 and March 2023, we:

- **Delivered the 'Keats Inspired' exhibition, events programme and social media**, exploring the influences on Keats and the enduring legacy of his life and works.
- With London Metropolitan Archives, **devised three new object displays, showcasing rarely seen items in our collections**, including a manuscript letter by Percy Shelley and Mary Shelley's manuscript of 'The Heir of Mondolfo' for #Shelley200.
- **Delivered 36 different events**, including poetry readings, talks, book launches, family and literary workshops, and two major conferences for the Keats Foundation and Shelley200, **attended by 1,192 people**.
- Devised and **delivered Summer School at Keats House, engaging 29 young people aged 16 -19 from seven different schools** in four days of creative writing.
- **Supported the learning of 791 students and 107 teachers / assistants from 35 different primary and secondary schools** through 38 taught sessions at Keats House.
- **Achieved Learning Outside the Classroom's Quality Badge**, recognising the safety and quality of the learning offer at Keats House.
- **Diversified our learning offer through continued collaborations with key partners** including Poetry Versus Colonialism, Culture Mile Learning, London Metropolitan Archives and Roehampton University, including two new sessions: 'Keats and the Classics' and 'Culturally Speaking'.
- **Secured funding from and worked with Cardiff University to develop the 'Young Romantics in the City' exhibition**, which opened to the public in Feb '23, until 2024.
- **Supported four major events for Hampstead Summer Festival**, raising funds for two local charities: Keats Community Library and Hampstead School of Art.
- **Supported 638 hours of volunteering by 15 individuals**, who delivered tours and poetry readings for our visitors, as well as helping with front of house and events.
- **Opened Keats House to the public on 172 days receiving 5,149 visits in person between April '22 and March '23**.
- **Purchased a Collections Management System – ContentIndex+ –** and began work to clean and import our collections catalogue records.
- **Continued to grow and improve our online engagement**, including a refreshed web presence and the publishing online of seven letters from Fanny Brawne to Fanny Keats, which were also displayed in the house.
- **Worked with City Surveyor's to maintain the conservatory** and replace boundary and garden fences.

Thank you to everyone who contributed to our activities and outcomes during the year. Your creativity, time and commitment has helped Keats House Charity continue to recover from the impacts of the COVID-19 pandemic and deliver a creative and engaging programme for its visitors from London and around the world.

Our governance and strategic context

Keats House operates as a registered charity (no. 1053381) with the City of London Corporation as its sole Trustee. It is managed within the City Corporation's Environment Department and reports to the Cultural, Heritage & Libraries Management Committee. The Keats House Consultative Committee, which acts as an advisory body, meets twice a year and includes representatives from the City Corporation and local community / sector stakeholder groups.

Our activities are developed within the framework of the City Corporation's Corporate Plan and the Environment Department's five-year plan. From 2023, Keats House will be managed within the new Culture & Projects Section of the Natural Environment Division. We also support key City Corporation strategies, including for Education, Skills, Cultural & Creative Learning and the Natural Environment, as well as contribute to a wide range of heritage initiatives, led by organisations such as Arts Council England and the National Lottery Heritage Fund.

The City of London Corporation's aims are stated in the Corporate Plan 2018 – 23:

We aim to...

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

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 main objectives of Keats House Charity in 2023/24 are to:

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

The resources we have to deliver our objectives in 2023/24 include:

Staff based at Keats House reporting to the Head of Heritage & Museums:

Keats House Supervisor – Ken Page (1fte)

Interpretation Officer (Programming) – Amy Burgess (0.5fte)

Interpretation Officer (Learning) – Linda Carey (0.43fte)

Visitor Services Officer – Alison Lister (0.4fte) and vacant (0.6fte) to be recruited to in '23.

From October 2020 through to 2024, Keats House is working with Roehampton University to provide a doctoral training placement for Phoebe Lambdon. Funded by Techne Doctoral Training Partnership, this will lead to new research and interpretations of our collections.

We also provide, and benefit from, volunteer opportunities in five main roles: front of house; tour guides; poetry ambassadors; collections care; and event support. Approximately 15 individuals give their time and experience to support our work throughout the year.

Financial:

In 2023/24, the City Corporation will deficit fund Keats House through its City's Cash Fund as follows:

Category:	Annual budget:	Description:
Staff costs:	£245k	Officer salary and on-costs, inc. training.
Revenue costs:	£52k	To pay for the running costs of the premises and our programmes.
Income target:	-£110k	Generated through admissions, shop sales, private hire, events & learning programmes and licences.
Net budget:	£187k*	* In 2023/24 spend may exceed this amount to fund Keats200 legacy projects and other priorities from the Charity's Reserves / grants received.
Other costs covered:	£113k	Support services / maintenance works.

Between April 2023 and March 2024, we plan to:

Contribute to a flourishing society

- Deliver the #YoungRomantics in the City events programme, including talks, live interpretation, creative workshops and special events.
- Continue to support formal learning in primary, secondary and higher education institutions, by providing taught sessions at Keats House and Summer School 2023.
- Support Cultural & Creative Learning partnerships, specifically the Culturally Speaking and Poetry Versus Colonialism programmes, to actively engage with schools with a high pupil premium.
- Contribute to the Folio400 celebrations at Keats House and Guildhall, in autumn '23.
- Develop and deliver a new exhibition for February 2024, exploring the hidden histories of the house and its inhabitants between the 1820s and 1920s.
- Deliver The Wild Escape project in partnership with Hampstead School of Art and Keats Community Library, with funding from the Art Fund.
- Work with strategic partners, North London Open Spaces and local community stakeholders to deliver cultural events, including the Keats Bicentenary Conference 2023 and events for Hampstead Summer Festival 2022.

Support a thriving economy

- Work with our governing body and all stakeholders to develop a sustainable and deliverable Improvement Plan for the period 2024 – 29.
- Review and develop our policy framework to support applications for Museum Accreditation, a recognised learning quality award and Visit England's Quality Assured Visitor Attraction Scheme.
- Review and develop our retail offer and income streams, including private hires, creative project grants and charitable donations.
- Continue to support, develop and diversify our workforce by providing a range of paid and volunteer opportunities, including for young people aged 16 - 18.

Shape outstanding environments

- Make our collections more accessible by launching our new collections management database, including an online, searchable catalogue.
- Continue to work with our major partners (London Metropolitan Archives, the Keats Foundation, K-SMA, KSAA, The Poetry Society, Roehampton University / Techne, Poetry Versus Colonialism and Keats Community Library) and establish new partnerships, to enrich and diversify our cultural offer.
- Support City Surveyor's to deliver the project to improve access in the garden of 10 Keats Grove, with funding from LB Camden's Community Infrastructure Levy.
- Work with North London Open Spaces & Heath Hands volunteers to further enhance the garden at 10 Keats Grove.

To find out more and follow our progress visit:

www.cityoflondon.gov.uk/keats



keatshouse



keatshousemuseum

Committee(s)	Dated:
Culture, Heritage and Libraries Committee	20 November 2023
Subject: Keats House Risk Management Update Report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 7, 10
Does this proposal require extra revenue and/or capital spending?	No
Report of: Bob Roberts, Interim Executive Director Environment	For decision
Report author: Joanne Hill, Environment Department	

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 1.

Recommendation

It is recommended that Members confirm, on behalf of the City Corporation as Trustee, that 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 Interim 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. Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 2.
5. The detailed risk register for Keats House is summarised in the main body of this report and provided in full at Appendix 1.

Current Position

6. The Keats House Risk Register contains no RED risks, three AMBER and three GREEN risks owned and managed by the Head of Heritage and Museums and his Management Team. For each risk, appropriate mitigating actions are undertaken. The detailed register is presented at Appendix 2.
 - **ENV-NE-KE 001:** Health and Safety (AMBER, 8)
 - **ENV-NE-KH 003:** Insufficient maintenance (AMBER, 8)
 - **ENV-NE-KH 006:** Delivery of major projects (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 last report to your Committee, the current score of risk '**ENV-NE-KH 006: Delivery of major projects**' has been reduced from AMBER, 12 (possible/serious) to AMBER 8 (unlikely/serious) as major priority works have been identified for 2023/24 and 2024/25 and are being progressed. The priorities include access improvements to Keats House grounds: revised costs for the improvements have now been obtained and officers are currently identifying budgets and the schedule of works.

Risk Management Process

8. Across the Environment Department, risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
9. 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.
10. 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

11. 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

12. 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.
13. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental Business Plans, local Management 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.
14. 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

15. 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

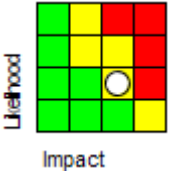
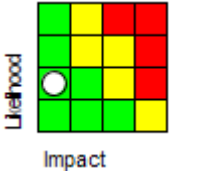
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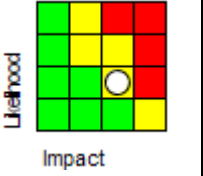
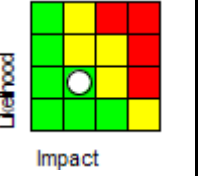
Rob Shakespeare							
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 001a	Represent Keats House at Health and Safety meetings.	Keats House is represented at Environment Department Health and Safety meetings and H&S is a standing agenda item at Keats House Team and Culture and Projects Section meetings.	Rob Shakespeare	26-Oct-2023	31-Mar-2024
ENV-NE-KH 001b	Replacement of fire and security alarm systems.	The Head of Heritage and Museums is liaising with the City Surveyor's Project Team to progress fire and security alarm replacement works at both buildings. These have been submitted to LB Camden pending approval.	Rob Shakespeare	26-Oct-2023	31-Mar-2024

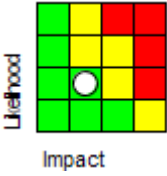
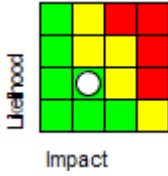
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-KH 003 Insufficient maintenance 07-Apr-2017 Rob Shakespeare	<p>Cause: Building deteriorates due to insufficient maintenance.</p> <p>Event: City of London required to carry out maintenance on property which may cause inconvenience to visitors, including closure of building for extended periods.</p> <p>Impact: 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).</p>		8	<p>Cyclical Works Programme (CWP) priority projects and estimated costs have been identified and have been submitted for Member approval. The current risk score has been maintained at Amber 8 pending approval and progression of these projects.</p> <p>26 Oct 2023</p>		2	31-Mar-2025	Constant
							Reduce	

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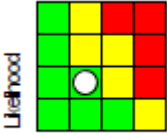
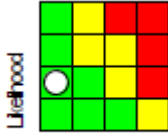
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 003a	Keats House to continue developing relationship with City Surveyor's Department (CSD) and attend, when necessary, client liaison meetings.	The Head of Heritage and Museums liaises with the City Surveyor's Department on matters regarding Keats House, through the Culture and Projects Section. CWP priority projects and estimated costs have been identified and have been submitted for Member approval.	Rob Shakespeare	26-Oct-2023	31-Mar-2025

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	Current Risk score change indicator
ENV-NE-KH 006 Delivery of major projects 27 Jul-2022 Rob Shakespeare	<p>Cause: Lack of staff capacity and relationships to deliver major projects beyond the scope of the Keats House team's expertise.</p> <p>Event: Priority projects unable to progress.</p> <p>Effect: Reduced outcomes for Keats House and the CoL.</p>		8	<p>Major priorities have been identified for 2023/24 and 2024/25 and these are being progressed by individual officers and contractors. Priorities include access improvements to Keats House grounds and implementation of the Collections Management System.</p> <p>The risk score has been reduced to 8 (unlikely / major) to reflect the current situation. We aim to reduce the risk further once the access improvements are complete.</p> <p>26 Oct 2023</p>		4	31-Mar-2025	↓
							Reduce	

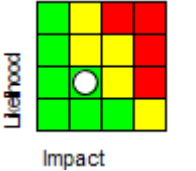
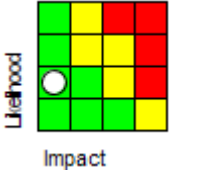

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 006a	Maintain ongoing liaison with the City Surveyor's Department.	City Surveyor's Department has obtained revised costs for the access improvements and officers are currently identifying budgets and the schedule of works.	Rob Shakespeare	26-Oct-2023	31-Mar-2024
ENV-NE-KH 006b	Deliver the approved works.	Once action 006a is complete: Deliver the approved access improvements to Keats House grounds.	Rob Shakespeare	26-Oct-2023	31-Mar-2025

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	Current Risk score change indicator
ENV-NE-KH 002 Theft or damage 07-Apr-2017 Rob Shakespeare	<p>Cause: 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>Event: 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>Impact: 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 pending replacement of the current systems.</p> <p>26 Oct 2023</p>		4	Accept	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 002a	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).	Proposals to replace the CCTV, fire alarm and security alarm systems have been submitted for the required planning permission and are expected to be progressed in 2024/25.	Rob Shakespeare	26-Oct-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	Current Risk score change indicator
ENV-NE-KH 004 Loss of staff expertise 07-Apr-2017 Rob Shakespeare	<p>Cause: Staff move on to new roles.</p> <p>Event: Difficulties in recruitment and new staff not experienced in collection; unable to offer positive visitor experience.</p> <p>Impact: Loss of expertise; recruitment and training costs; short-staffing leading to operational issues.</p>	 <p>Lifehood</p> <p>Impact</p>	4	<p>The new organisational structure has been implemented and recruitment to vacant posts is to be completed for Spring 2024.</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>26 Oct 2023</p>	 <p>Lifehood</p> <p>Impact</p>	2	31-Mar-2024	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 004a	All staff to be familiarised with the collection and database to ensure retention of collections-related knowledge.	Training on new database for key officers completed in Summer 2023. The database is being finalised prior to training for all staff.	Rob Shakespeare	26-Oct-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	Current Risk score change indicator
ENV-NE-KH 005 Financial sustainability 25-May-2022 Rob Shakespeare	<p>Cause: Pandemic recovery.</p> <p>Event: Continued reduction of income from all sources, particularly admissions, sales and hires following the Covid-19 pandemic.</p> <p>Impact: 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 are proving successful with a full recovery predicted for 2024/25. The future financial sustainability of the Keats House Charity will be reviewed as part of the new Natural Environment Division Income Generation Strategy – this is a priority workstream for the Division for 2024/25.</p> <p>26 Oct 2023</p>		2	31-Mar-2025	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 005a	Develop a five-year Management Plan for Keats House.	A five- year Management Plan, is a key priority from April 2024 to support the Natural Environment Division's aims and vision, Museum Accreditation and the future sustainability of the Keats House Charity.	Rob Shakespeare	26-Oct-2023	31-Mar-2024
ENV-NE-KH 005b	Develop and implement income generation and audience development plans.	As part of the NED cross-cutting commitments, these two key plans will be developed and implemented to support audience and income recovery by March 2025.	Rob Shakespeare	26-Oct-2023	31-Mar-2025

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

(C) Risk scoring grid

		Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	X				
	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

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	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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Committee(s): Policy and Resources – For information Culture, Heritage, and Libraries – For information	Dated: 16/11/2023 20/11/2023
Subject: Destination City - Bartholomew Fair Event Evaluation	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 4, 7 and 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Damian Nussbaum, Executive Director, Innovation and Growth	For Discussion
Report author: Luciana Magliocco, Destination City Director, Innovation and Growth	

Summary

This paper presents the evaluation of the recent revival of Bartholomew Fair as a major City event, which took place between 31 August and 16 September 2023.

Recommendation(s)

Members are asked to note the evaluation report for Bartholomew Fair which measures the impact of the event across each event Key Performance Indicator (KPI), as approved by this Committee on 20 April 2023.

Main Report

Background

1. Bartholomew Fair was delivered under the Destination City Enlivenment workstream. This work strand sets out to deliver innovative and inclusive ‘distinctly City’ experiences that contribute to the vibrancy of the City, improve the leisure offer and drive footfall that encourages spend.
2. On 20 April 2023 Members of Policy and Resources approved the Bartholomew Fair concept, KPIs, indicative budget, and proposed delivery plan. On 22 May 2023, Members of Culture, Heritage and Libraries (CHL) approved the Bartholomew Fair concept, KPIs, indicative budget, and

proposed delivery plan. These are detailed in the background papers linked below.

3. On 17 July 2023, Members of CHL received an update on the Bartholomew Fair programme which included a revised delivery plan (non-public document).
4. On 18 September 2023, Members of CHL received a verbal update and presentation on Bartholomew Fair.
5. A Bartholomew Fair Stakeholder Group was set up and included Members of CHL, alongside key City stakeholders including the City BIDs. They were invited to shape and support the delivery of the event.
6. Bartholomew Fair delivered activations across the Square Mile, focusing on City BID locations and areas with a leisure offer for audiences to enjoy and spend in. Activations included:
 - **3 hero events** (one a week) presenting 13 performances
 - **5 branded Market Place zones** offering street food, drink, and sustainable fashion
 - Over **250 pop up performances** from 40 London, UK and internationally renowned artistic companies
 - **1 always on** night-time projection trail lighting up buildings with magical stories
 - **4 family hubs** with curated activities and workshops
 - **18 walking tours** across the 6 event areas
7. The Bartholomew Fair event promotional plan was developed by the Destination City team and its consumer PR agency, working closely with the City Corporation's Communications team. This ensured a coordinated approach to external messaging and communications. This included:
 - Press Office Campaign and Media Management
 - Out of Home advertising (tube and bus)
 - Digital Promotion across the new City of London website, newsletter and social media channels
 - Digital Partnerships with key London media titles and social influencers
8. Extensive stakeholder engagement was undertaken to deliver a City wide event. This included working with the City Surveyors department, City BIDs, City landlords, City businesses and City Cultural partners to activate and enliven:
 - City Corporation premises and open spaces – including Leadenhall Market and Smithfield Market
 - Privately owned premises and open spaces – including Broadgate Campus and New Street Square
 - Public Highway – including Aldgate Square and Cloth Fair

9. A full read out of stakeholder engagement is included in Appendix 2. Members will want to note that a total of 700 businesses were engaged either directly through the Destination team or through their landlords.
10. Measurement methodology was designed to assess the impact of the event against each KPI. Multiple datasets were used including but not limited to infield surveys, business surveys, mobility and spend data, social listening and media monitoring.

Current Position

11. Bartholomew Fair delivered the following results:

- Profile and Promotion
 - Target – **100** pieces of press coverage.
 - Outcome – **146** pieces achieved.
- Footfall
 - Target – achieve **276k+** across a 5-week programme.
 - Outcome – **+116k-142k** achieved across a 3-week period vs. the same period last year.
(Week 1: 25k-31k, Week 2: 67k-82k, Week 3: 24k-29k).
- Spend
 - Target – to set a baseline, based on event performance data.
 - Outcome – est. **£1.8m** in additional visitor spend.
- Business & Partner Participation
 - Target – secure **15** cultural partners (business participation target undefined).
 - Outcome – **18** partners secured but with some important gaps with COL institutions. Leisure businesses across all event areas engaged with 10% conversion rate achieved.
- Partnerships
 - Target – undefined for value-added content, in-kind costs, and income generation. Proof of concept required.
 - Outcome - £170k in-kind value, £292k worth of media value and £40k additional funding from partners outside of the event budget.

12. In April members approved an indicative budget of £1,338,000. Final event costs came in 13% higher at £1,514,545. Costs to deliver the promotional plan and artistic programme came in under forecast. Event management costs, including but not limited to additional security and anti-terrorism costs, came in higher than forecasted and this is where the 13% overspend was incurred.

13. Budget overruns are neither desirable nor agreeable. Tighter budget controls are being put in place to ensure expenditure does not exceed forecasts for any future Destination City programme delivery.
14. The Destination City Growth Bid budget will cover the additional cost of £176,000. The Growth Bid budget has been reforecast as a result. Instead of delivering a Christmas event or activation, the Destination City team will promote the festive activity taking place across the Square Mile.
15. The Bartholomew Fair executive summary report can be found in Appendix 1.
16. The full report, detailing Bartholomew Fair delivery and results can be found in Appendix 2.
17. The Collier's report which measures the impact of the event on Square Mile performance can be found in Appendix 3.

Proposals

18. The Bartholomew Fair event delivered an increase in footfall and an uplift in spend. It generated positive media coverage for the City of London and its leisure proposition.
19. A multi-stakeholder model was successfully implemented to achieve a City wide event of this scale. This demonstrates the City Corporation's ability to work with the private sector to deliver against a collective endeavour.
20. The City Corporation now has a proof of concept for an event of this scale, fully understood costings and a deep bank of data which it can use to attract future sponsorship.
21. The Bartholomew Fair concept can now be used to demonstrate value and therefore attract commercial sponsors to fund City events of this nature in the future so that the Corporation does not need to.

Key Data

22. The Colliers' Retail Strategy & Analytics team were appointed to measure the impact of Bartholomew Fair on Square Mile performance. Multiple datasets including infield survey, business surveys, mobility and spend data have been blended to evaluate:
 - Area performance - dwell time, footfall, and sales trends.
 - Audience perceptions of the City of London and the event.
 - The Net Promoter Score of the event i.e. visitor experience.
 - Business participation, satisfaction, and performance.

23. The impact of marketing and media activity was collected from reports undertaken by the Destination Promotions team, the Corporate Communications team, and Destination City's retained consumer PR agency.
24. Tailored post event surveys were circulated to capture feedback to assess stakeholder awareness, satisfaction, and experiences to help shape future planning.

Corporate & Strategic Implications

25. **Strategic implications** – This report aligns with outcomes 3, 4, 7 and 10 in the Corporate Plan.
26. **Financial implications** – a budget increase of 13% was incurred on original forecast. Increases occurred due to inflation, additional event staffing and production costs and increased security and safety measures. This will be covered from within the existing Growth Bid budget.
27. **Resource implications** – the event was managed and delivered by existing Destination City team except where detailed above.
28. **Legal implications** – None identified.
29. **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.
30. **Equalities implications** – the event was developed to engage and attract visitors from a wide range of backgrounds and characteristics. The artistic programme was procured using a set of criteria to ensure a diverse range of artists were represented.
31. **Climate implications** – sustainability principles are core to Destination City programmes, we regularly monitor climate implications from planning until delivery.
32. **Security implications** – a significant number of people attended the event. We worked closely with the Director of Security, conducting a full risk assessment.

Conclusion

33. Members are asked to note the evaluation of Bartholomew Fair for information.

Appendices

- Appendix 1 – Bartholomew Fair Evaluation Executive Summary Report
- Appendix 2 – Bartholomew Fair Full Evaluation Report
- Appendix 3 – Colliers Bartholomew Fair Insights Report

Background Papers

- [Destination City - 2023 Bartholomew Fair](#) - 20 April 2023, Policy and Resources Committee and 22 May 2023 Culture, Heritage, and Libraries Committee
- [Bartholomew Fair Update \(Non-Public\)](#) - 17 July 2023, Culture, Heritage, and Libraries

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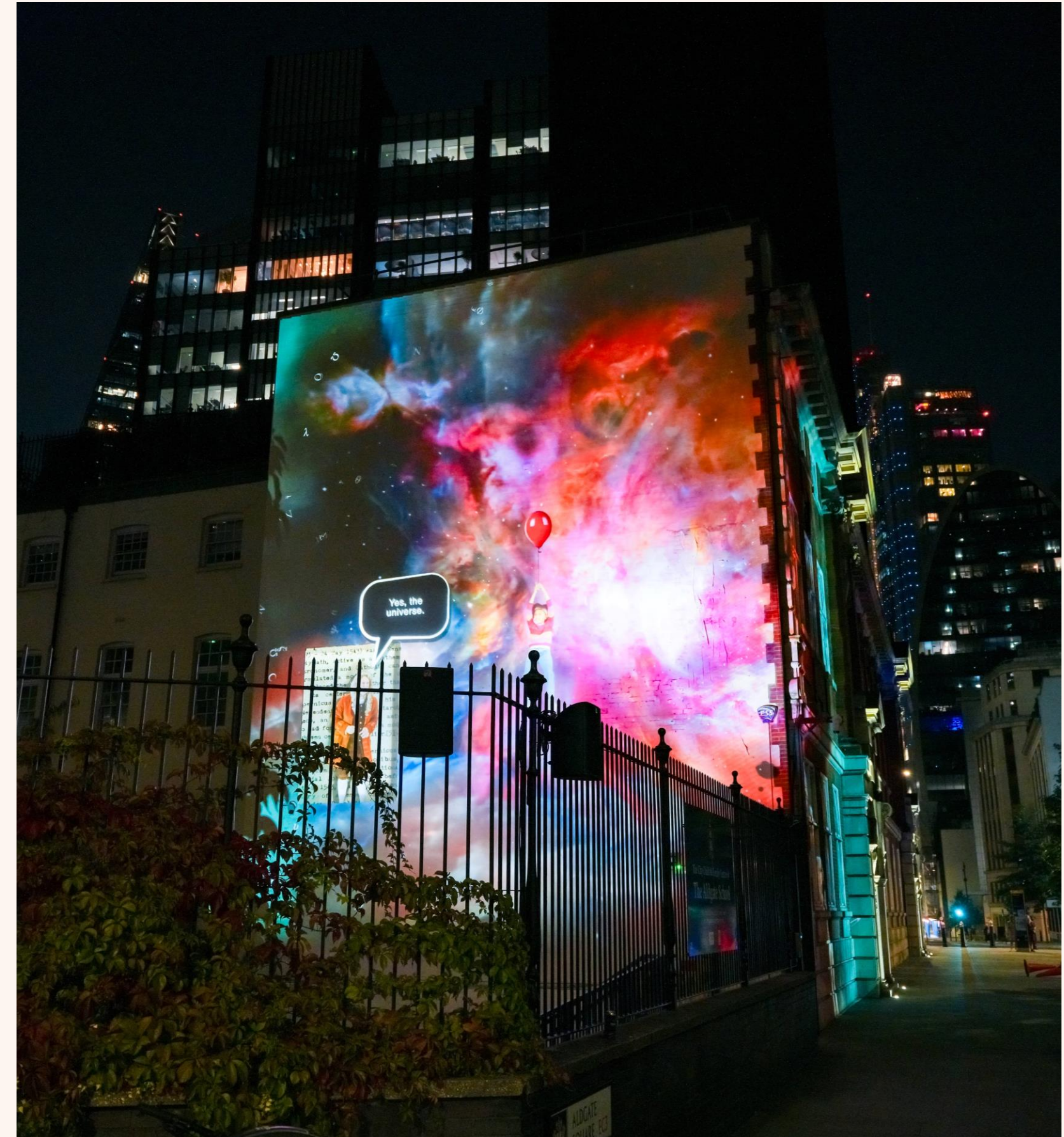
Evaluation Executive Summary Report

November 2022

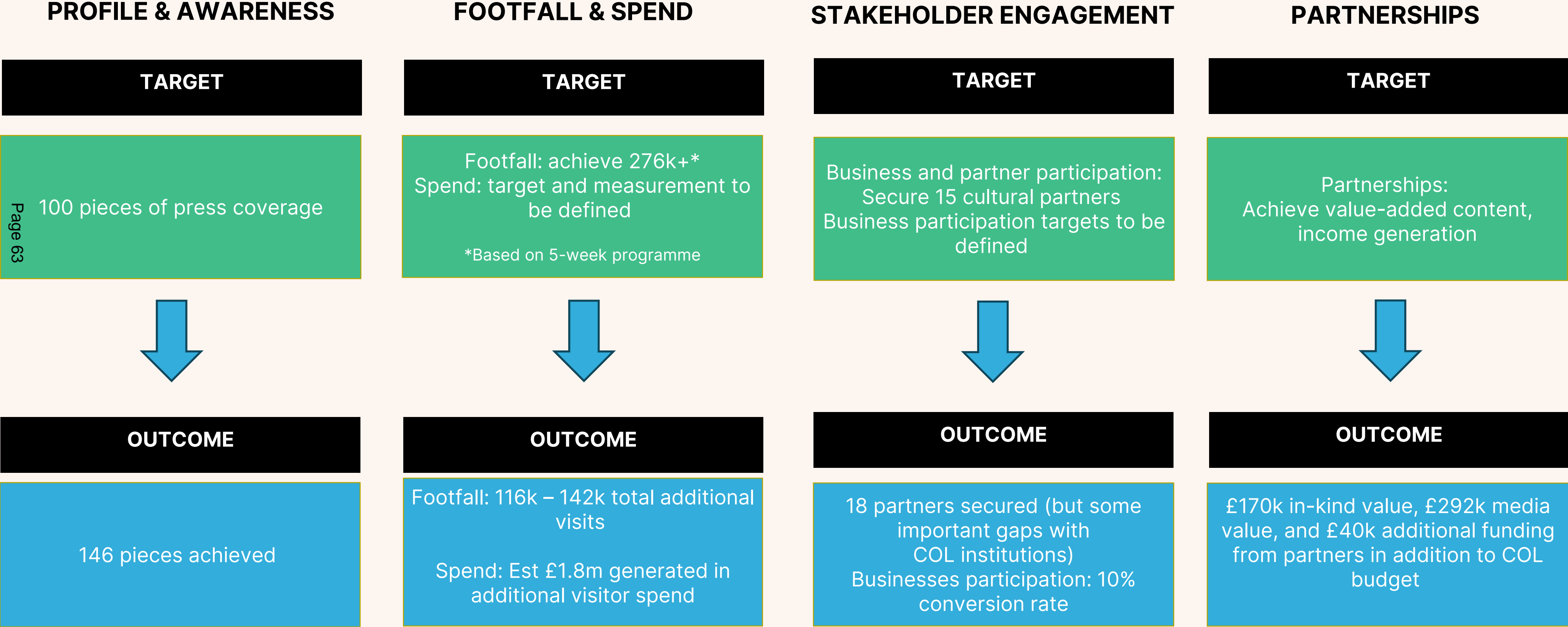
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| 2. Learning and Recommendations | Slide 4 |
| 3. Footfall Results | Slide 5 |
| 4. Visitor Spend Results | Slide 6 |
| 5. Stakeholder Engagement Results | Slide 7 |
| 6. Partnership Results | Slide 8 |
| 7. Budget Results | Slide 9 |

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1. Summary – Key KPIs



2. Summary – Learnings and Recommendations

Event area	Learning and Recommendations
Budget Management	<ul style="list-style-type: none"> Implement tighter budget controls to ensure expenditure does not exceed forecasts for any future Destination City programme delivery.
External investment	<ul style="list-style-type: none"> Use the Bartholomew Fair Concept to demonstrate brand and economic value to attract commercial sponsors to fund City events of this nature in the future.
Concept and Programme	<ul style="list-style-type: none"> Build on the distinctly City experience with greater focus on the City's culture and heritage to attract future brand partners and sponsorship.
Stakeholder Engagement	<ul style="list-style-type: none"> Build on the strong partnership model established with the inclusion of more City cultural attractions, partners and businesses.
Marketing and Communications	<ul style="list-style-type: none"> Continue to generate positive news coverage and compelling content for the City's leisure offer, to leverage new audiences engaged as a result of the fair.
Measuring and Reporting	<ul style="list-style-type: none"> Further develop the City Corporation's insight capabilities to the level demonstrated in evaluating Bartholomew Fair to inform future business planning.

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3. Summary - Footfall Results

	Week 1	Week 2	Week 3	Total
Footfall	+ 25,200 – 30,800 visits (+10.5k net new)	+ 67,400 – 82,400 visits (+18.5K net new)	+ 23,600 – 28,900 visits (6.5k net new)	+ 116k-142k visits (35.5k net new)

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- The figures +116k – 142k represent additional footfall in the City across the three weeks, compared with the same period last year.
- These numbers are shown as a range, as is industry standard, to account for those people who had not intentionally come to the City for the fair.
- The net new figures represents footfall specifically driven by the event. This is based on the proportion of people in field surveys stating they had come to the City to visit the fair, from a sample size of 1,500. The target set and verified by Colliers. This was applied to the overall footfall figure each week (captured from mobility footfall data).
- Week 2 achieved the highest footfall with larger visitor engagement, likely once school holidays had finished and with more workers present in City.

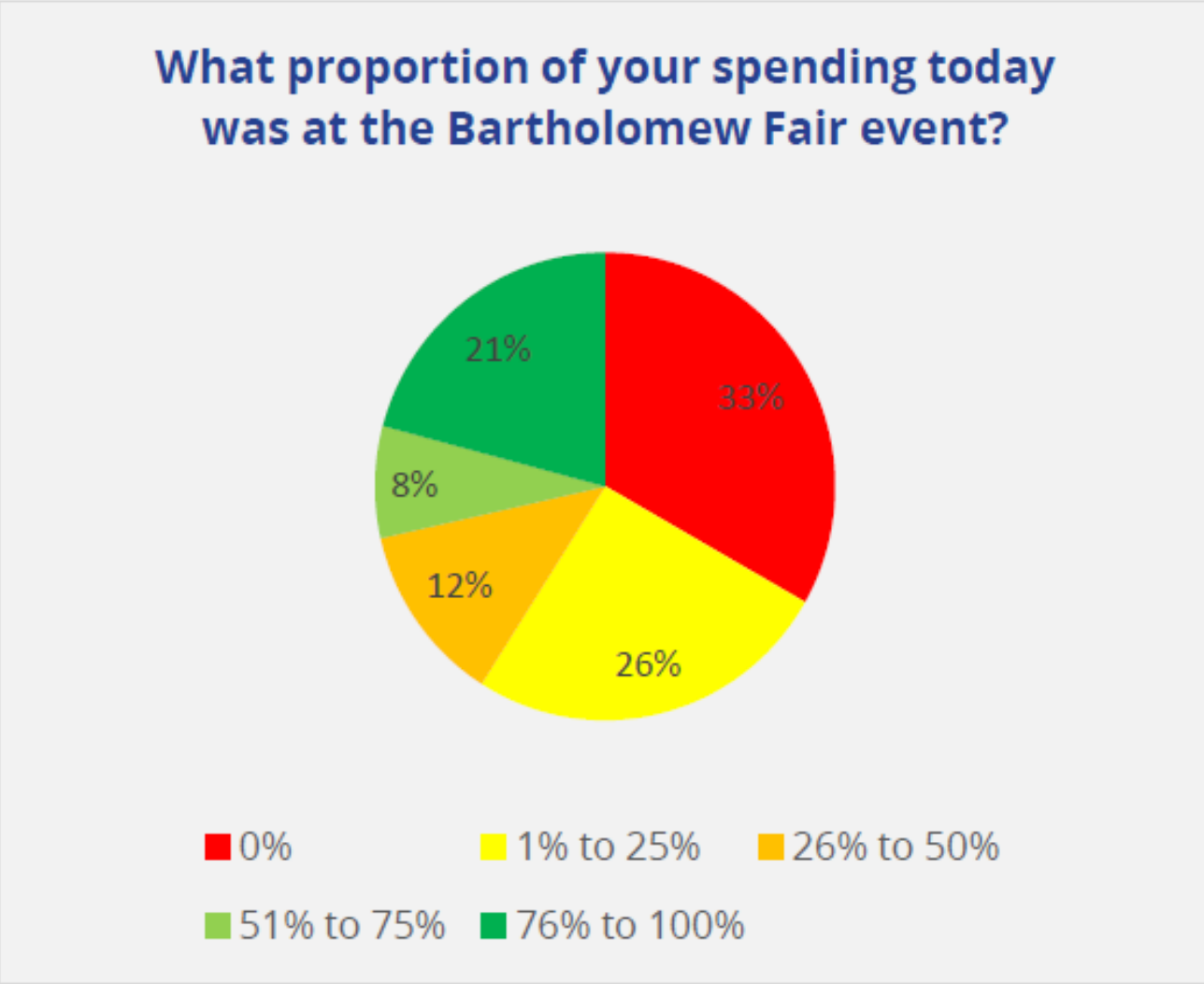
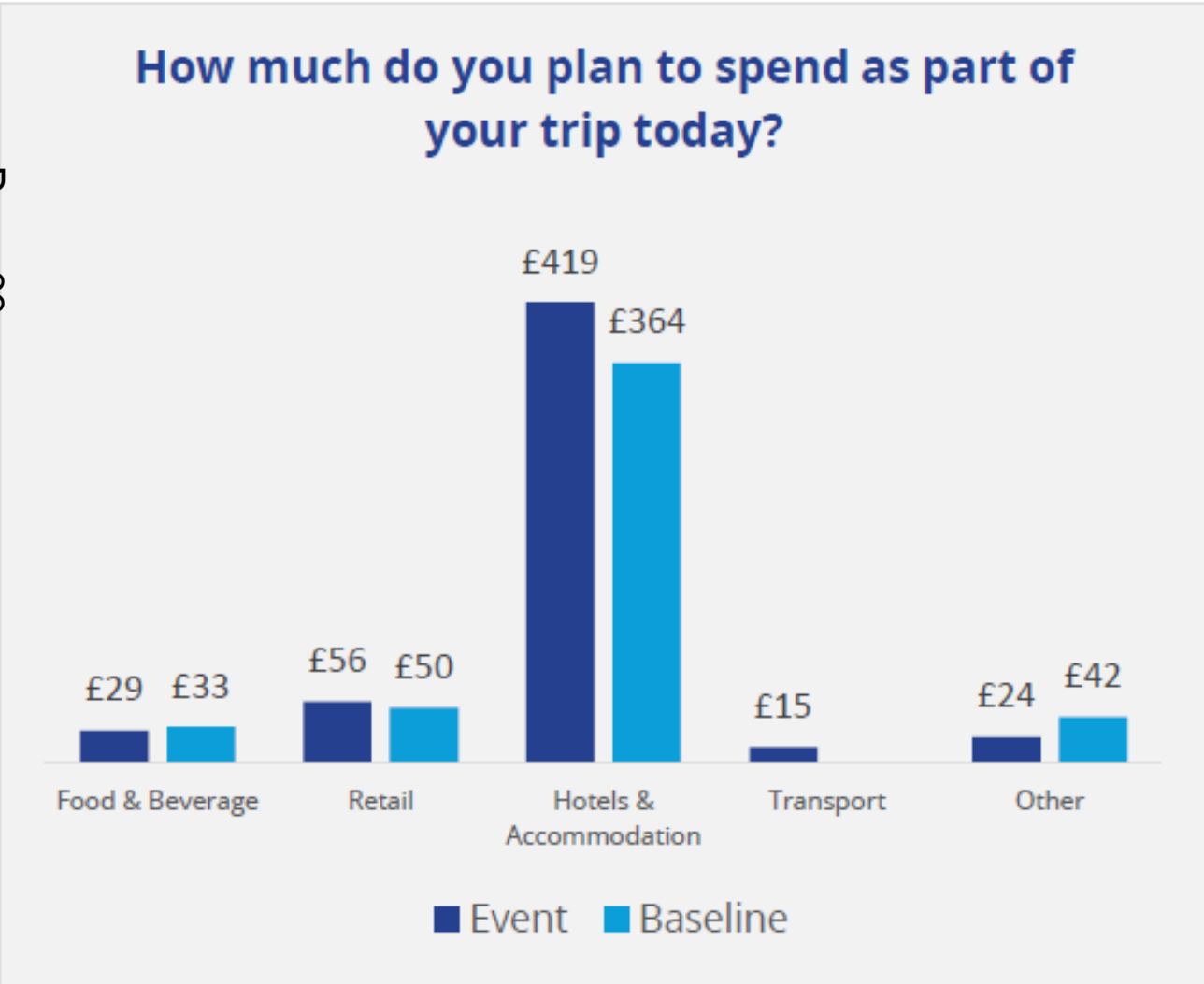
4. Summary – Visitor Spend Results

The average spend for those surveyed was £52.

If this spend figure is applied to the net new footfall figure of 35,000, it is estimated that those visiting specifically for the event would have generated revenue of up to £1.8m.

Highest performing categories included retail and hotels.

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5. Summary – Stakeholder Engagement Results

700 businesses approached, 70 known businesses opened

Across all City BID locations and Broadgate

8 cultural and City partners*

St Paul's Cathedral, Leadenhall Market, Smithfield Market, St Botolph's Without Bishopsgate, St Stephen Walbrook, Aldgate School, Bridewell Theatre, St Bartholomew NHS Trust

6 managing agents, landlords and large occupiers

British Land, Landsec, Savills, Paternoster Square Management, Bloomberg, Lloyd's of London

4 external programme partners

Festival.Org (GDIF), Charity Super.Mkt, Sculpture in the City, LIFT

*Early conversations with City cultural partners such as the Barbican indicated that much longer lead time would be required to secure involvement.

We recognise some important gaps with the lack of inclusion of some key cultural institutions.

6. Summary – Partnership Results

- Bartholomew Fair presented an opportunity to trial a new partnership model for the City Corporation. The Destination team worked with partners across industry (across different sectors and disciplines), to deliver against a shared endeavour.
- **£170k in-kind value** including complimentary venue space, donated staff time, power provision to support event delivery by host venues and partners.
- **£40k of partner funding which contributed to the programme** in addition to the Destination City event budget (GDIF, Carnesky Productions).
- **Almost £292k* added media value** was generated:
 - From £82,000 media buy, we benefited from a total of £167,950 worth of media value through preferential rates and negotiations.
 - A successful PR campaign saw media coverage deliver an AVE (Advertising Value Equivalent) of £206k.

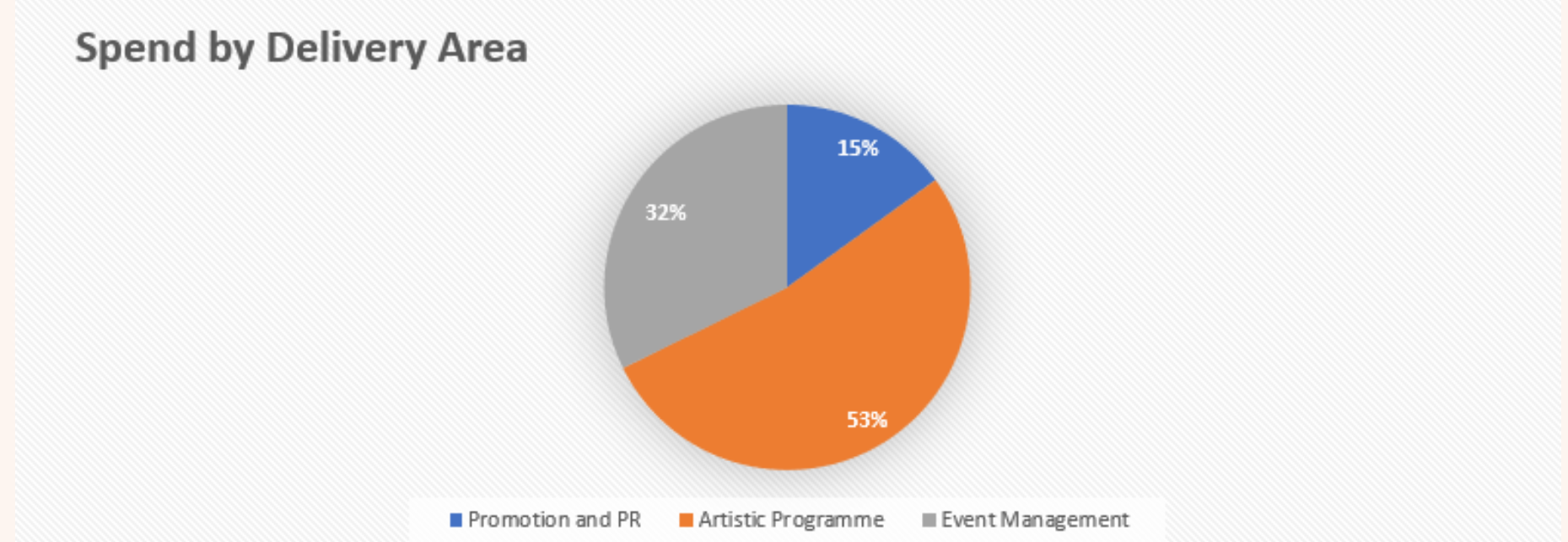
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**Sources: Cision media monitoring, media reporting platforms*

7. Summary – Budget Results

In April Members approved the concept and the indicative budget for Bartholomew Fair of £1,338,000. Final event costs came in 13% higher at £1,514,545. Costs to deliver the promotional plan and artistic programme came in under forecast. Event management costs, including but not limited to additional security and anti-terrorism costs, came in higher than forecasted and this is where the 13% overspend was incurred.

Event Area	Indicative Budget Apr 23	%	Actual Spend Oct 23	%	Balance
Promotion and PR	£245,000	18	£230,289	15	£14,711
Artistic Programme	£928,000	70	£796,386	53	£131,614
Event Management	£165,000	12	£487,871	32	-£322,871
Total	£1,338,000		£1,514,545		-£176,545



The Growth Bid budget has been reforecast to cover the additional expenditure of £176,545.

To cover this, there will be no planned Christmas enlivenment, instead the Destination team will promote the existing offer.

Tighter budget controls will be put in place to ensure expenditure does not exceed any future Destination City planned delivery.

THANK YOU



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Evaluation Report

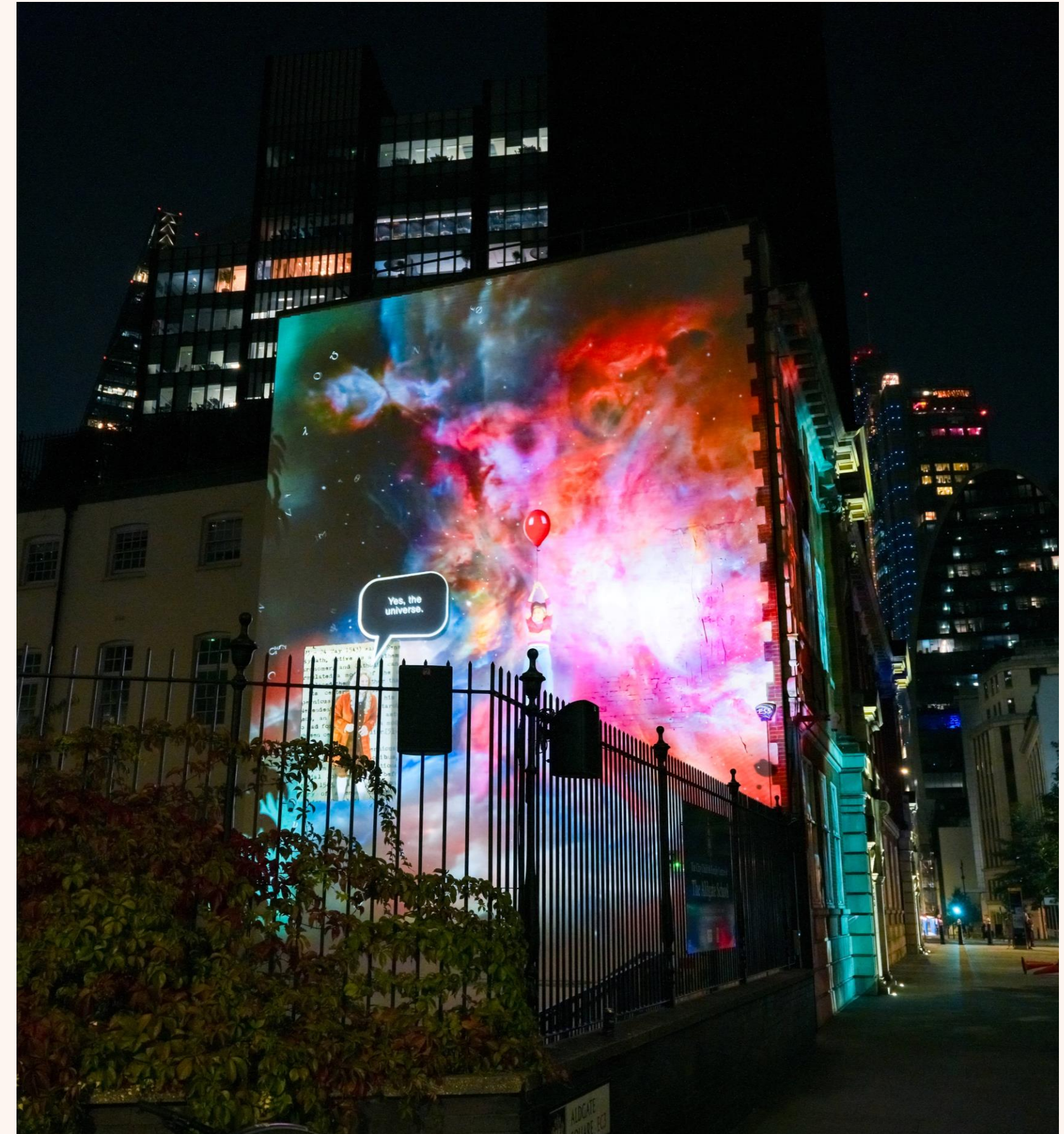
November 2023



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1. Summary - Key KPIs

The revival of Bartholomew Fair exceeded KPIs in some areas

PROFILE & AWARENESS

TARGET

100 pieces of press coverage



OUTCOME

146 pieces achieved

FOOTFALL & SPEND

TARGET

Footfall: achieve 276k+*
Spend: target and measurement to be defined

*Based on 5-week programme



OUTCOME

Footfall: 116k – 142k total additional visits
Spend: Est £1.8m generated in additional visitor spend

STAKEHOLDER ENGAGEMENT

TARGET

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



OUTCOME

18 partners secured (but some important gaps with COL institutions)
Businesses participation: 10% conversion rate

PARTNERSHIPS

TARGET

Partnerships:
Achieve value-added content, income generation



OUTCOME

£170k in-kind value, £292k media value, and £40k additional funding from partners in addition to COL budget

2. Recommendations

Robust data analysis and on the day experience of delivering the Bartholomew Fair pilot has equipped us with learnings to take forward

Event area	Learning and Recommendations
Budget Management	Implement tighter budget controls to ensure expenditure does not exceed forecasts for any future Destination City programme delivery.
External investment	Use the Bartholomew Fair Concept to demonstrate brand and economic value to attract commercial sponsors to fund City events of this nature in the future.
Concept and Programme	Build on the distinctly City experience with greater focus on the City's culture and heritage to attract future brand partners and sponsorship.
Stakeholder Engagement	Build on the strong partnership model established with the inclusion of more City cultural attractions, partners and businesses.
Marketing and Communications	Continue to generate positive news coverage and compelling content for the City's leisure offer, to leverage new audiences engaged as a result of the fair.
Measuring and Reporting	Further develop the City Corporation's insight capabilities to the level demonstrated in evaluating Bartholomew Fair to inform future business planning.

3. Event Overview

The Destination City team delivered a contemporary reimagining of London's pre-eminent fair over three weeks from 31 August to 16 September 2023

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Inspired by the fair's origins as a trading place for the global cloth industry, and its fame as a fair of all kinds and spectacle.

The fair took place Thursday to Saturday, travelling to two different districts per week.

There were 4 key components that made up the fair:

1. Hero event – headline spectacle performance each week.
2. Market Place – branded alfresco dining areas and pop ups from Charity Super.Mkt.
3. Pop up performance programme – renowned artists presenting multi artform outdoor work.
4. Always on – nightly projections, revealing the City's histories through digital storytelling.

4. Aims and Objectives

It provided an opportunity to establish a proof of concept for a unique City Experience

- To engage audiences with the City's unique culture and heritage.
- To create a distinctly City of London experience through contemporary culture and entertainment.
- To deliver proof of concept to drive desirability to encourage future partnerships.
- To shift perceptions as part of a longer-term approach to encourage and welcome new and diverse audiences.
- To drive footfall and in turn encourage spend.
- To build a legacy through an annually repeated event.



We took learnings from The Golden Key to inform the concept for the event

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WE SAID	WE DELIVERED
Concepts to be simple, sustainable and inclusive	Created a distinctly City of London experience through contemporary culture and entertainment
Extend the duration of events to maximise impact and Return On Investment	Delivered a three-week event to provide audiences with multiple opportunities to visit the City
Activations to take place across all areas of the City	Activated six distinct areas of the City over three-weeks
Provision of longer lead-times to maximise awareness, engagement and visitor intent	First press release and communications issued 6 weeks before the event began
Work with relevant departments to create a stakeholder engagement framework that can be adopted	Established a stakeholder engagement plan and stakeholder working group
Develop relationship with BIDs to leverage their network and influence across district wide local businesses	Partnered with the BIDS, managing agents and landowners to engage with and onboard businesses
Event measurement capability to be reviewed and enhanced to assess impact beyond TfL data and event zone entry	Commissioned leading data driven experts to blend multiple datasets to source, collate and validate event trends and insights

5. What We Said We Would Deliver and What We Have Delivered

We provided an overview of how we would engage with key stakeholders before and during the event

RESIDENT ENGAGEMENT					
Pre-Event Announcement		Pre-Marketing Announcement		During Event	
Planned	Delivered	Planned	Delivered	Planned	Delivered
Letter drop to all residents (7,900 addresses)	✓	Resident e-newsletters (2440 recipients)	✓	Resident e-newsletters (2440 recipients)	✓
Monthly CCS community and events e-newsletter	✓	Dedicated COLC E-shot (20,000 City workers and residents)	✓	Dedicated email through thecityofldn mailing list - (10,000)	✓
Utilisation of community WhatsApp Groups, where possible	✓	Dedicated email through thecityofldn mailing list - (10,000)	✓	Information displayed in community centres/housing officers	Collateral shared
Information displayed in community centres/housing offices	X	Email to Ward Members	X	Information displayed in City Libraries	✓
Email to Resident Associations	X	Email to Resident Associations	X	Information displayed in City Libraries	✓
			Resident flyer distributed		
			Posters and leaflets distributed		

BUSINESS AND PARTNER ENGAGEMENT

Pre-Event Announcement		Pre-Programme announcement		Pre-Marketing Announcement		During Event	
Planned	Delivered	Planned	Delivered	Planned	Delivered	Planned	Delivered
Stakeholder group - overview of event plans, business engagement opportunities	✓	Stakeholder group - full programme details, event operations and logistics, marketing toolkit, business leaflet, press release	✓	Stakeholder group - marketing toolkit, press release	✓ Plus business tracker and participation form, and on the ground engagement of businesses by the DC team	Stakeholder group - promotion of web and social content, marketing collateral	✓
BID network - overview of event plans, business engagement opportunities, business webinar	✓	City BIDS - full programme details, event operations and logistics, marketing toolkit, business leaflet, press release	✓	City BIDS - marketing toolkit, press release	✓ Plus business tracker and participation form, and on the ground engagement of businesses by the DC team	City BIDS - promotion of web and social content, marketing collateral	✓
City Belonging Project officer engagement	✓	City Belonging Project officer engagement	✓	City Belonging Newsletter	✓	City Belonging Project officer engagement	✓
CHARN network (City Hotels, Attractions and Retail)	✓	CHARN network (City Hotels, Attractions and Retail)	✓	CHARN network (City Hotels, Attractions and Retail)	✓	CHARN network (City Hotels, Attractions and Retail)	✓
Landowner engagement - overview of event plans and business engagement opportunities	✓	Landowner engagement - full programme details, event operations and logistics, marketing toolkit, business leaflet, press release	✓	Landowner engagement - marketing toolkit, press release	✓	Landowner engagement - promotion of web and social content, marketing collateral	✓
CoL business network engagement - overview of event plans and business engagement opportunities	✓	CoL business network engagement - full programme details, event operations and logistics, marketing toolkit, business leaflet, press release	✓	CoL business network engagement - marketing toolkit, press release	✓	CoL business network engagement - promotion of web and social content, marketing collateral	✓
Ward Members	CHL & P&R update	Ward Members	CHL & P&R update	Ward Members	CHL & P&R update	Ward Members	CHL & P&R update

MEMBER ENGAGEMENT

Pre-Event Announcement		Pre-Marketing Announcement		Pre-Marketing Announcement		During Event	
Planned	Delivered	Planned	Delivered	Planned	Delivered	Planned	Delivered
Stakeholder group – overview of event plans and businesses engagement opportunities	✓	Stakeholder group - full programme details, event operations and logistics, marketing toolkit, business leaflet, press release	✓	Stakeholder group – marketing toolkit, press release, businesses tracker and participation form circulated	✓	Stakeholder group – promotion of web and social content, marketing collateral	✓
Announcement release circulated to P&R and CHL	✓	Presentation at CHL committee	✓	Update presentation circulated to P&R and CHL	✓	Programme recommendations circulated to P&R and CHL	✓
		Business and resident leaflet produced and distributed	✓				

6. Measurement Metrics

We worked with external data experts to measure the impact of the event on Square Mile performance

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Data sources

We will be leveraging multiple data sources to measure the success of Bartholomew Fair



Mobile phone consumer insights

Consumer volume and behavior data sourced from local mobile phone data

- Visits
- Dwell time
- Frequency



Card transaction data

Category-level sales performance data aggregated by area

Data provides relative sales volumes, transactions and ATV



Consumer surveys

Surveys conducted to monitor consumer behavior and experience

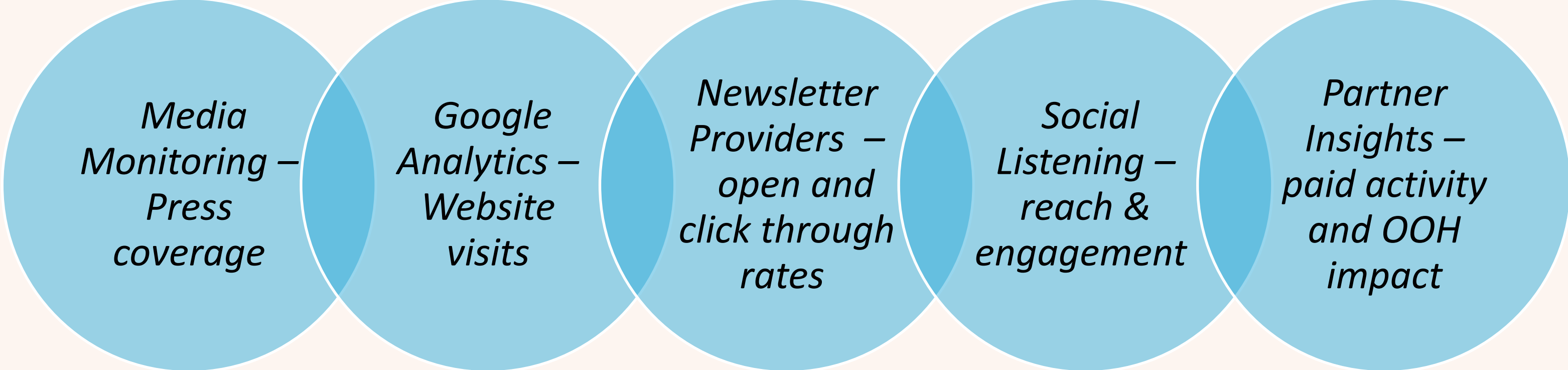


Existing Baseline Insights

Existing baseline insights provide a platform for comparison

Each data point can be compared to our existing baseline data to identify positive changes in performance. Whilst the mobile data can compare changes versus prior weeks and same week in 2022 and 2019

Marketing and media performance was also measured to assess reach and engagement



7.Deliverables

i. Programme Concept and Activity

The City became a stage for over 250 free events in a celebration of the City's unique heritage and contemporary culture

- **3 hero events** including vertical dance on St Paul's Cathedral. Aerial and acrobatics at Broadgate Circle. Spectacular sideshows in Smithfield Market.
- **5** branded **Market Place** zones offering street food, drink and sustainable fashion.
- **250+** **pop up performances** from 40 London, UK and internationally renowned artistic companies.
- **1 Always On** night-time projection trail lighting up buildings with magical stories.
- **4** family hubs with curated activities and workshops.
- **18** walking tours across the 6 event areas.



Visitors enjoyed 3 weeks of entertainment, across 6 areas of the City, activating 17 locations with world class spectacles and experiences

Programmed over a Thursday, Friday and Saturday to measure attendance and area performance on weekdays versus weekends.

Week 1: 31 August – 2 September

- ❖ Paternoster Square
- ❖ St Paul's Churchyard
- ❖ Carter Lane Gardens
- ❖ Carter Lane and New Street Square

Week 2: 7 – 9 September

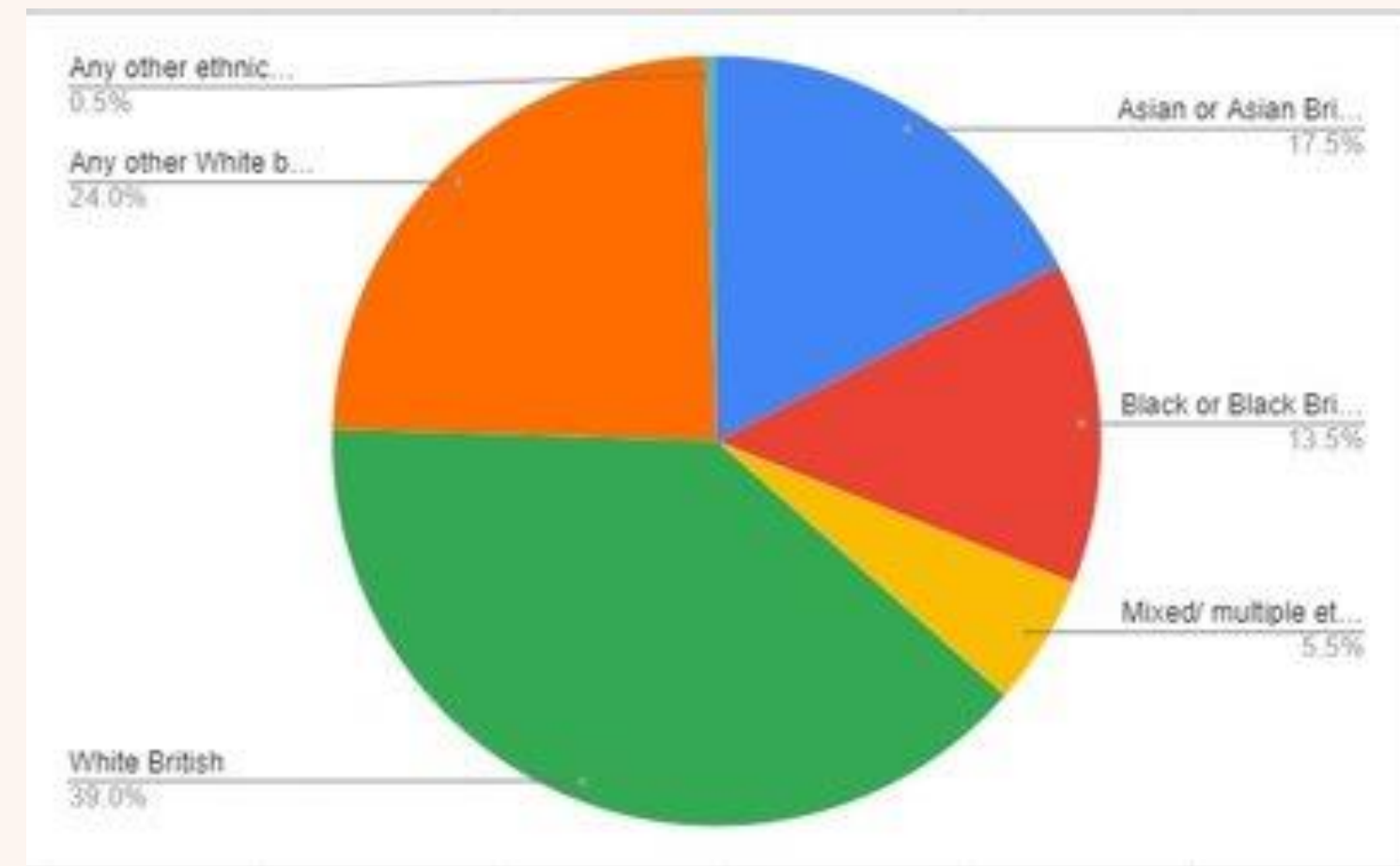
- ❖ Aldgate Square and Creechurch House
- ❖ Middlesex Street
- ❖ Broadgate

Week 3: 14 – 16 September

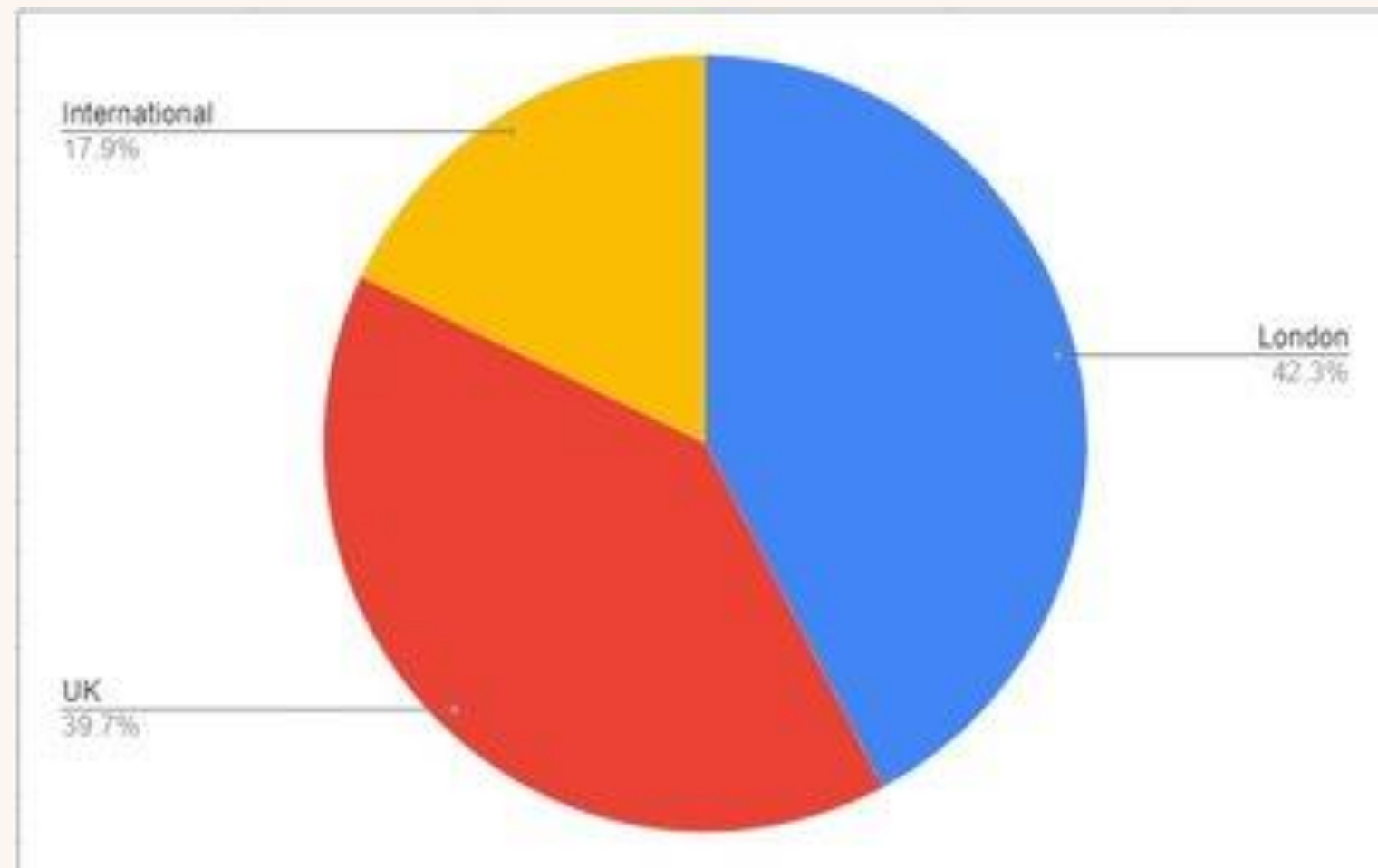
- ❖ Cloth Fair
- ❖ Smithfield Rotunda Gardens
- ❖ Smithfield Market
- ❖ The Cheesegrater, Lloyd's Building and Leadenhall Market.



The artistic programme was procured using a set of curation criteria to ensure a diverse range of artists, with London, UK and global representation



Source – Bartholomew Fair Artist Evaluation 2023



Source – Bartholomew Fair Artist Evaluation 2023

- Professional artists who are UK/internationally renowned in their artforms.
- Highly acclaimed/award-winning.
- Artistic relevance to theme of contemporary culture. Programmed against pillars of:
 - ✓ Highly entertaining
 - ✓ High quality production value
 - ✓ Talent/reputation in artform
 - ✓ Audience appeal – considered against mass appeal or ability to attract new and diverse audiences
 - ✓ Must see appeal
 - ✓ Connection to the history of Bartholomew Fair
- Experience of creating or presenting cultural work in an outdoor or non-traditional theatre/venue context.
- Representation from a broad mix of diverse artists.

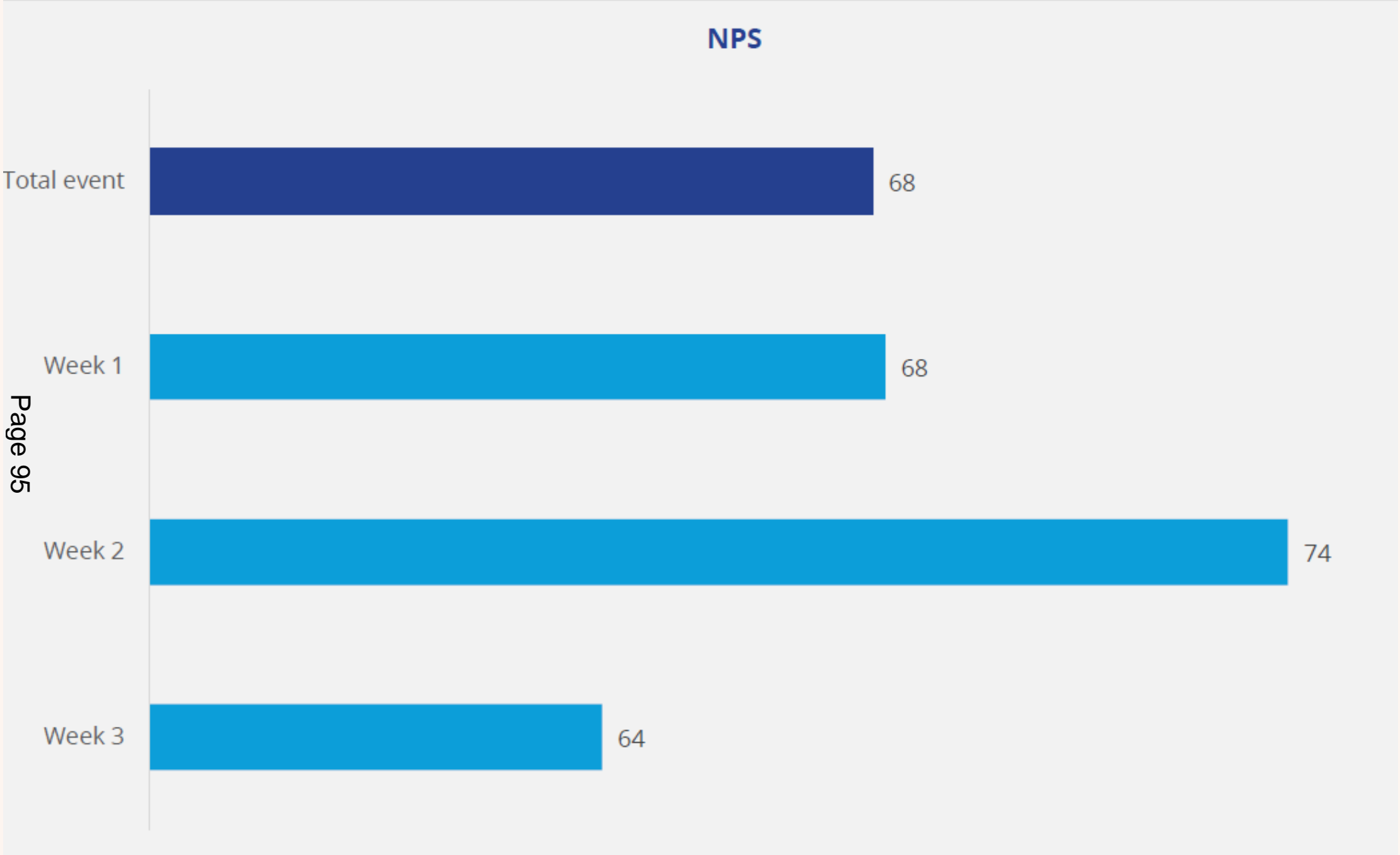
The event attracted excellent visitor numbers, driving increased footfall

	Week 1	Week 2	Week 3	Total
Footfall	+ 25,200 – 30,800 visits (+10.5k net new)	+ 67,400 – 82,400 visits (+18.5K net new)	+ 23,600 – 28,900 visits (6.5k net new)	+ 116k-142k visits (35.5k net new)

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- The figures +116k – 142k represent additional footfall in the City across the three weeks, compared with the same period last year.
- These numbers are shown as a range, as is industry standard, to account for those people who had not intentionally come to the City for the fair.
- The net new figures represents footfall specifically driven by the event. This is based on the proportion of people in field surveys stating they had come to the City to visit the fair, from a sample size of 1,500. The target set and verified by Colliers. This was applied to the overall footfall figure each week (captured from mobility footfall data).
- Week 2 achieved the highest footfall with larger visitor engagement, likely once school holidays had finished and with more workers present in City.

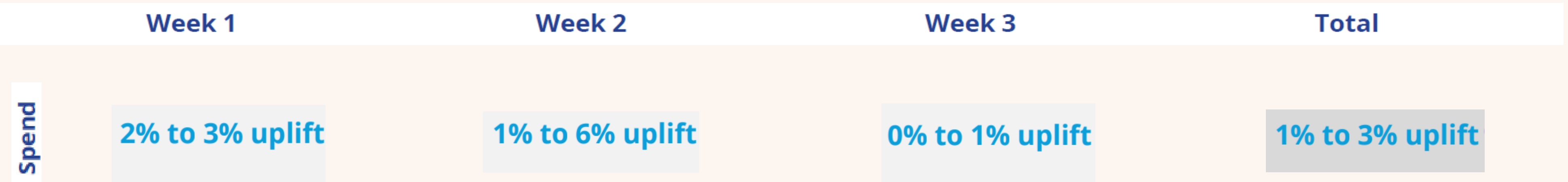
It achieved very strong visitor ratings across the board



- The event achieved a very high Net Promoter Score (NPS) of 68.
- NPS is a metric used to assess visitor experience through loyalty, satisfaction and enthusiasm.
- Scores range from -100 to 100. Above 40 is considered strong.
- Week 2 performed the highest with a score of 74.

Source – Bartholomew Fair Survey 2023

Despite the increase in footfall, it appears to have limited impact on overall spending



Spend
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- There was a 1% - 3% uplift in spend across the three weeks – measured against the previous week. Colliers advised this as the best indicator to prove incremental uplift, given this was a major event with no previous year baseline.
- Range expressed as uplift measured across BID location of the events and at a more granular area around each event compared vs the previous week.
- Week 2 delivered the most consistent week on week spending uplift.
- The total level of variance (1% - 3% uplift) is typical of expected weekly/monthly changes, suggesting there was limited impact from the fair on spend.
- **The average spend for those surveyed was £52. When applied to the net new footfall figure of 35,000, we can estimate a top end £1.8m of revenue generated.**

ii. Stakeholder Engagement and Partnerships

The Destination team worked with partners across industries to deliver against shared objectives

700 businesses approached, 70 known businesses opened

Across all City BID locations and Broadgate

8 cultural and City partners*

St Paul's Cathedral, Leadenhall Market, Smithfield Market, St Botolph's Without Bishopsgate, St Stephen Walbrook, Aldgate School, Bridewell Theatre, St Bartholomew NHS Trust

6 managing agents, landlords and large occupiers

British Land, Landsec, Savills, Paternoster Square Management, Bloomberg, Lloyd's of London

4 external programme partners

Festival.Org (GDIF), Charity Super.Mkt, Sculpture in the City, LIFT

* Early conversations with City cultural partners such as the Barbican indicated that much longer lead time would be required to secure involvement.

We recognise some important gaps with the lack of inclusion of some key cultural institutions.

We used City Corporation communication channels to reach wider stakeholder sets



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City of London Corporation promotion:

- CoLC website calendar of events, the CoLC intranet, the Town Clerk's update, IG bulletin and two Corporation staff newsletters.
- Dedicated e-shot to 20,000 city workers and residents.
- Reception screens at Mansion House and Guildhall reception.
- 130 flyers to Members via pigeonholes and included on the Members' Briefing.

Wider City promotion:

- Two emails to 400 Property Managers from large City occupiers by CPAT team.
- Circulated to approximately 1000 people on the City Belonging Project list, representing 400 of the largest City firms.
- Marketing toolkit shared with property owners for dissemination to building occupiers.
- Several City businesses promoted the event, including Broadgate, Leadenhall Market, Blue Orchid Group, The Royal Exchange and The Ned.
- The marketing toolkit was shared with over 200 partners, including hotels, cultural venues, BIDs, City of London guides and travel and tourism organisations.

We engaged with residents through a multi-channel communication approach

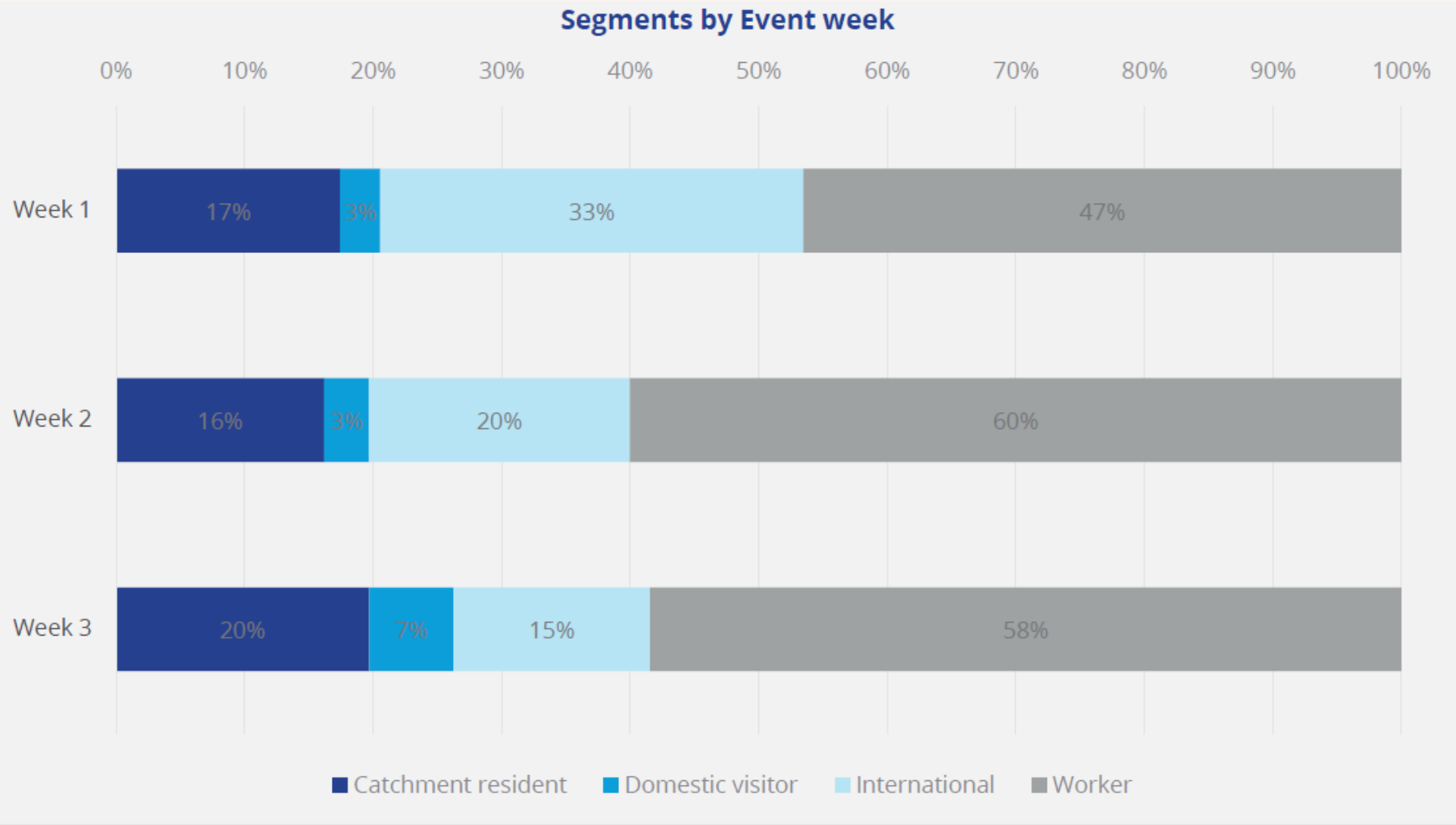
- 1 x City wide resident letter drop to 7,900 addresses pre event announcement.
- Page 100 The event was included on the City Corporation's dedicated e-shot to City workers and residents on 17 August.
- City Resident newsletter to 150 residents on 6 September. Information about the event was also shared with 370 residents of the Golden Lane & Middlesex Street Estates via e-newsletters, and was featured on 6 x Barbican e-Bulletins to 1920 Barbican Estate residents.
- Approx 250 operational letters delivered to residents across the event footprint.
- Engaged 493 residents in workshops, pop ups and consultation for the Aldgate mural and site dressing projects.



Which resulted in strong event attendance from local workers and residents

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- Bartholomew Fair attracted significantly more workers and residents versus the same day in a typical week*.
- The highest proportion of event visitors were from the worker segment. Particularly in weeks 2 and 3 once the holidays were over and events were located closer to office districts.
- Resident attendance was consistent week on week.
- Week 1 had the highest proportion of international visitors, likely due to the event being held in areas more frequently visited by tourists i.e. St Paul's.



* Comparisons drawn from performance recorded in baseline report January 2019 - May 2023

Source – Consumer Survey May 2023 & Bartholomew Fair Survey 2023

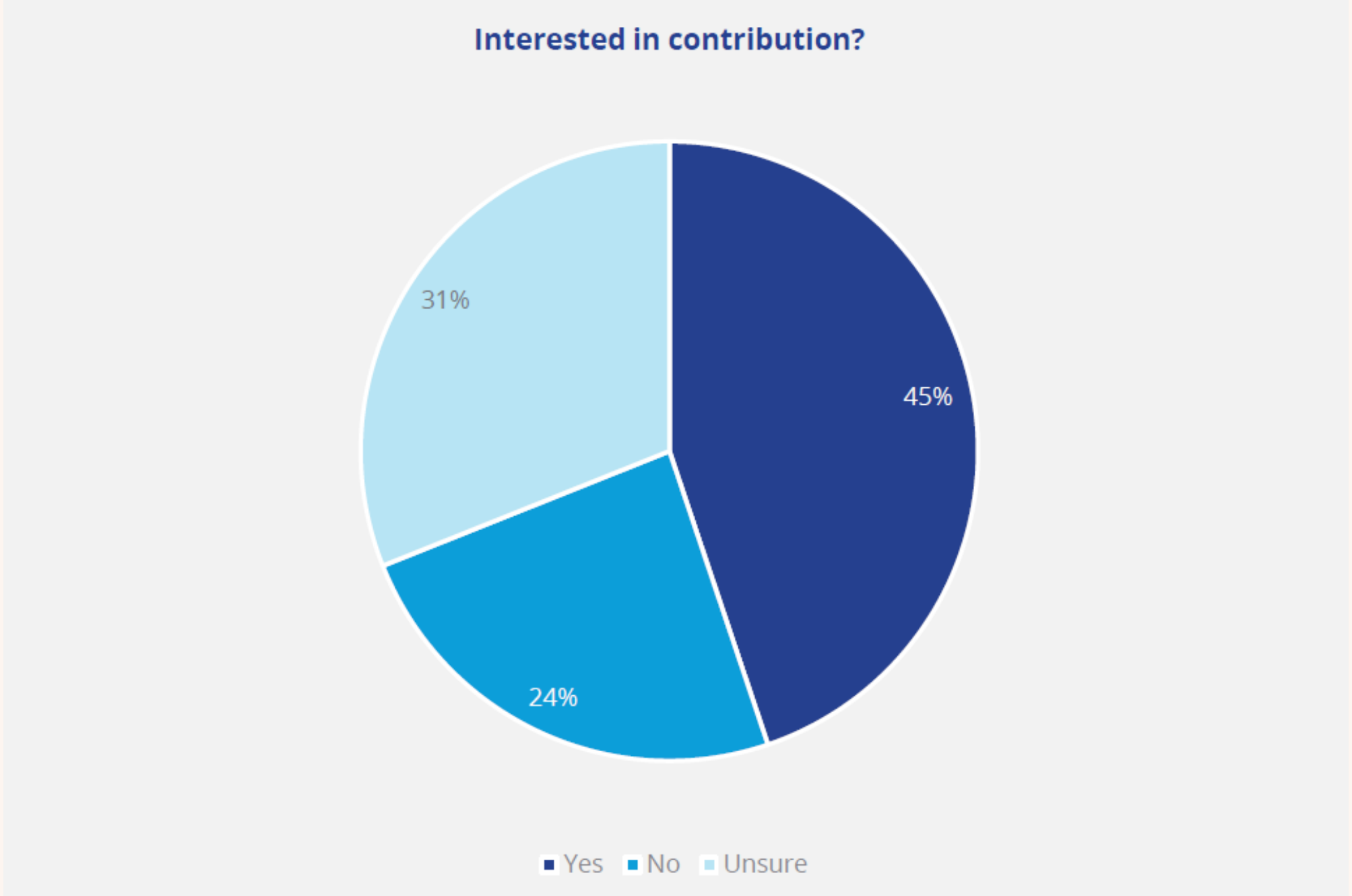
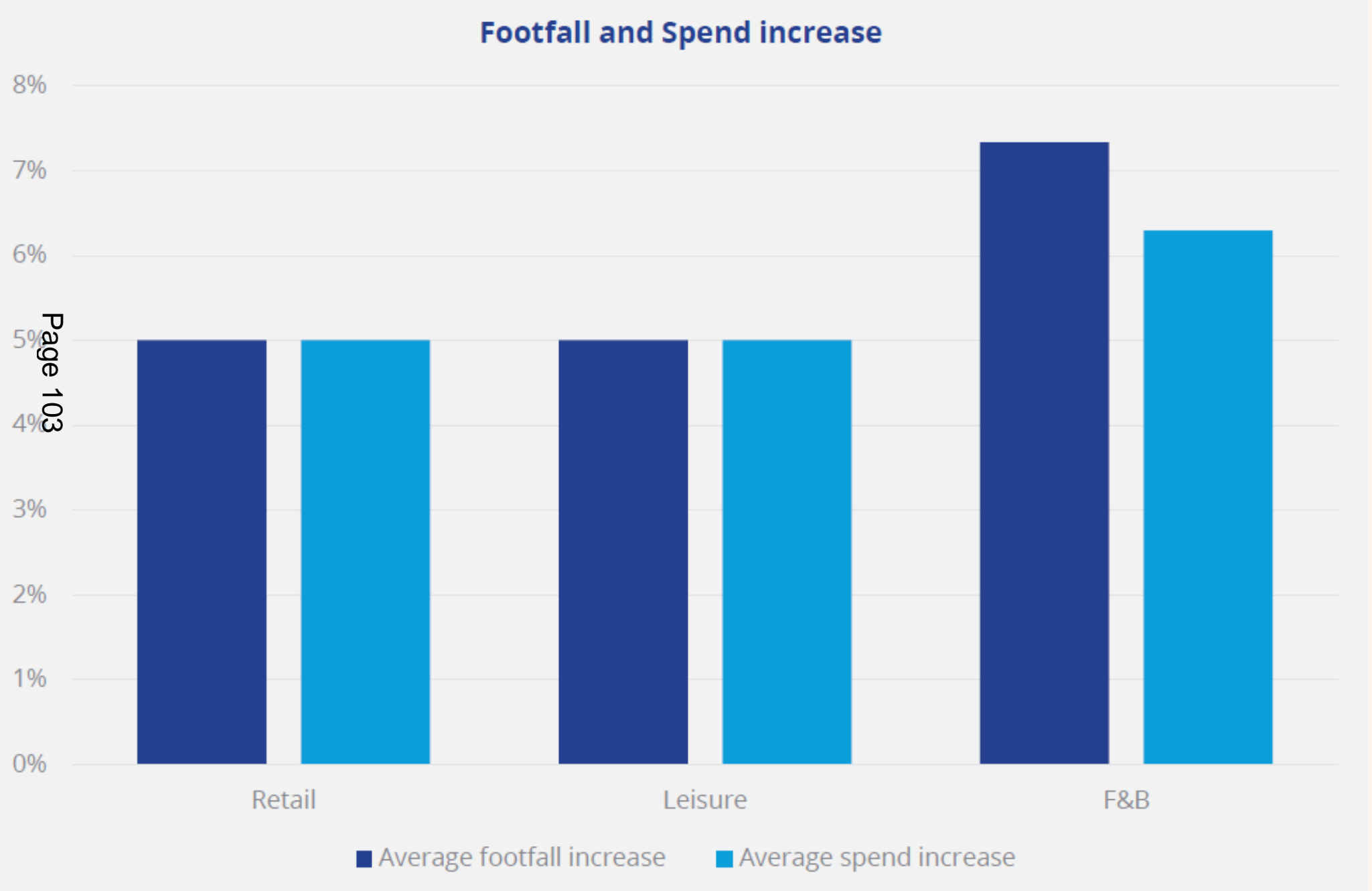
Engagement with the City BIDs, landlords and managing agents took place to drive awareness and encourage businesses to open

- Hand delivered business participation flyers to circa 700 businesses across the 6 event areas.
- Distribution of the flyer and posters was supported by the BIDs, landlords/managing agents and Members.
- 1 event briefing session for local businesses held by BIDs.
- Business database created – with over 700 businesses approached.
- Business survey circulated via email and completed by in person interviews.
- Resulting in 70 known businesses opening during the fair.

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We were able to gain feedback from 56 businesses out of 700. Based on survey responses these businesses saw a 5% uplift in footfall and spend across the event



Based on business responses, results show a +5% increase in footfall and spend compared to the same day in a typical week.

54% of businesses would be interesting in contributing in the future.

iii. Profile and Promotion

We achieved national and international press coverage in key titles

- **146 pieces of media coverage** across print, digital and broadcast media (vs target of 100). 87% increase on Golden Key coverage.
- **89 London, 34 national, 23 international**, in line with audience priorities. International coverage is reflective of the scale and quality of programming.
- Press coverage delivered a **reach of over 977 million** and an **Advertising Value Equivalent of £205,628**.
- Tier one coverage included an **Evening Standard exclusive, The Independent, The Times, The Guardian, Londonist and Conde Nast Traveller**.
- Over **20 minutes of airtime** secured on BBC Radio London.





Performers from the American dance company Bandaloop rehearse for Resurgam, a vertical dance on the façade of St Paul's Cathedral that will be one of hundreds of events and live shows during Bartholomew Fair in the City of London

TIMES PHOTOGRAPHER RICHARD POHLE



Wing and a prayer The American 'vertical dance' group Bandaloop rehearse on St Paul's Cathedral as part of London's Bartholomew fair and Greenwich + Docklands international festival.



PHOTOGRAPH: DAVID LEVENE / THE GUARDIAN



History with a modern twist

Dancers from US company Bandaloop perform at St Paul's Cathedral in London yesterday to welcome the return of the Bartholomew Fair, which dates to the 12th century. The event will run until 16 September. DANIEL LEAL/AP/GETTY



Evening Standard

St Paul's Cathedral to host dramatic dance show as ancient fair returns

The Cathedral is at the heart of plans for a major new cultural show in the Square Mile



St Paul's Cathedral / Getty Images/Stockphoto

St Paul's Cathedral will be transformed into a stage for a spectacular dance show as one of London's oldest events comes back to life.

Performers from the US-based vertical dance company BANDALOOP will put on a series of show at the historic building combining aerial choreography, climbing and dance.

Bartholomew Fair week-two kicks off with Follow Me Into



as part of the second week of Bartholomew Fair



MUMMYTRAVELS

Can you really keep travelling with a child in tow?

Bartholomew Fair, City of London

Starting right at the end of the summer holidays, the historic Bartholomew Fair is returning to the City of London from August 31 until September 16.

The original fair entertained visitors for over 700 years, running from 1133-1855 - and while the new outdoor fair won't be quite what medieval London would recognise, it's a great way to ease yourself from holidays into autumn.

With family-friendly performances, workshops and other entertainment, you could discover everything from The Dodo Rider to street cabaret, hot air balloons, plus creative workshops for families from Tootles and Nibs, ranging from clowning and circus activities to print making.

In between, you can chill out at The Garden, the fair's family hub. For more details of the full programme and locations where the events take place, check out the Bartholomew Fair website.



Things To Do This Weekend In London: 2-3 September 2023

BARTHOLOMEW FAIR: The Bartholomew Fair last took place in 1855 - at the time it was considered too raucous, and was banned. But now it's back, taking place around the City over three weeks, with family-friendly events - the highlight of which is an aerial dance performance on top of St Paul's Cathedral until Saturday. FREE, 31 August-16 September



Saturday, September 16, 2023 | Today's Paper | Mind Games

HOME THE NATION WORLD BUSINESS COMMENTARY SPORT ARTS ALL



Bartholomew Fair is a reimagining of an historic fair

Bartholomew Fair launched 31 August and runs each Thursday, Friday, and Saturday until 16 September. A hero event kicking off week two is Follow Me Into by imitating the dog, which is an incredible night time projection journey. Follow Me Into weaves a magical story through the City ... More

Bartholomew Fair launched 31 August and runs each Thursday, Friday, and Saturday until 16 September. A hero event kicking off week two is Follow Me Into by imitating the dog, which is an incredible night time projection journey. Follow Me

31 best things to do in London this weekend: 1-3 September 2023

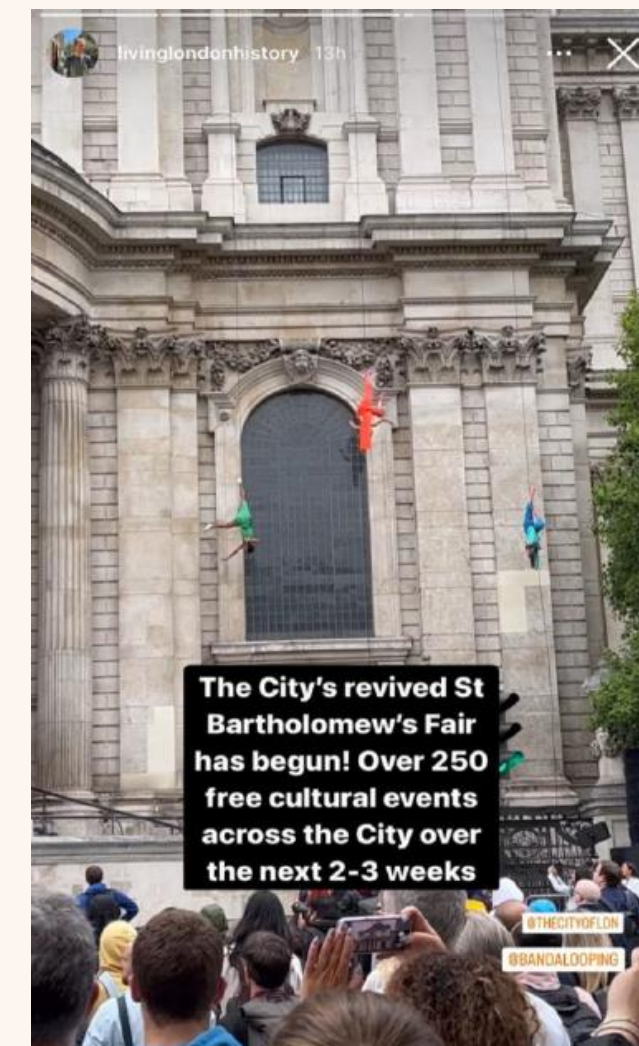
4. The Bartholomew Fair returns

The full line-up for the City of London's Bartholomew Fair is available ahead of its highly-anticipated return this week. An astounding vertical dance performance on the facade of St Paul's Cathedral starts the three-week programme, co-produced by the City of London Corporation and Greenwich+Docklands International Festival. Other highlights include Dinner for All by Gorilla Circus, an immersive theatrical circus experience celebrating the rich history of the fair told through a supper service, and The Lips by Puppets with Guts - a puppet show that celebrates our freedom of speech (and song) in Broadgate.



Paid media and partnerships ensured extensive reach and value add

- The influencer campaign generated 65 pieces of social coverage with 533,377 engagements and reach of over 62.7 million (vs. 3 million achieved for Golden Key).
- Out of home (bus and tube) advertising reached 12m people (vs. 2 million for Golden Key).
- Time Out Partnership generated 669,000 impressions vs 370,000 planned. 9,239 article views with a dwell time of 5 minutes, 35 seconds (Time Out benchmark is 2 minutes).
- Secret London campaign achieved 876,644 impressions, an over delivery of 17%. Click through rate of 10.9% vs Secret London's average of 6.7%.
- Evening Standard print adverts delivered 770 scans of the QR code featured.
- TfL competition resulted in complimentary advertorial in the Metro newspaper with readership of 1,836,000.
- Complimentary advert in Group Travel World magazine, a circulation of 15,000 inbound and domestic group travel organisers. Featured in e-newsletter sent to over 1.3k, with an open rate of 57.2% and a click through rate of 38.2%.
- Open House e-newsletter to an audience of 66,326. Open rate was 40.8% (26,708).



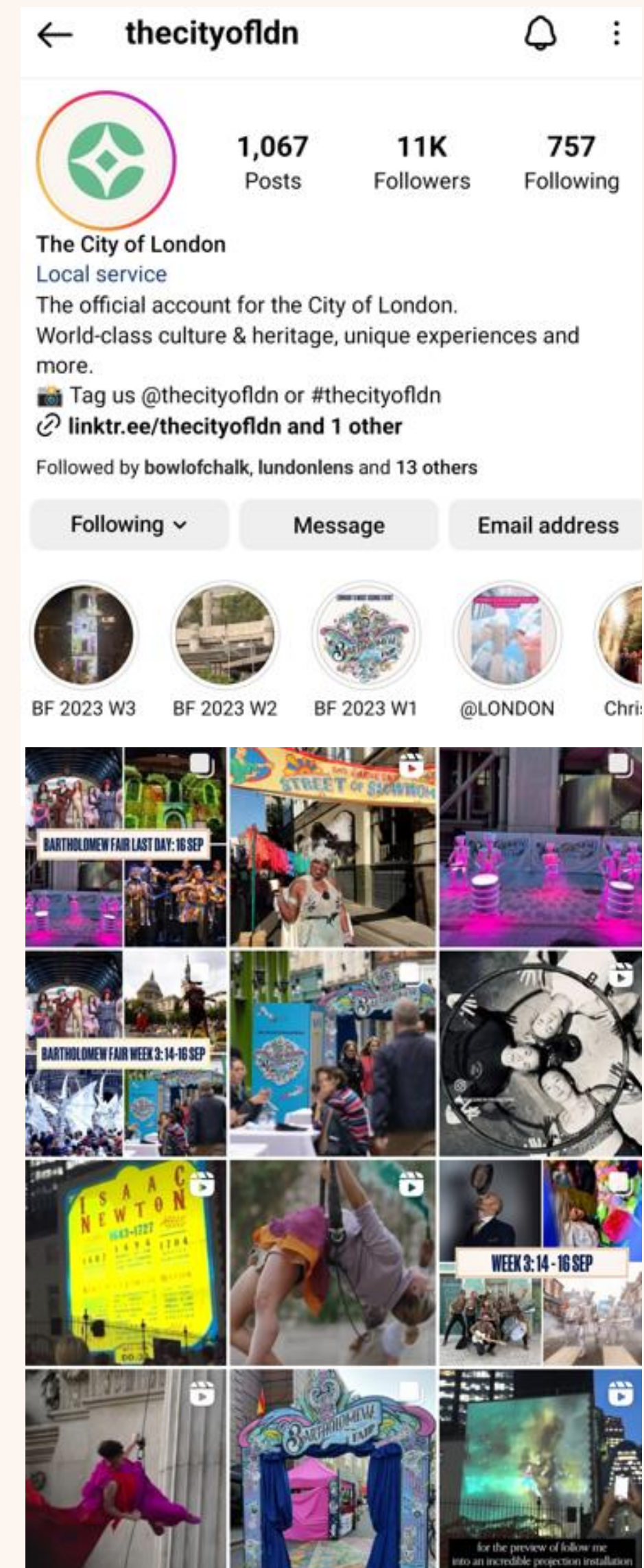
The campaign drove a high number of visits to our new City of London digital channels

- The **website** (www.thecityofldn.com) **attracted 92,000 users**, a 6% decrease on traffic seen to the Golden Key website. No printed programme existed for the Golden Key; visitors were encouraged go online to access the maze points and QR codes were at site.
- **597,367 social media engagements with a total reach of over 68,710,246 social accounts** (vs 21 million for Golden Key).
- **Social media followers increased by 2,368**, over double the social media following increase seen for Golden Key (1104).
- **1,269 new sign ups to the City of London consumer newsletter**, promoting the City of London as a leading leisure destination. Total sign-ups are now over 11,500.

Glossary of terms:

- **Reach** is the number of users exposed to a piece of content.
- **Impressions** is the number of times a piece of content is displayed. This is generally a higher number since users can be exposed to content multiple times.
- **Engagement** is the number of interactions with a piece of content.

Sources for marketing report: Cision media monitoring, Google Analytics, media reporting platforms , social media analytics.



iv. Partnerships

Additional value was generated beyond the event budget from programme partners and suppliers

- Bartholomew Fair presented an opportunity to trial a new partnership model for the City Corporation. The Destination team worked with partners across industry (across different sectors and disciplines), to deliver against a shared endeavour.
- **£170k in-kind value** including complimentary venue space, donated staff time, power provision to support event delivery by host venues and partners.

Page 111 **£40k of partner funding which contributed to the programme** in addition to the Destination City event budget (GDIF, Carnesky Productions).

Almost £292k* added media value was generated:

- From £82,000 media buy, we benefited from a total of £167,950 worth of media value through preferential rates and negotiations.
- A successful PR campaign saw media coverage deliver an AVE (Advertising Value Equivalent) of £206k.

**Sources: Cision media monitoring, media reporting platforms*

8. Visitor Profile, Experience and Sentiment

We focused our marketing efforts on attracting easy to reach audiences with a high propensity to visit

EXPERIENCE SEEKERS



LONDONERS



CITY WORKERS



RESIDENTS



Detailed analysis provided visitor profiles to help us understand who attended

Top 3 Mosaic groups for Bartholomew Fair respondents account for 67% respondents



City Prosperity

39%
respondents

City Prosperity

- City Prosperity are **high-income** residents who have **expensive homes** in desirable metropolitan locations. Households range in type from successful young professionals to wealthy families.
- Age: 26-35
- Income: £100 – 150k



Municipal Tenants

14%
respondents

Municipal Tenants

- **Urban residents** renting high density housing from social landlords
- Age: 56-65
- Income: <£15k



Rental Hubs

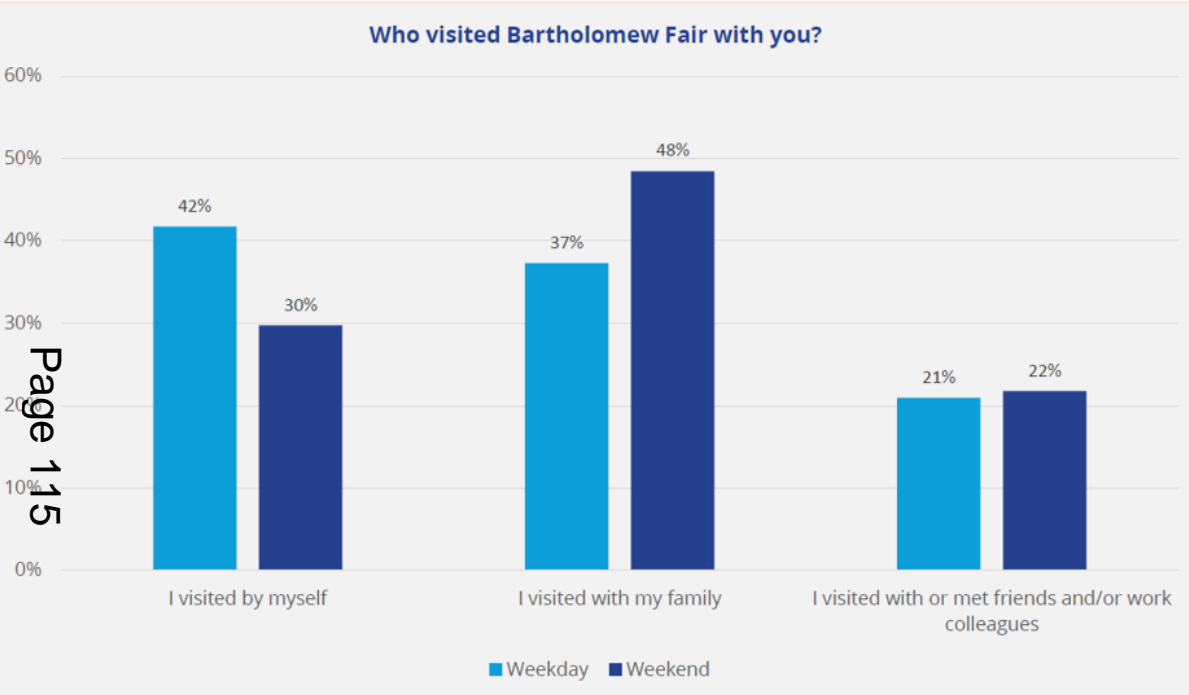
14%
respondents

Rental Hubs

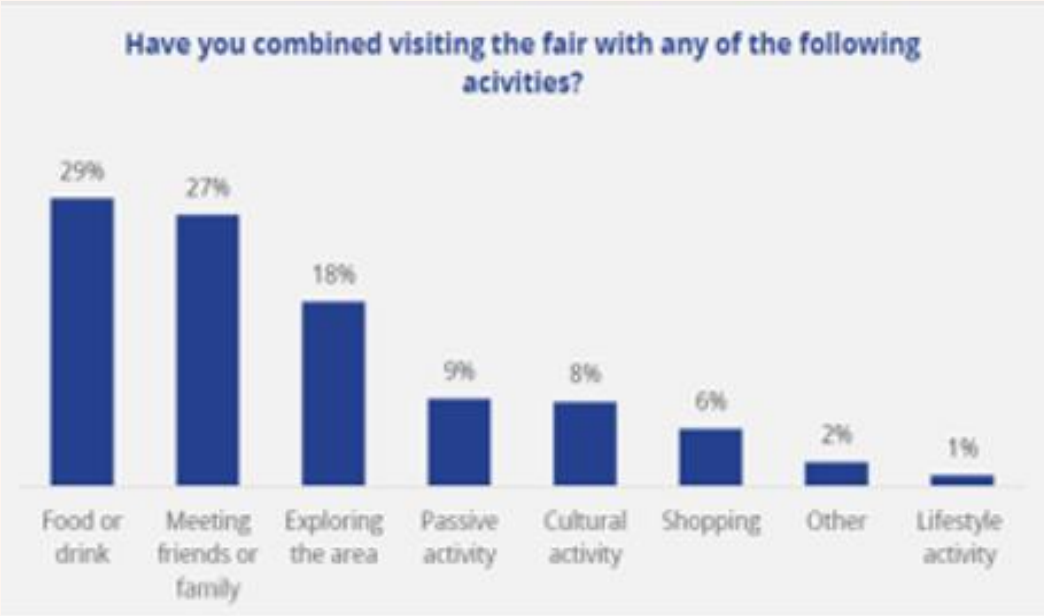
- **Educated young people** privately renting in urban neighbourhoods.
- Age: 26-35
- Income: £30-39k

Visitor behaviours provide a picture of when they visited, why they came and what they did

Visitors were more likely to visit alone during the week (42%) and with family at the weekend (48%)



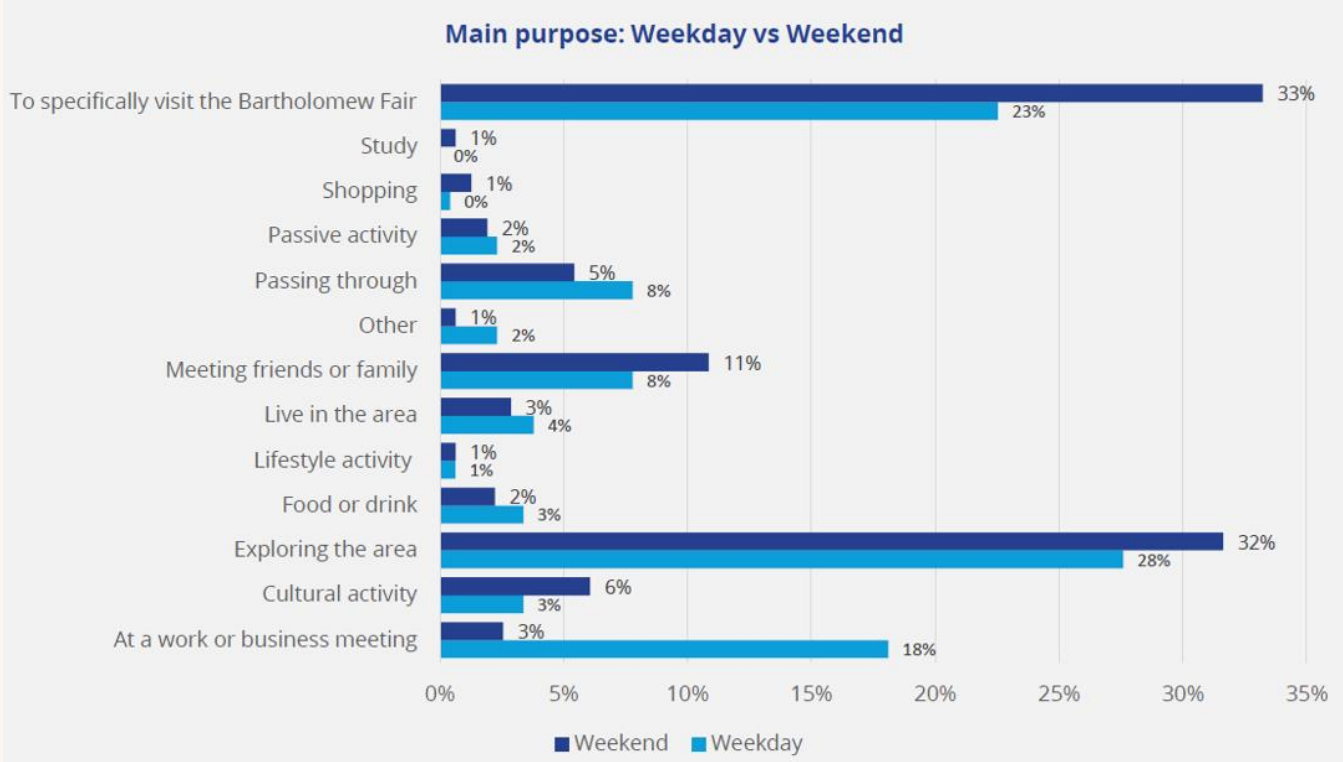
Over 50% combined their trip with food and drink, or socialising with family/friends



31% specifically came to see the fair

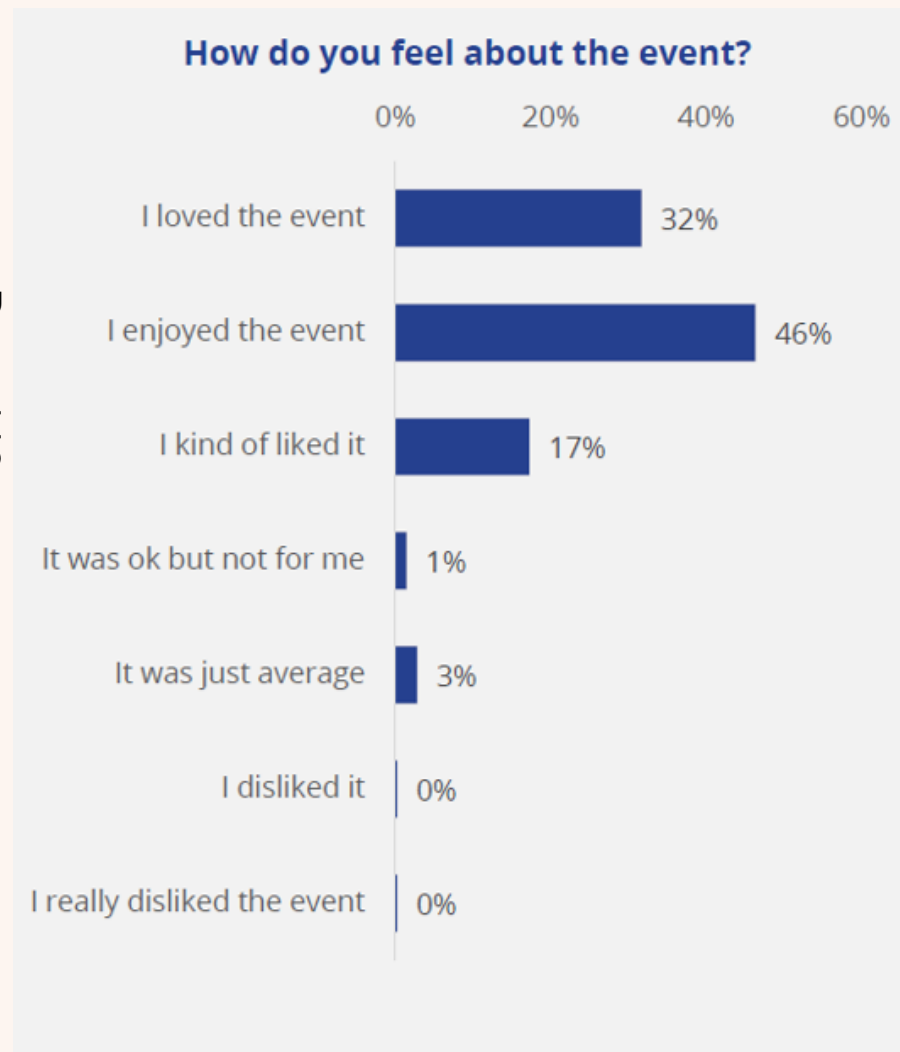


They were more likely to come specifically for the fair at the weekend compared to the week, 33% versus 23%

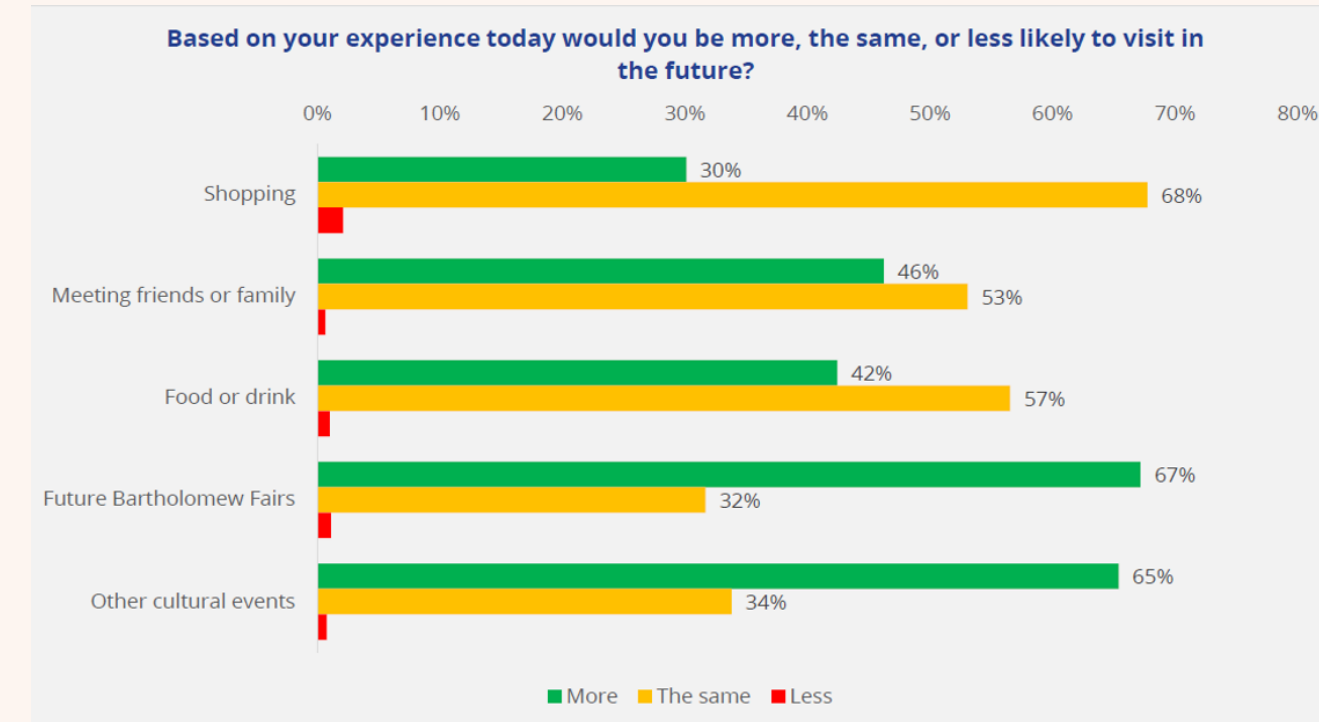
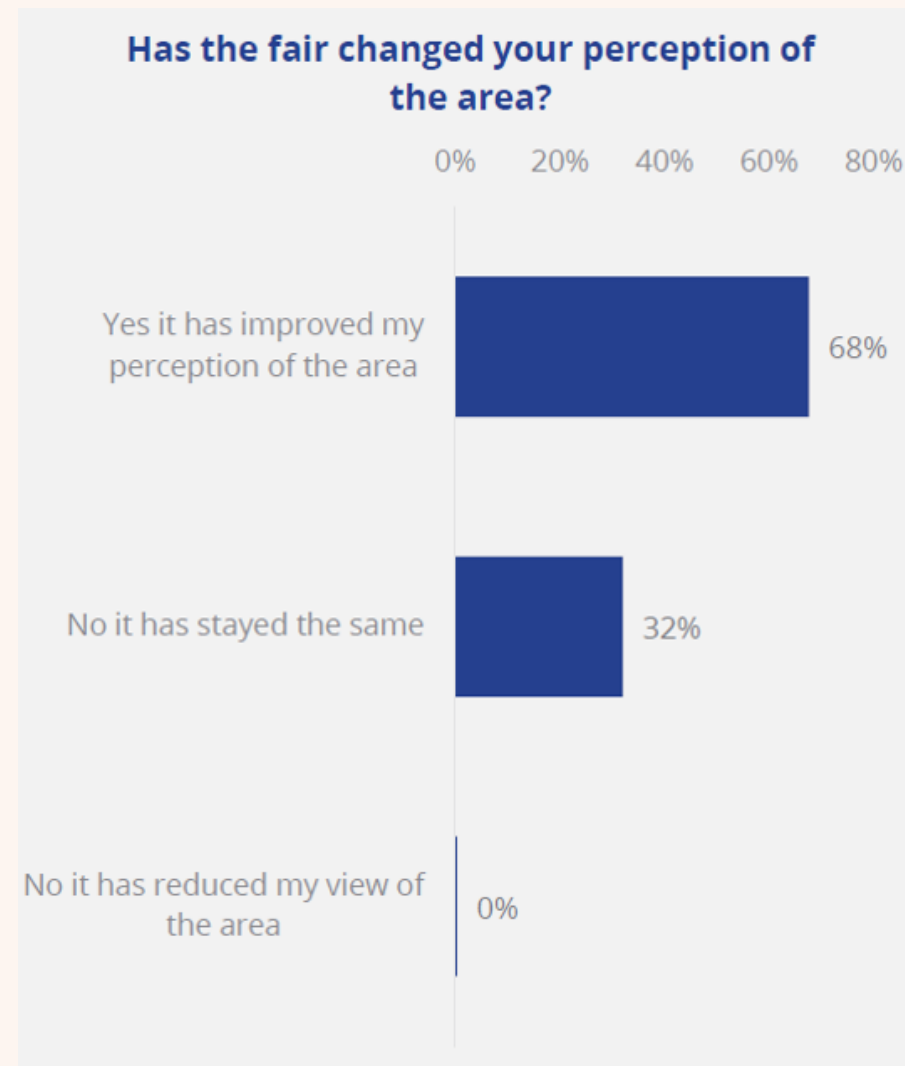


Visitors highly rated their experience of the fair, contributing to improved perceptions of the City and repeat visits more likely

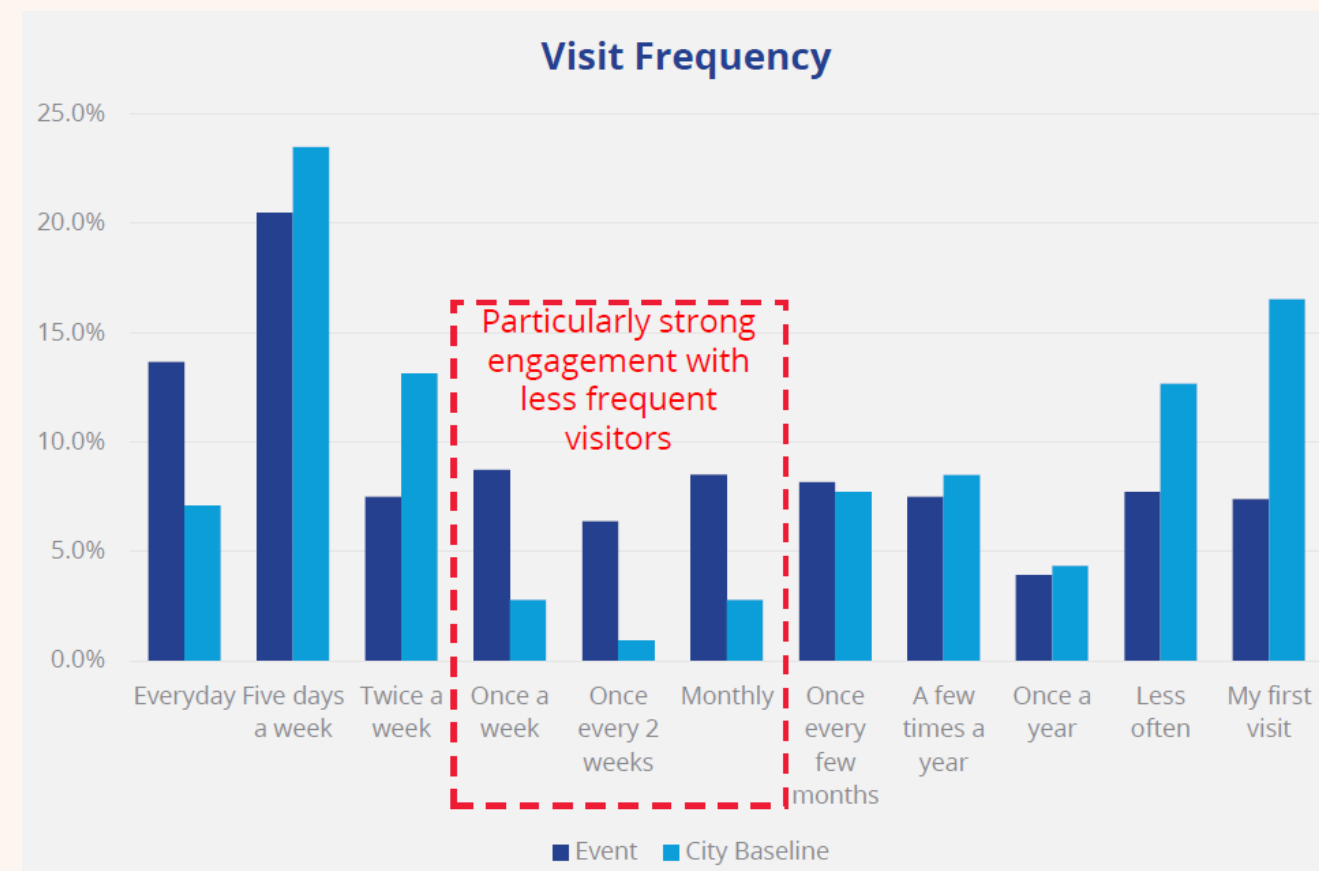
78% of visitors either loved or enjoyed the event



68% of visitors said the event improved their perception of the City



After their experience 67% were more likely to visit future fairs, and 65% more likely to visit other cultural events in the City



Frequency to visit the City increased by 15.5% during the fair, compared to a typical week in the City

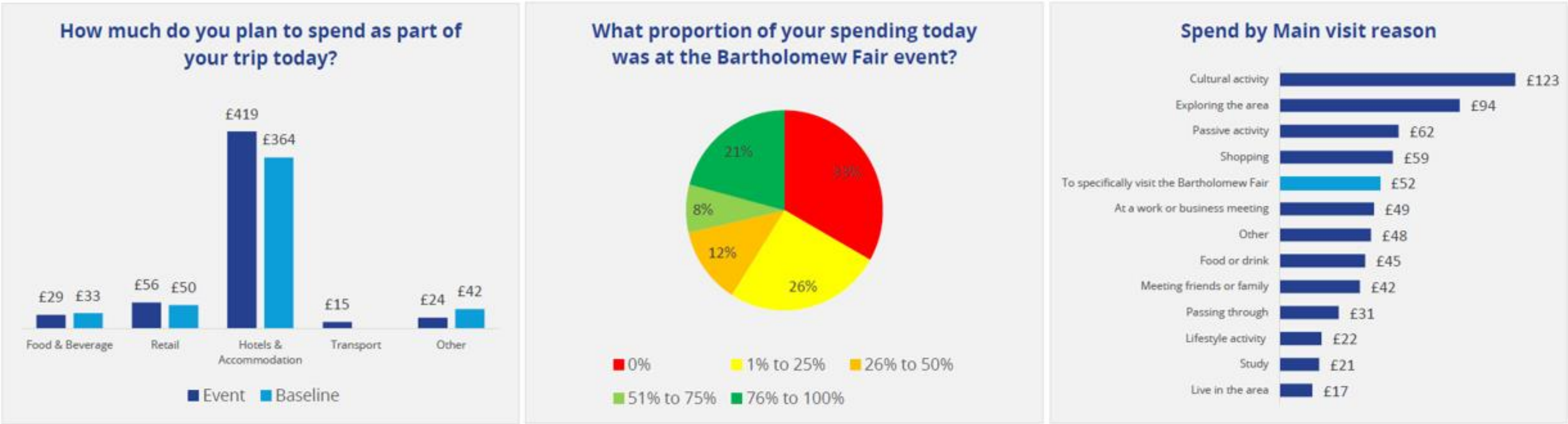
Visitors spent money in the City with the highest spend on retail and hotels

The average spend for those surveyed was £52.

If this spend figure is applied to the net new footfall figure of 35,000, it is estimated that those visiting specifically for the event would have generated revenue of up to £1.8m.

Highest performing categories included retail and hotels.

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9. Budget

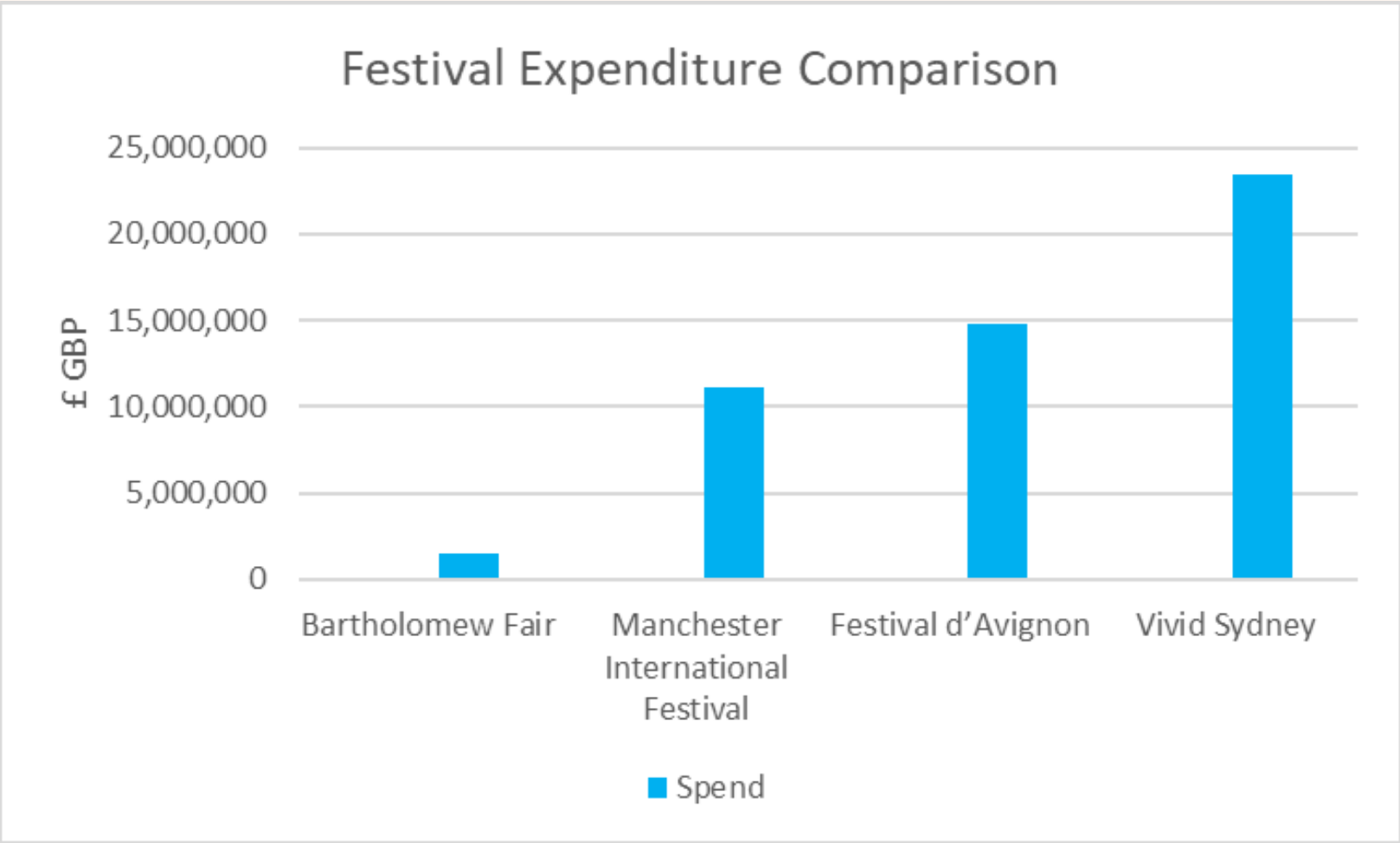
In April Members approved the concept and the indicative budget for Bartholomew Fair of £1,338,000

Bartholomew Fair Indicative Budget (approved April 2023)	
Artistic Programme	£928,000
Event Management	£165,000
Marketing and PR	£245,000

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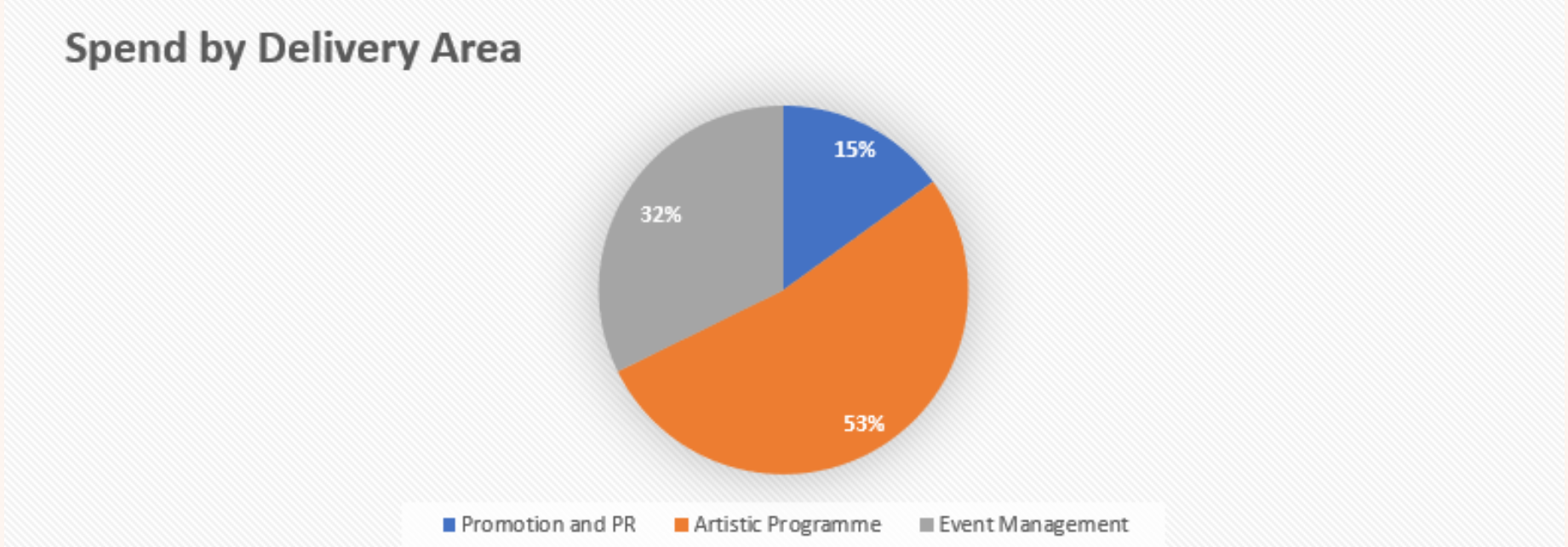
We compared spend against festivals of the same scale at a national and international level to get a true indication of the cost required to deliver major events over a durational period.

This will help agents value the City's proposition and create sponsorship packages in the future.



Artistic and marketing costs came in below the indicative budget. Event management was higher meaning the overall cost came in 13% above April's indicative budget

Event Area	Indicative Budget Apr 23	%	Actual Spend Oct 23	%	Balance
Promotion and PR	£245,000	18	£230,289	15	£14,711
Artistic Programme	£928,000	70	£796,386	53	£131,614
Event Management	£165,000	12	£487,871	32	-£322,871
Total	£1,338,000		£1,514,545		-£176,545



The Growth Bid budget has been reforecast to cover the additional expenditure of £176,545.

To cover this, there will be no planned Christmas enlivenment, instead the Destination team will promote the existing offer.

Tighter budget controls will be put in place to ensure expenditure does not exceed any future Destination City planned delivery.

Spending breakdown: Marketing and PR

Promotion and PR			
CONTENT PRODUCTION:	Original Budget Apr 23	Actuals Oct 23	Variance
Creative – London based illustrator - cost based on uses. Development of artistic concept. Design toolkit and map		£42,990	
Creative - project management		£2,500	
Creative - application across marketing assets, print and digital		£4,510	
PA photography fee for press syndication		£9,641	
PA Video and photography production for earned (editorial) media use - media publications and partner channels		£11,411	
Video and photography for owned and paid (advertorial) channel content - website, social and partner channels		£14,085	
Print and distribution - leaflet/map print, resident and business leaflet print, window posters		£9,649	
Design fees for resident and business collateral		£650	
Resident letter drop		£8,345	
Additional photography and videography		£3,910	
Leaflet distribution - on the ground leafleting and information points		£16,822	
Subtotal:		£124,514	
ADVERTISING:			
Paid Search and Social Media Spend		£12,250	
Media partnerships with Key London titles - Evening Standard, Time Out Secret London		£32,000	
Out of Home Media Plan - tube and buses in commuter zones and target audience hubs		£50,000	
The City Courant Bartholomew Fair Limited Edition - creative, print and distribution		£10,140	
Run Riot for Week 3 - 2 x newsletters		£385	
Paid media measurement and reporting		£1,000	
Subtotal:		£105,775	
Total:	£245,000	£230,289	£14,711

Spending breakdown: Artistic Programme

Artistic Programme			
	Original Budget Apr 23	Actuals Oct 23	Variance
HERO EVENT			
BANDALOOP - commissioning of new show - 3 performances, 20 mins duration, 15,000 estimated audience attendance		£205,000	
Gorilla Circus - commissioning of new show - 3 performances, 40 mins duration, 3,000 estimated audience attendance		£50,000	
Carnesky Productions- commissioning of new show - 3 days of multiple performances with 20 artists, all day long, 5,000 estimated audience attendance		£125,000	
Kit Green – commission of new show - 9 performances, 60 mins duration, 2,000 estimated audience attendance		£55,000	
Subtotal:		£435,000	
ALWAYS ON ANIMATION			
Imitating the Dog - commission of new work - 10 nights of projections, 9,000 estimated audience attendance		£175,986	
POP UP PERFORMANCES			
Performance artists - fees, travel, accommodation and per diems for 50 companies, totalling 176 performances across 9 days, 44,000 estimated audience attendance		£185,400	
Total:	£928,000	£796,386	£131,614

Spending breakdown: Event Management

Event Management				
	Original Budget Apr 23	Actuals Oct 23	Variance	Notes
Market Place - infrastructure including tables, chairs, site decor, audience benches, market pop up infrastructure - 12,000 estimated audience attendance		£145,983		Additional cost required to deliver Market Place infrastructure
Signage - site signage and event information		£22,169		
Event Personnel - event managers, technicians, crew, medical, FOH		£110,558		Increased costs for required event personnel
Technical and Production Infrastructure - Sound, lighting, staging, fencing, event infrastructure, Counter terrorism measures		£108,520		Increased costs for required safety and counter terrorist measures
Security - crowd management, stewarding and security		£100,641		Increased security costs to meet the need of the event and ensure public safety
Total:	£165,000	£487,871	-£322,871	

THANK YOU



Bartholomew Fair Executive Summary

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Full Report

23rd October 2023

Prepared by: Paul Matthews, Paddy Gamble, Emma Sharman & Alex Fox



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| 02 | Summary | 07 | Appendix |
| 03 | Who visits? | | |
| 04 | What did they do? | | |
| 05 | How did area perform? | | |



Introduction

Bartholomew Fair Insights Introduction

Colliers Retail Strategy & Analytics team have been engaged by City of London Corporation to measure and report on the impact of Bartholomew Fair against its objectives:

- Improve customer perceptions of the City of London
- Increase customer experience
- Increase footfall and sales
- Examine and measure the impact on participating businesses

Multiple datasets including infield survey, business survey, mobility and spend data will be blended together to validate trends

Sample size of circa 1,500 visitors surveyed across all weeks and locations of the event. Represents 1.2% of additional visitors. Survey process designed to follow best practice

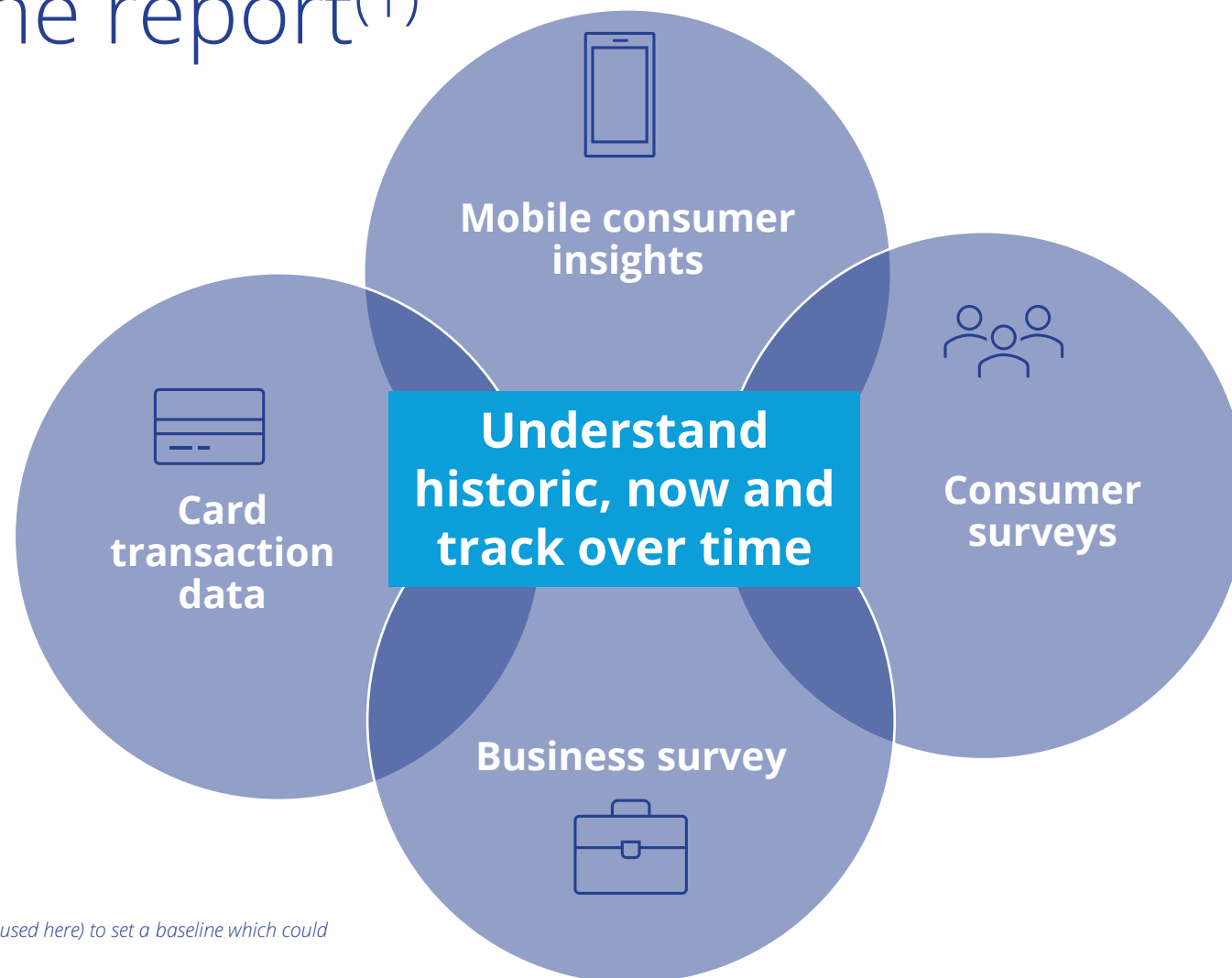


Summary | Data inputs

Event analysis blends multiple datasets which can be compared with baseline report⁽¹⁾

Our approach blends multiple datasets to validate trends and insights

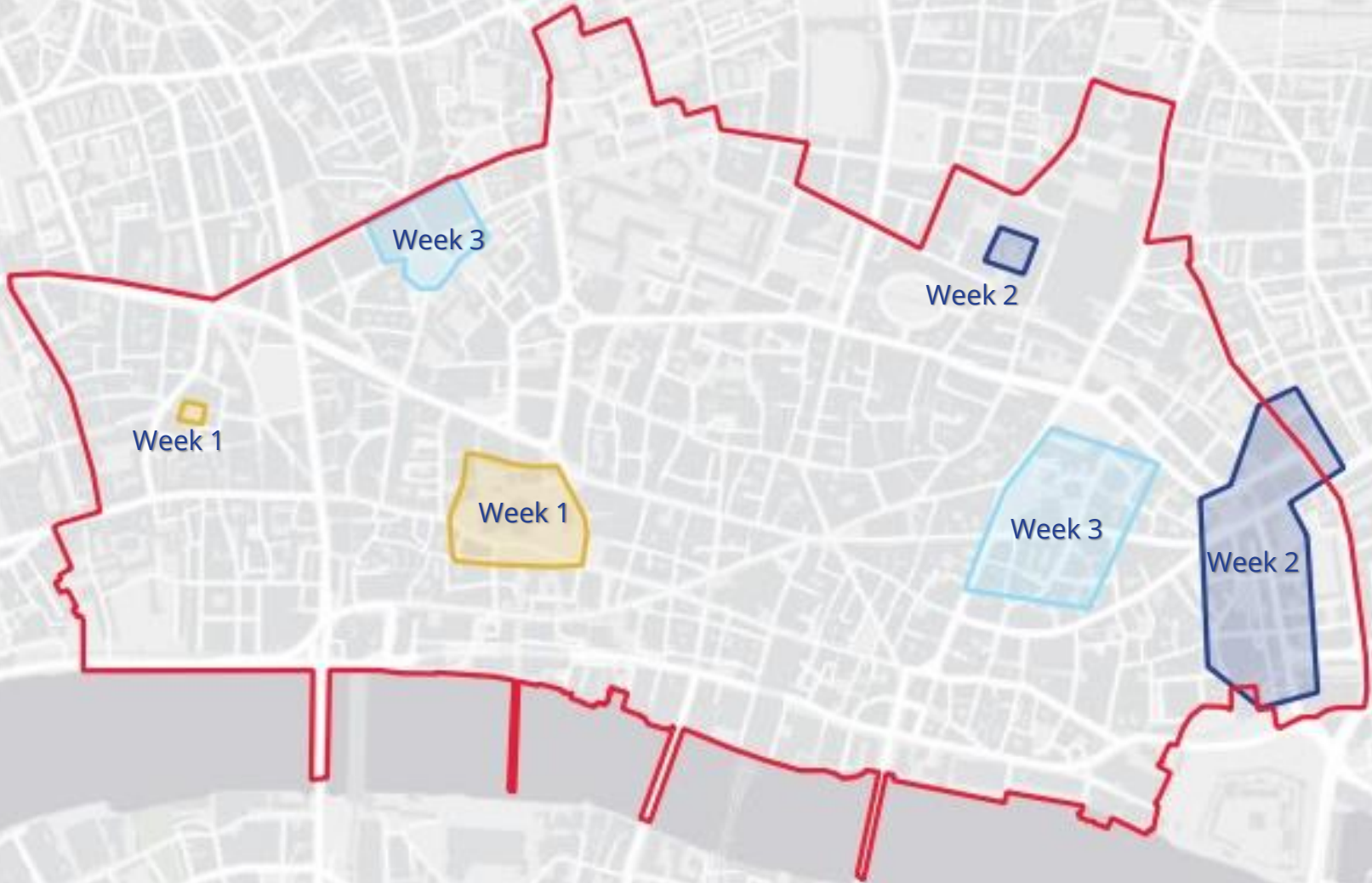
- **Mobility data:** Uses granular SDK app technology to understand visit volumes & visit behaviour
- **Spend data:** Granular spend information
- **Consumer surveys:** 1,500 in field and online consumer surveys give qualitative views of users and non-users (at a point in time)
- **Business survey:** Information from local businesses about the event



Note: (1) Baseline report (2023) combined multiple qualitative and quantitative datasets (including those used here) to set a baseline which could be used to track changes over time, including measuring impact of events

Summary | Event locations

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Summary

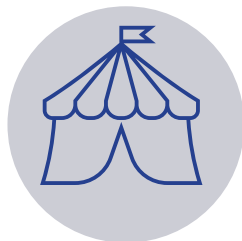
Summary | Key KPI's

Strongest performance in Week 2 of the fair – highest footfall and delivered highest visitor satisfaction

	Week 1	Week 2	Week 3	Total
Footfall	+ 25,200 – 30,800 visits ⁽¹⁾ (+10.5k net new ⁽²⁾)	+ 67,400 – 82,400 visits ⁽¹⁾ (+18.5K net new ⁽²⁾)	+ 23,600 – 28,900 visits ⁽¹⁾ (6.5k net new ⁽²⁾)	+ 116k-142k visits ⁽¹⁾ (35.5k net new ⁽²⁾)
spend	2% to 3% uplift ⁽³⁾	1% to 6% uplift ⁽³⁾	0% to 1% uplift ⁽³⁾	1% to 3% uplift ⁽³⁾
NPS	+ 68	+ 74	+ 64	+ 68

Source: Bartholomew Fair Survey 2023, Colliers Locate Footfall, Mastercard

Notes: (1) Numbers shown in a range to account for people who may have been in the area but not visiting the fair (2) Net new = proportion of visitors in area specifically to visit the fair based on survey responses (sample: 1500 respondents). (3) range expressed as uplift measured across BID location of the events and at a more granular area around each event



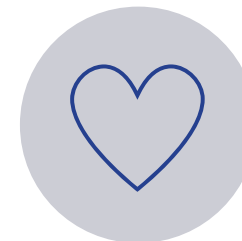
Main reason for visit

31% event visitors specifically there to visit the fair. A strong result given the range of reasons to come into the City.



Combined trip mission

29% combined visiting the fair with stopping for food & drink, further 27% also socialized with friends and family.



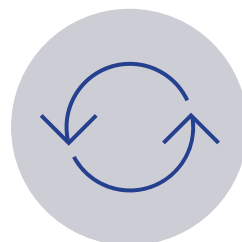
Highly rated

78% "loved" or "enjoyed" the event and overall NPS score of 64 (very strong)



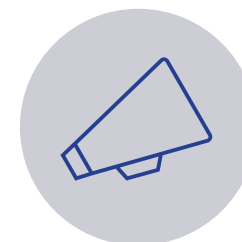
Improved perception

69% of event visitors felt the Bartholomew Fair had improved their perception of the area



Repeat visits

36% planned to visit the Fair again during the 3 weeks following first visit



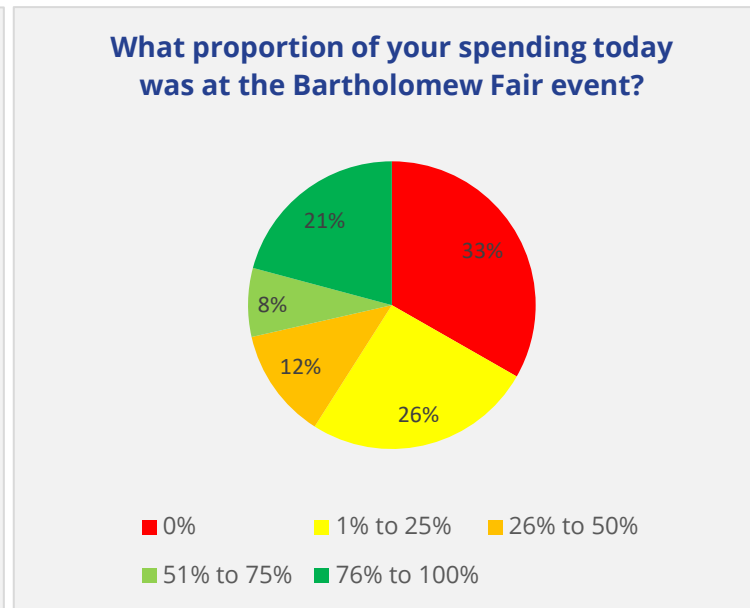
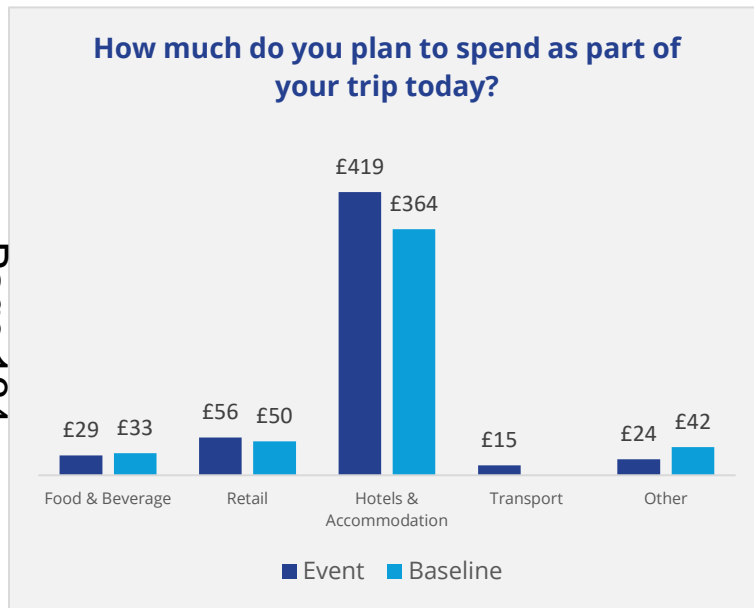
How did you hear about it?

Large proportion found out about the event by passing by or through social media.

Summary | Visit spend

Higher spend on retail and hotels versus City of London baseline average

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- Typically, higher spend on “Retail” and “Hotels” of those attending the event versus baseline report
- Those specifically visiting to attend the Bartholomew fair spending ~£52 on the day
 - If this spend figure is applied to the net new footfall figure of 35,000, it is estimated that those visiting specifically for the fair would have generated revenue of up to £1.8m.

Summary

Key takeaways

1

Event awareness

35% of event visitors became aware of event after passing by. More event marketing would increase engagement levels – particularly relevant for international and wider domestic visitors.

2

Visitor volumes

Larger visitor engagement during second week once school holidays over and more workers present in City.

3

Spend

Despite a positive impact on spending, the impact was typically lower than uplift in footfall. Key challenge is to ensure increased visits convert to increased spending for local businesses

4

Business involvement

Businesses surveyed generally keen to contribute to future events. Opportunity to increase visitation, dwell and spend with more collaboration

5

Combined trips

Many combined event visit with F&B / socializing – locating events close to key retail / leisure areas or having linked promotions could help drive local business performance via increase dwell and spend





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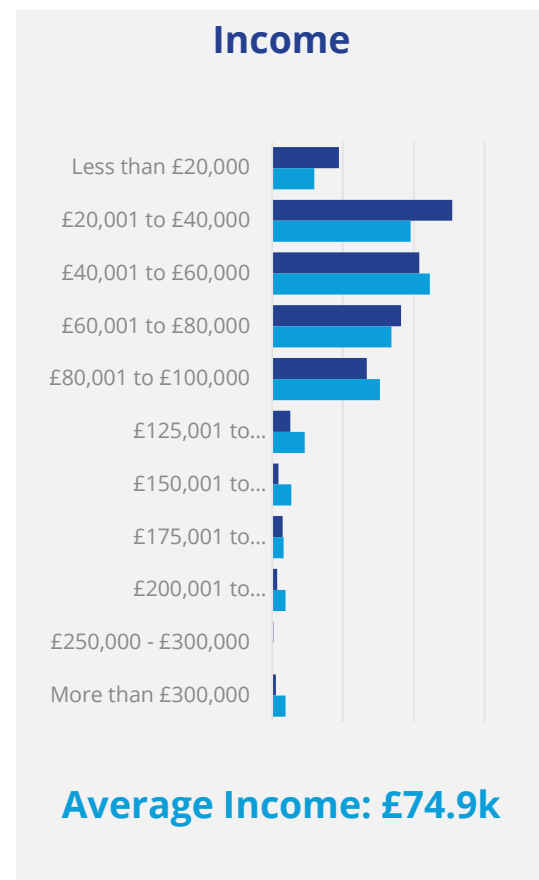
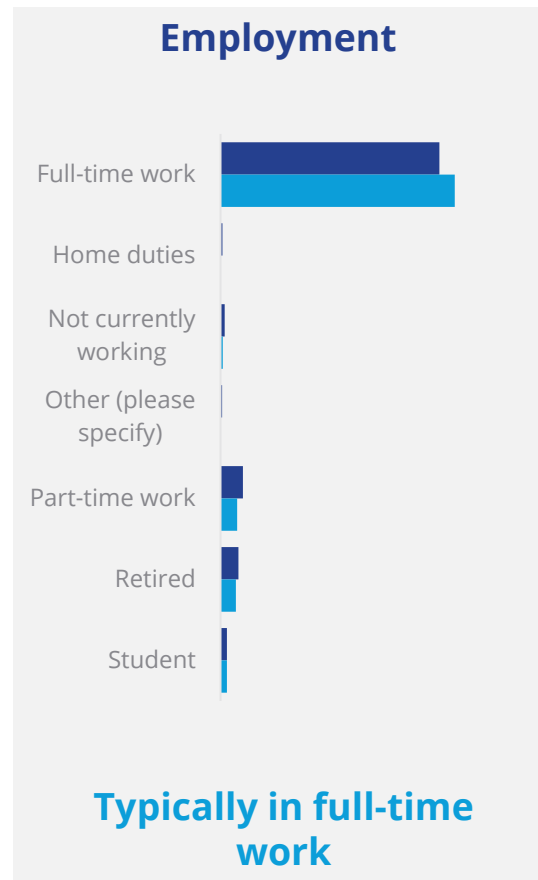
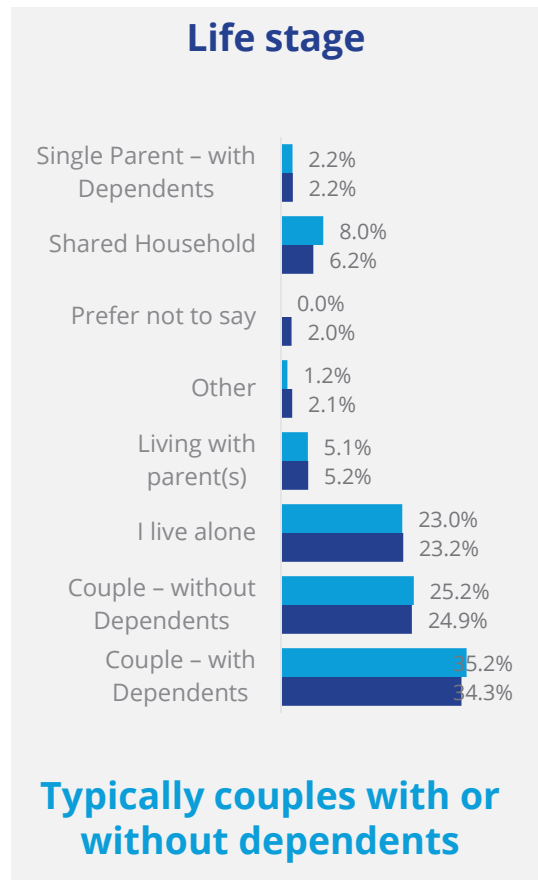
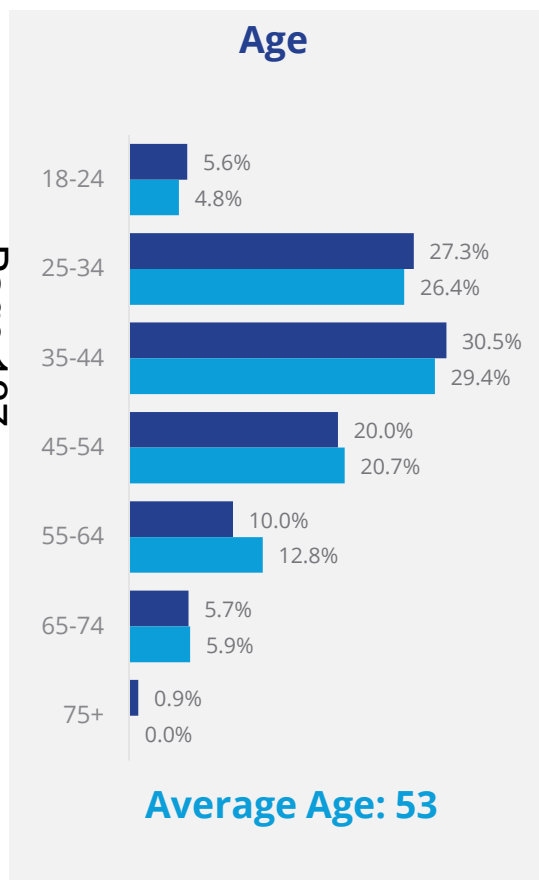
03

Who visits?

Who visits? Consumer demographics

Visitor profile broadly aligned with baseline City of London profile

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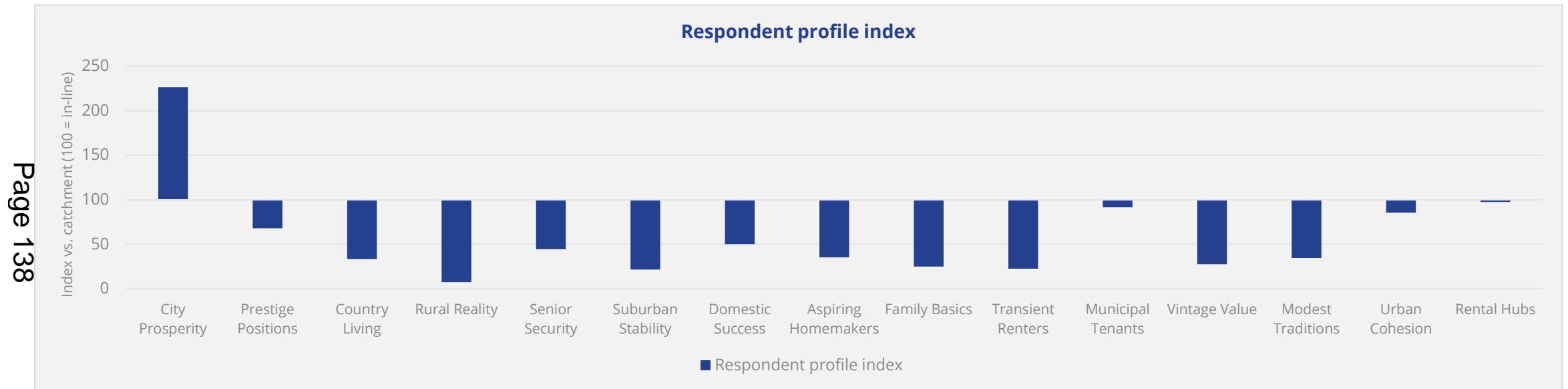


Source: Consumer Survey May 2023 & During Bartholomew Fair

City Baseline | Bartholomew Fair

Who visits? Mosaic consumer profiling

Mosaic segmentation heavily skewed towards 'City Prosperity'



- Mosaic segmentation divides population into groups of individuals that are similar based on things such as age, interests, life stage and spending habits
- 'City Prosperity' was the most dominant profile for visitors to Bartholomew Fair, indexing at 226 vs. catchment average
- 'City Prosperity' are high-income residents who have expensive homes in desirable metropolitan locations

Who visits? Mosaic consumer profiling

Top 3 Mosaic groups for Bartholomew Fair respondents account for 67% respondents



City Prosperity

39%
respondents

City Prosperity

- City Prosperity are **high-income** residents who have **expensive homes** in desirable metropolitan locations. Households range in type from successful young professionals to wealthy families.
- Age: 26-35
- Income: £100 – 150k

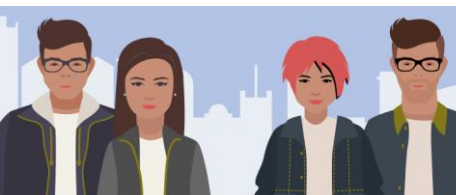


Municipal Tenants

14%
respondents

Municipal Tenants

- **Urban residents** renting high density housing from social landlords
- Age: 56-65
- Income: <£15k



Rental Hubs

14%
respondents

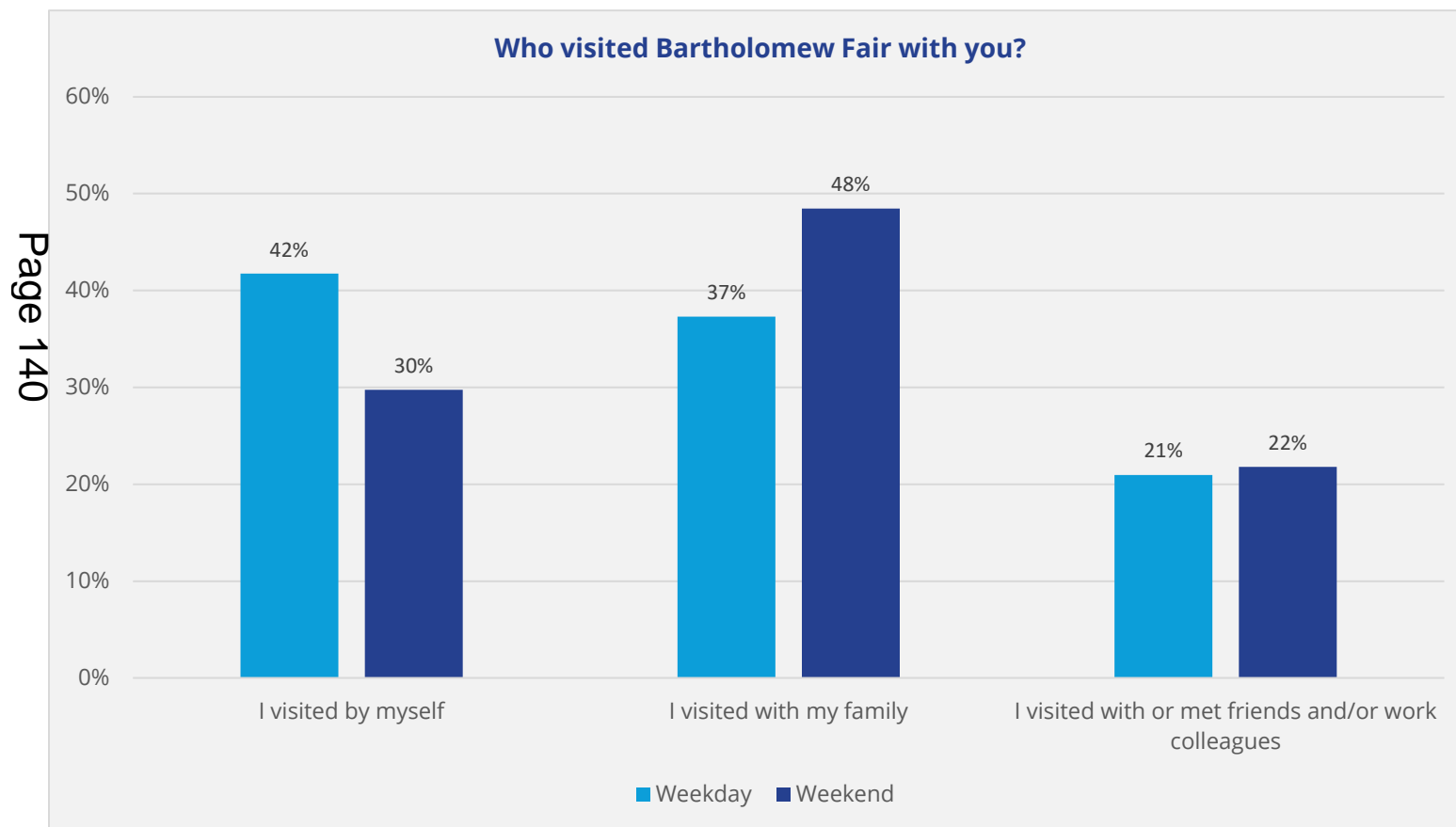
Rental Hubs

- **Educated young people** privately renting in urban neighbourhoods.
- Age: 26-35
- Income: £30-39k

Source: Experian Mosaic

Who visits? Who did they visit with?

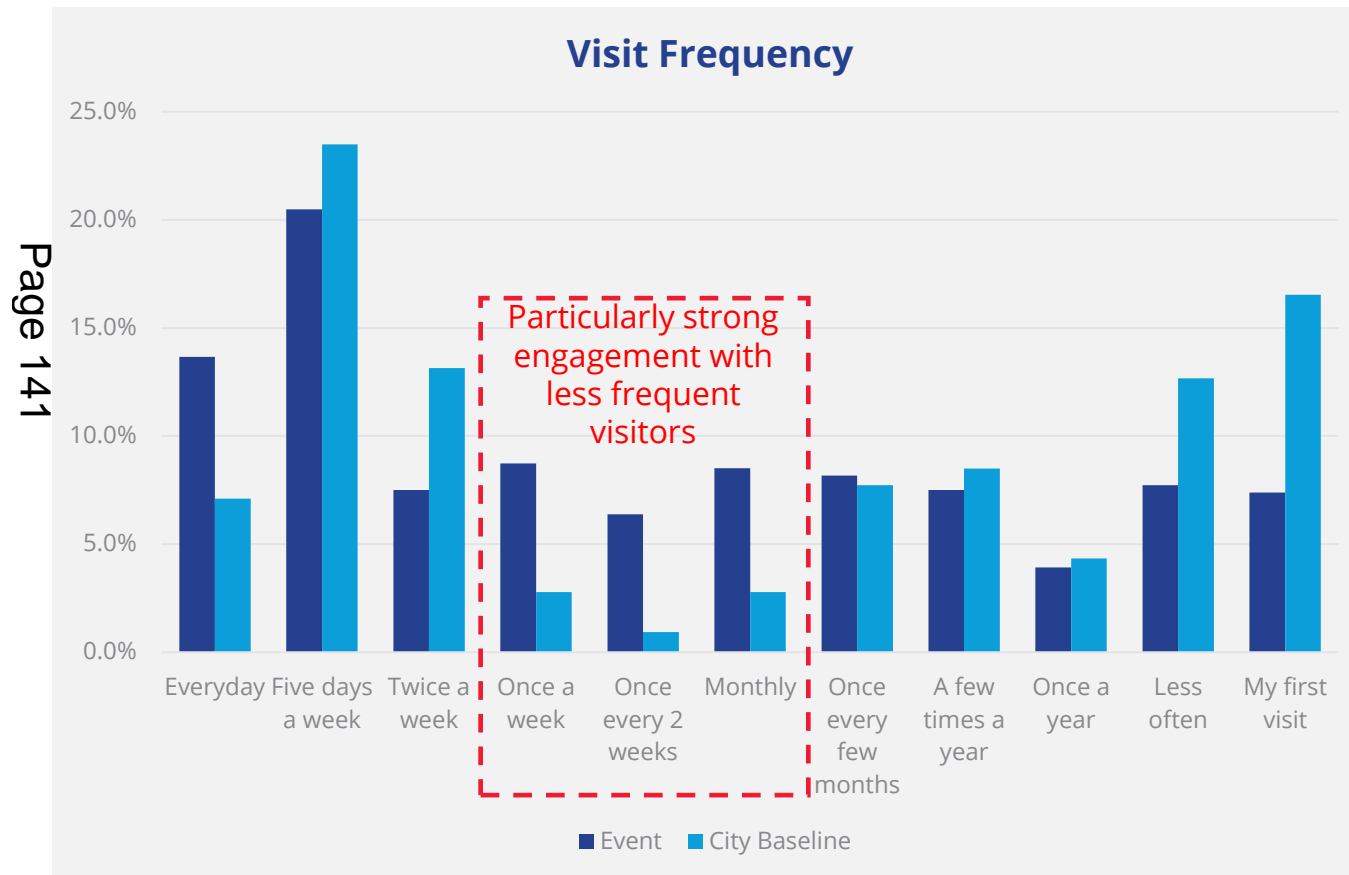
42% visited alone during the week, with 48% visiting with family at the weekend



- During the week more likely to visit alone (42%) whereas at the weekend more likely to visit with family (48%)

Who visits? Consumer demographics

Increased visit frequency during event



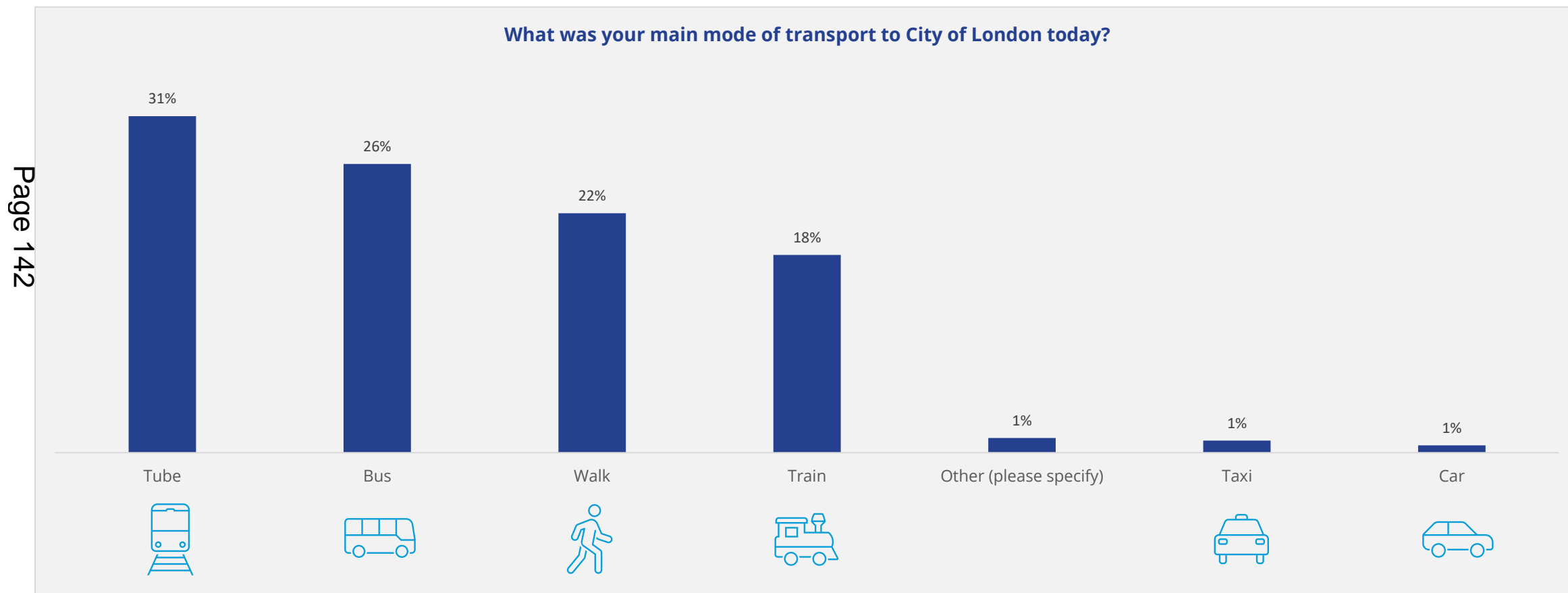
- Increased visit frequency during event versus baseline survey
- On average those visiting during the event visit City of London ~119 times per year, whilst those surveyed in baseline were visiting on average ~103 times per year

Source: Consumer Survey May 2023 & During Bartholomew Fair

Who visits? Mode of travel

Tube and Bus most common mode of transport for event visitors

What was your main mode of transport to City of London today?



Source: Bartholomew Fair Survey 2023

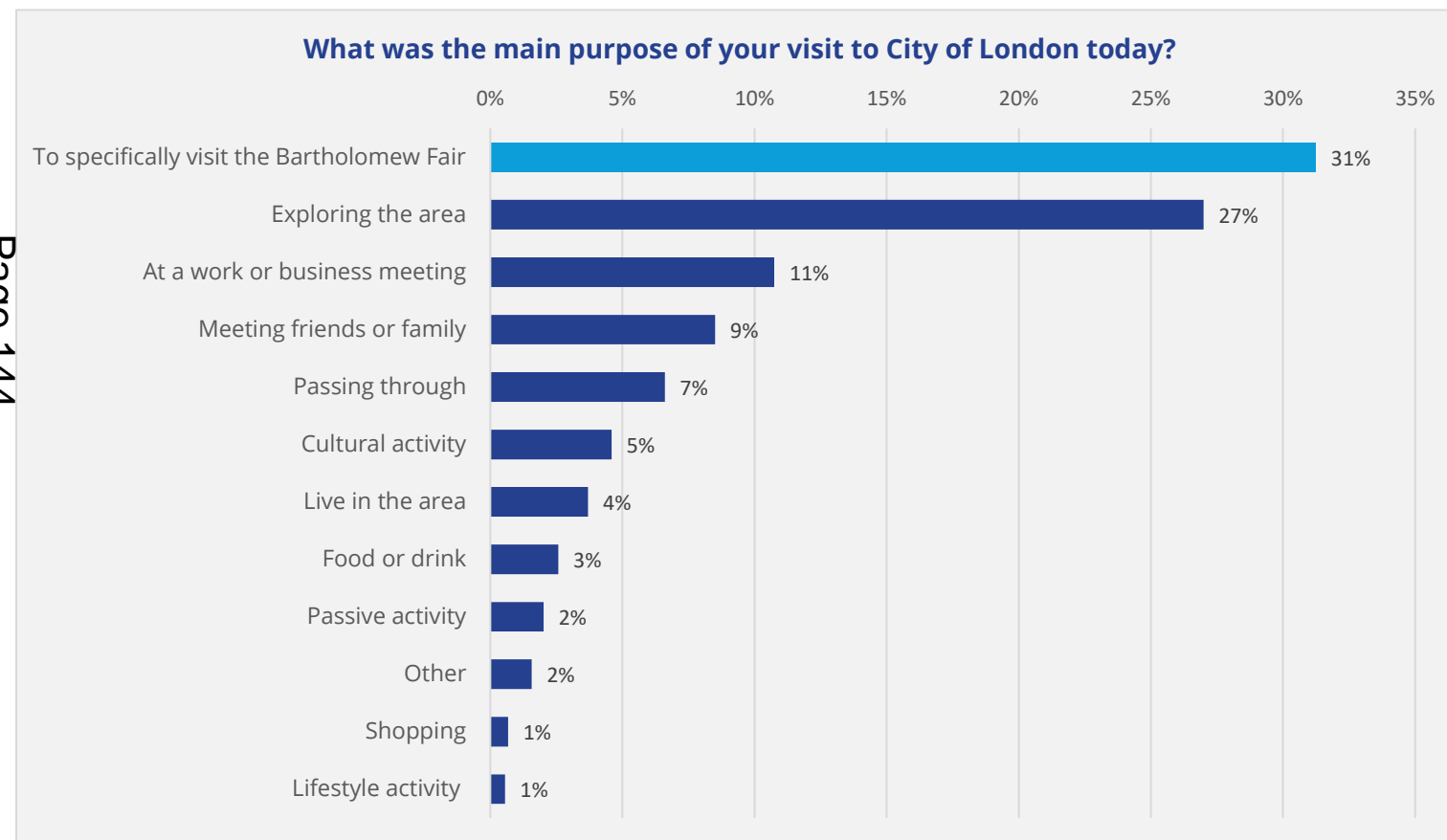
04

What did they do?



What did they do? Main reason for visit

31% of event visitors were specifically there to visit Bartholomew fair



- Of those surveyed across the period 31% were there specifically to visit the fair
 - A strong result given the range of reasons to come into the City
 - A further 27% were there exploring the area

What did they do? Main reason for visit

Main reason for visit for most segments was to visit the Fair



Worker

1. **Visit Bartholomew Fair**
2. At work or business meeting
3. Exploring the area



Domestic

1. **Visit Bartholomew Fair**
2. Exploring the area
3. Cultural activity



Catchment Resident

1. **Visit Bartholomew Fair**
2. Exploring the area
3. Meeting friends or family



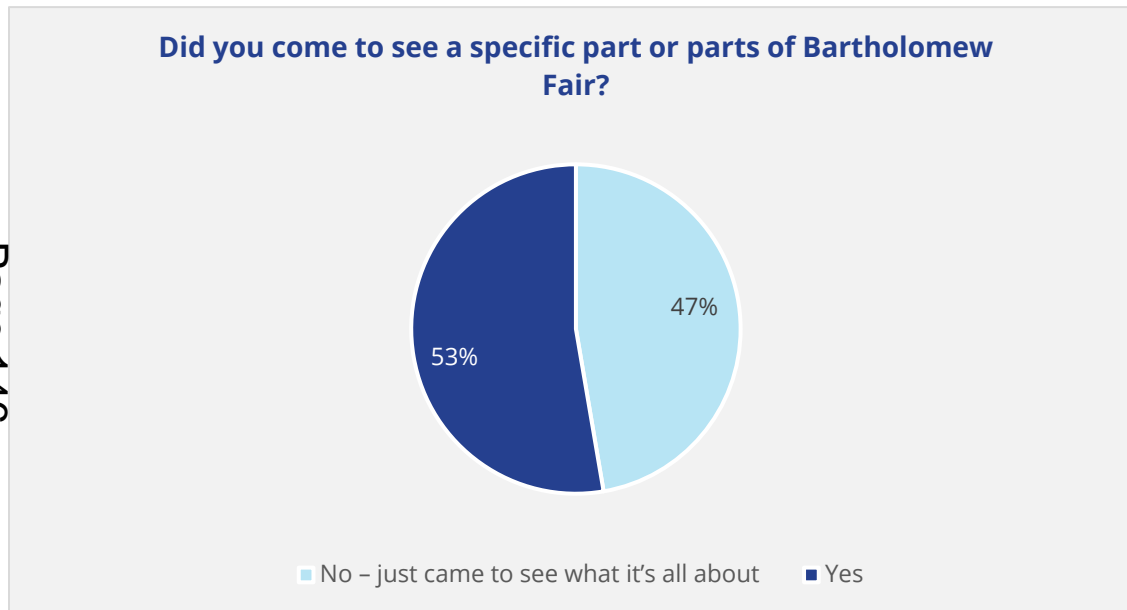
International

1. Exploring the area
2. **Visit Bartholomew Fair**
3. Passing through

What did they do? Combined visit mission

Over half of event visitors combined their trip with food and drink, or socialising with friends and family

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- 53% of those visiting came to see a specific part of the fair, whilst 47% just came to see what it was all about

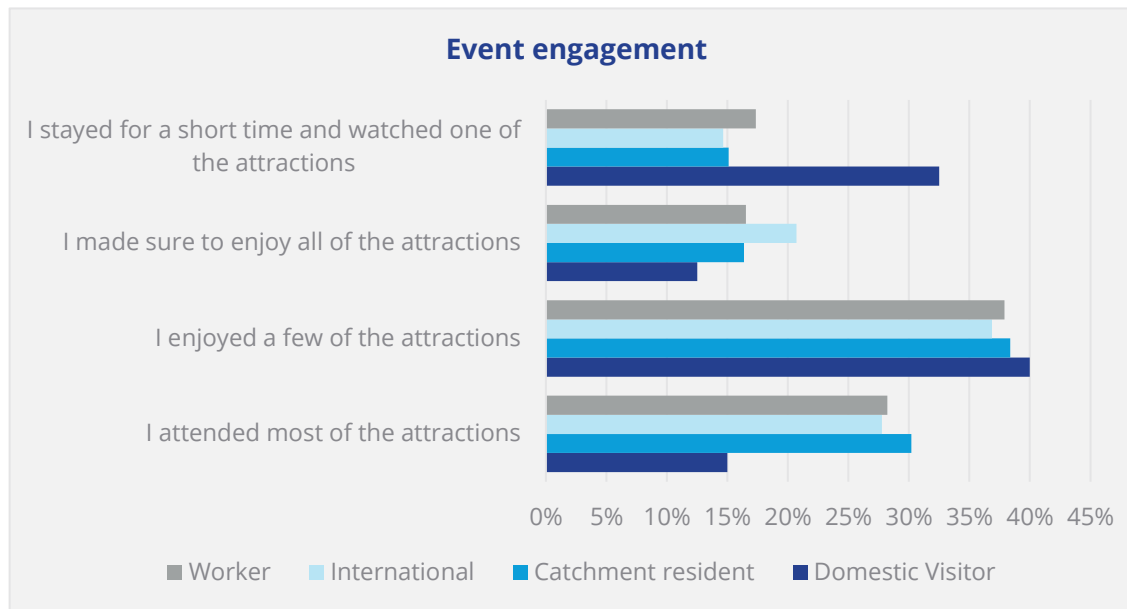
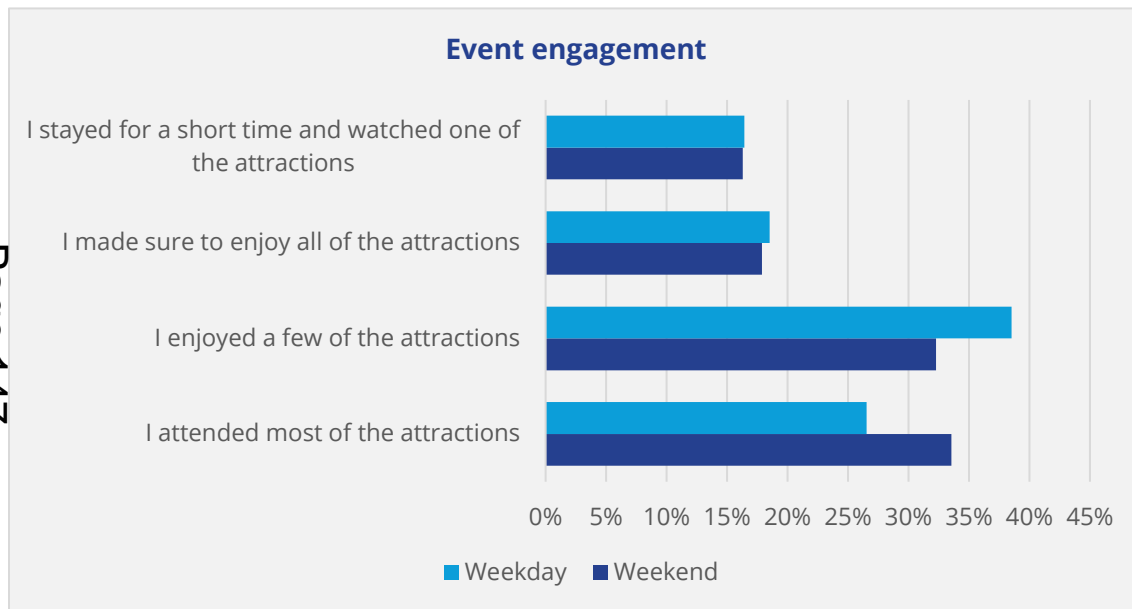


- 29% of those surveyed combined visiting the fair with stopping for food and drink

What did they do? Event engagement

More likely to engage with more of the attractions at the weekend compared to during the week

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- More likely to engage with more of the attractions at the weekend versus during the week, with 34% attending most of the attractions at the weekend (versus 27% during the week)

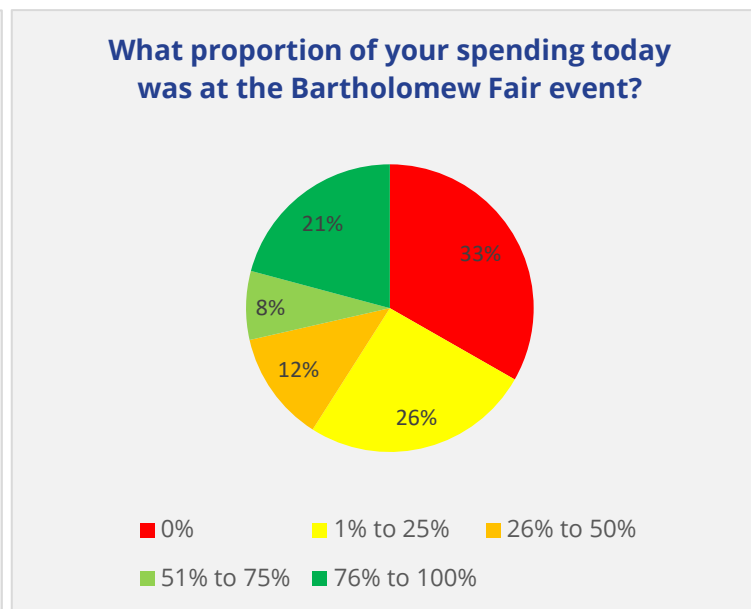
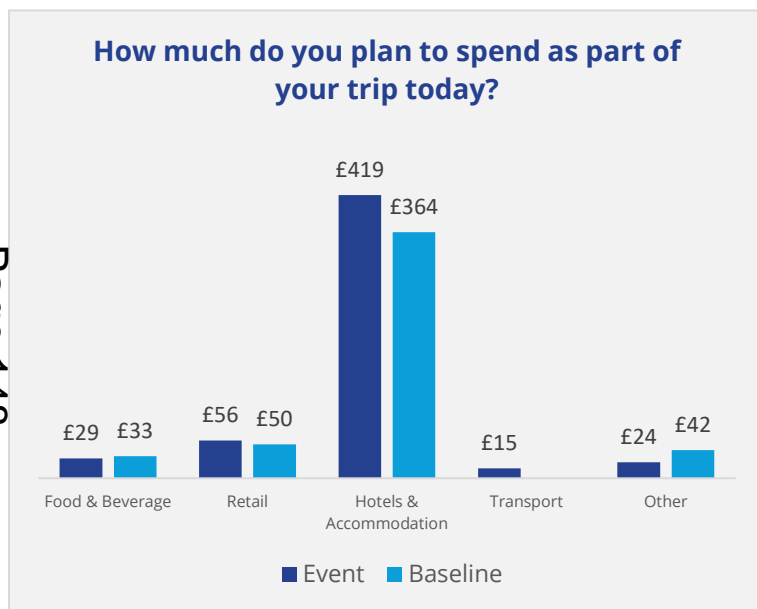
- Domestic visitors typically less engaged with 73% enjoying a one – a few attractions
- International visitors most engaged with 48% visiting most or all of the attractions

Source: Bartholomew Fair Survey 2023

What did they do? Visit spend

Higher spend on retail and hotels versus City of London baseline average

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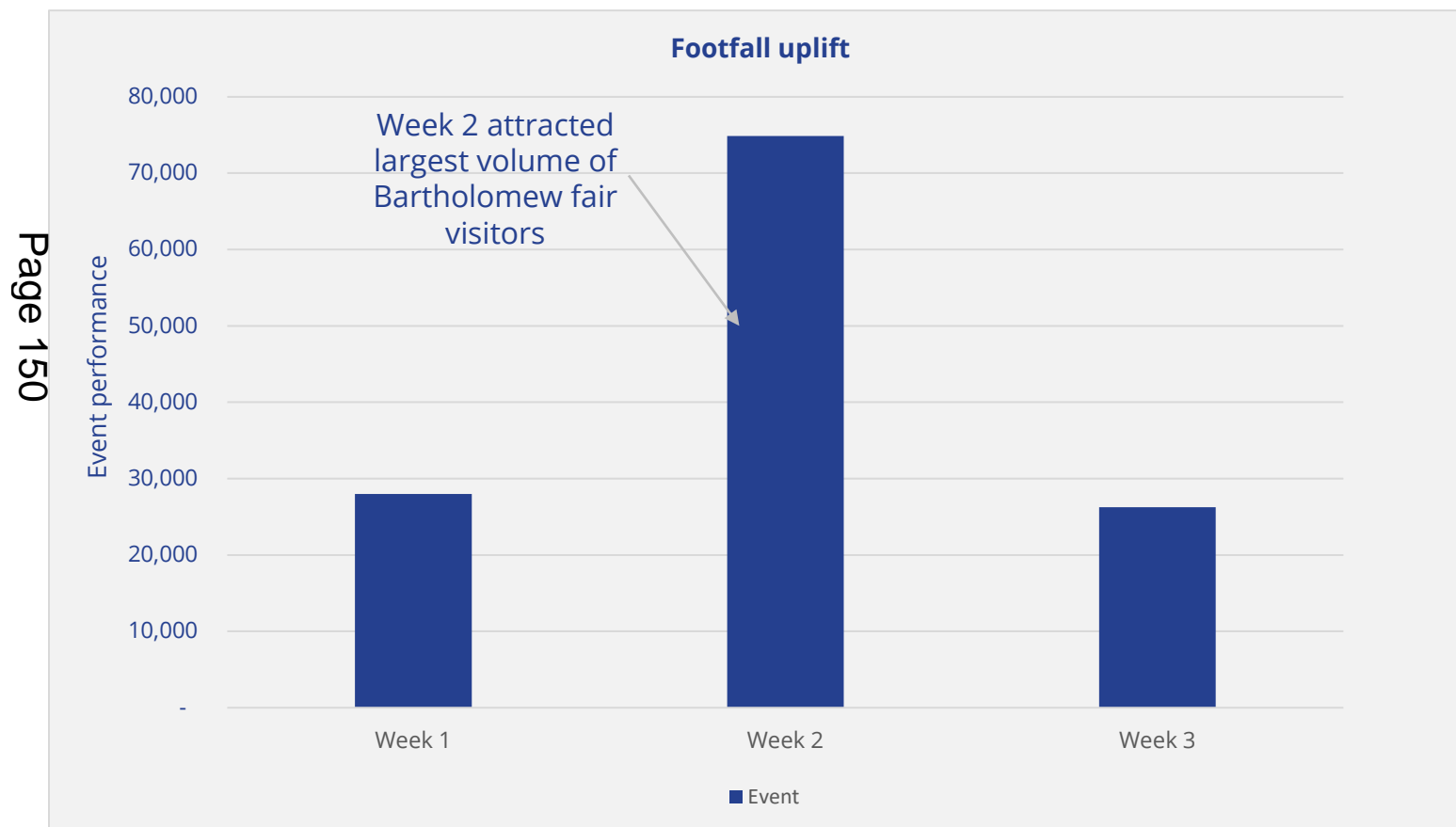
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How did area perform?



How did area perform? Footfall

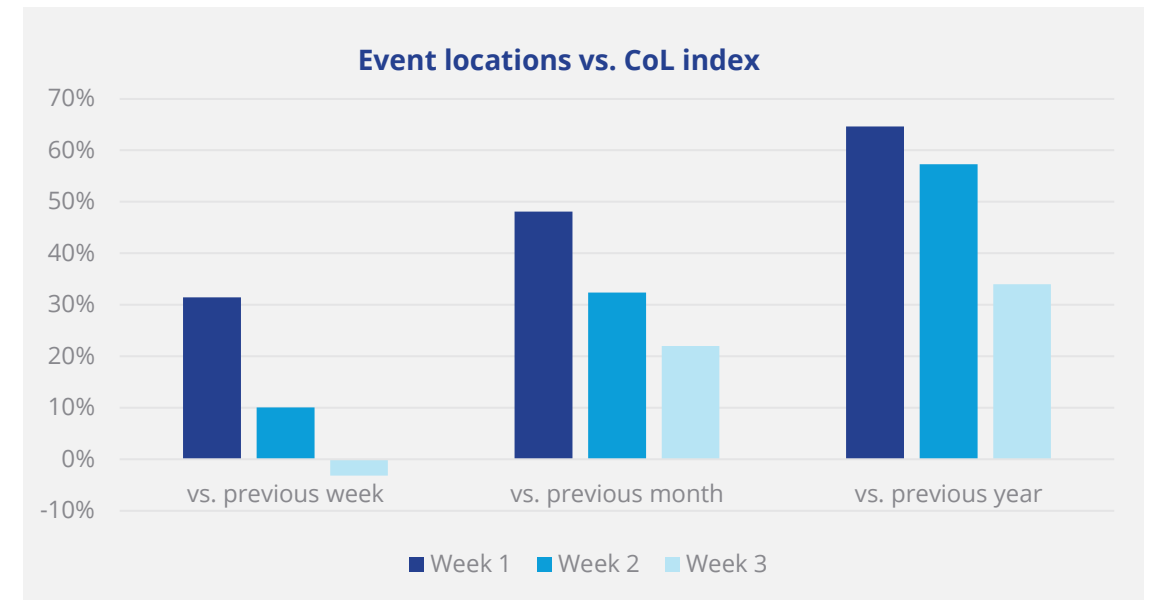
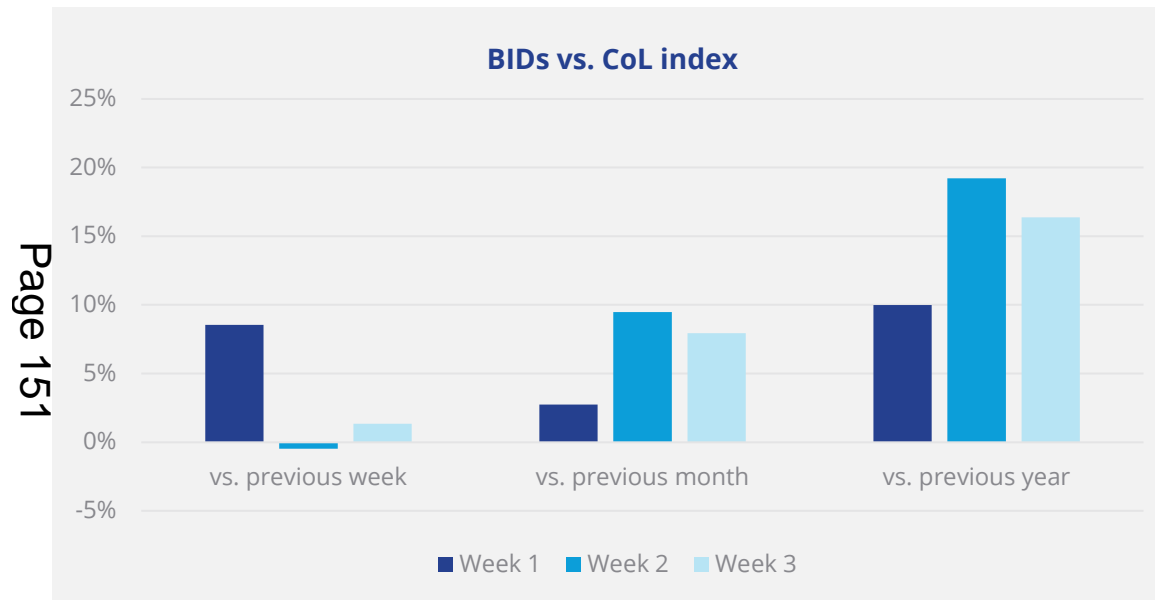
Week 2 was the busiest for the City and in turn attracted the largest volume Bartholomew Fair visitors



- Week 2 attracted the largest volume of visitors
 - City of London was significantly busier in week 2 versus week 1 and 3
- Event locations outperformed wider City of London area across every week of the Fair
 - Based on comparisons vs. same dates the previous year
 - Week 1 = +26% vs. CoL
 - Week 2 = +28%
 - Week 3 = +18%

How did area perform? Footfall

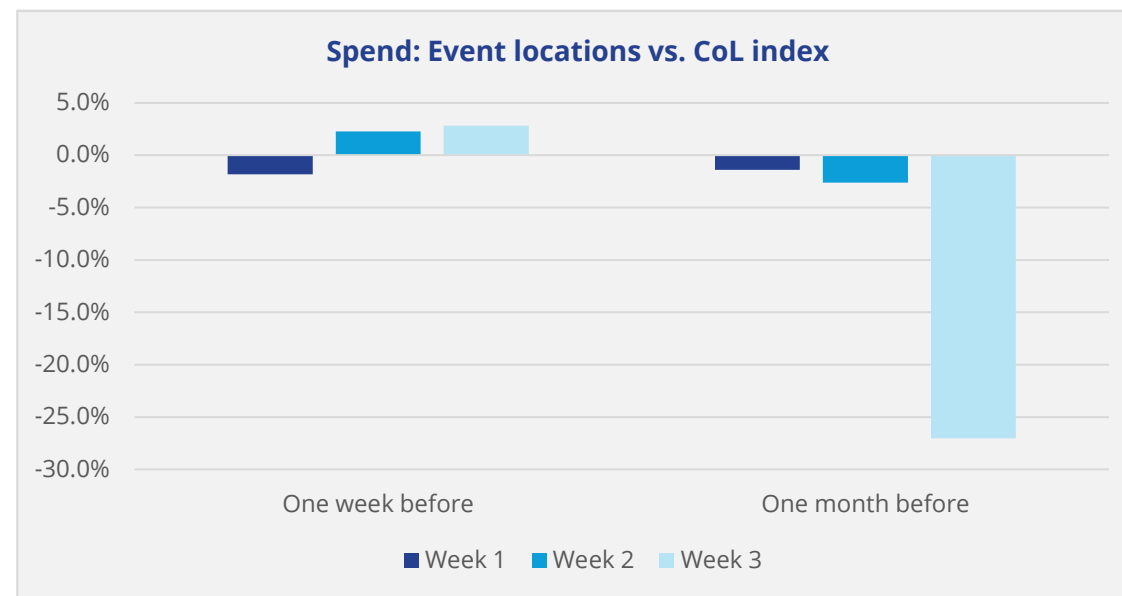
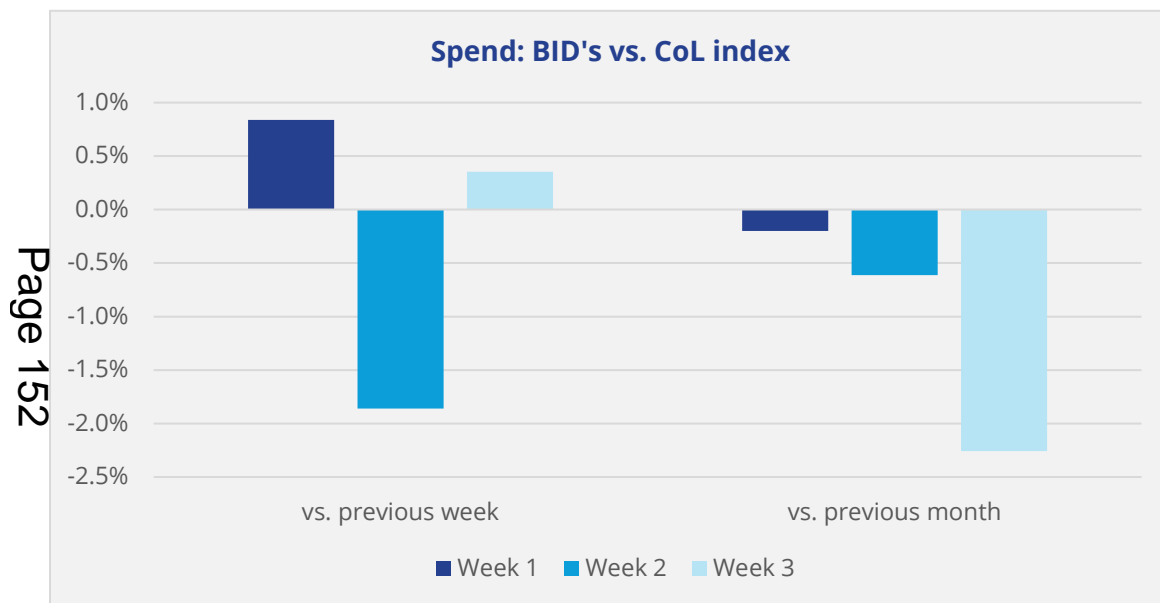
Footfall in event areas outperformed the City of London in all three weeks



- Footfall outperforming the City of London (CoL index) vs. previous month and year in all Bartholomew Fair locations
- Also outperforming City of London in week 1 vs. previous week

How did area perform? Spend

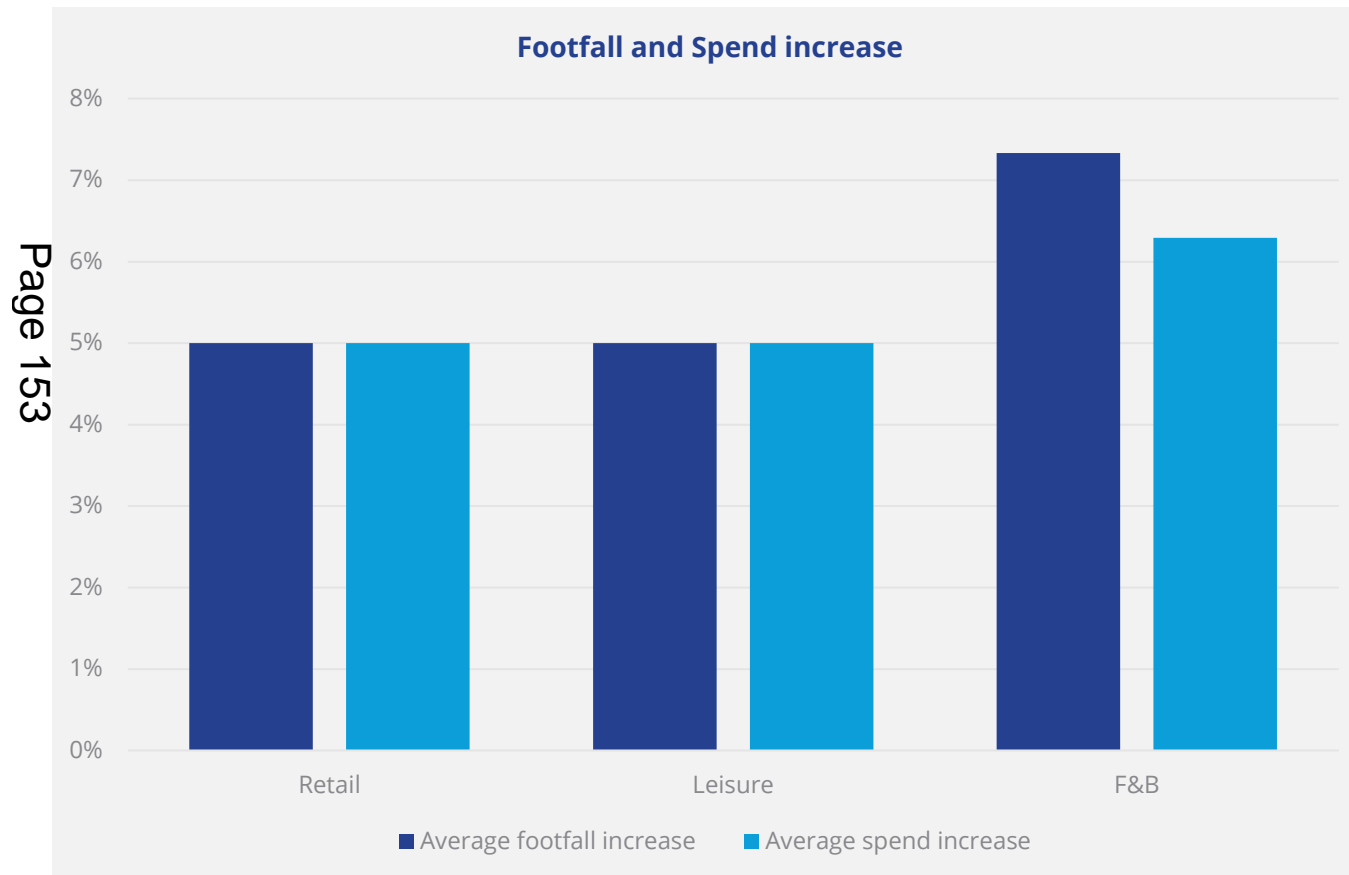
Increased footfall appears to have limited impact on overall spending



- There was limited impact on total spend in either the BID areas that were hosting the events or the areas around the BID's themselves
- On a week-on-week or versus the previous month, impact ranged from around -2% to +1% - this level of variance is typical of weekly or monthly change and so suggests there was very limited impact at a total level

How did area perform? Business survey

Business survey suggests footfall and spend increased similar amounts



- Business survey asked local businesses what impact they had seen on footfall and spend during the period
- Based on business responses footfall and spend increased similar (+5%) amounts during the fair, although footfall increased a percentage point more than spend in F&B businesses



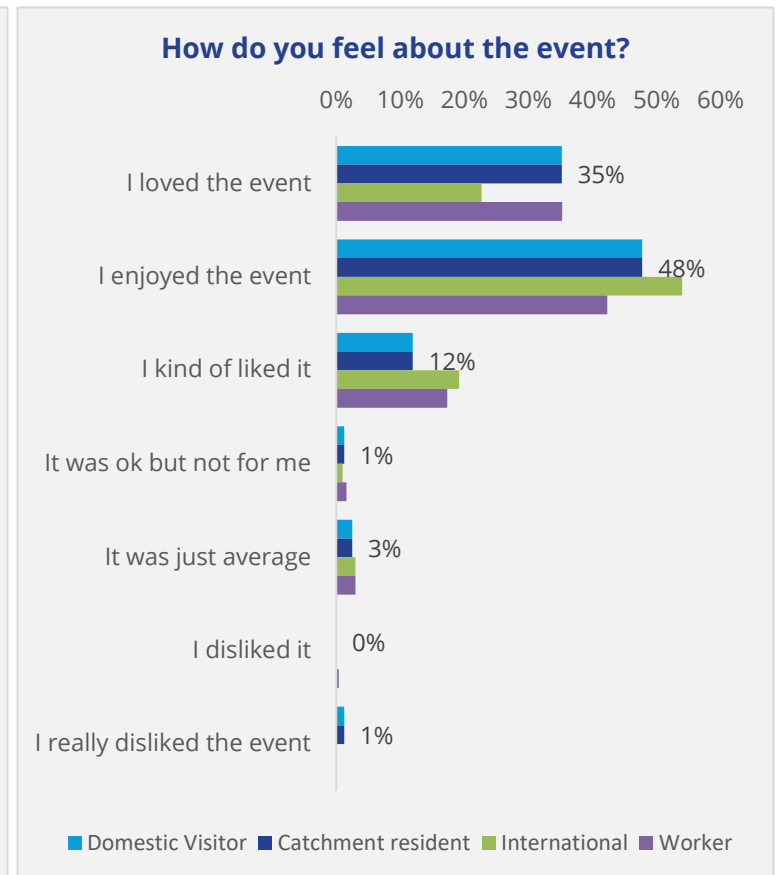
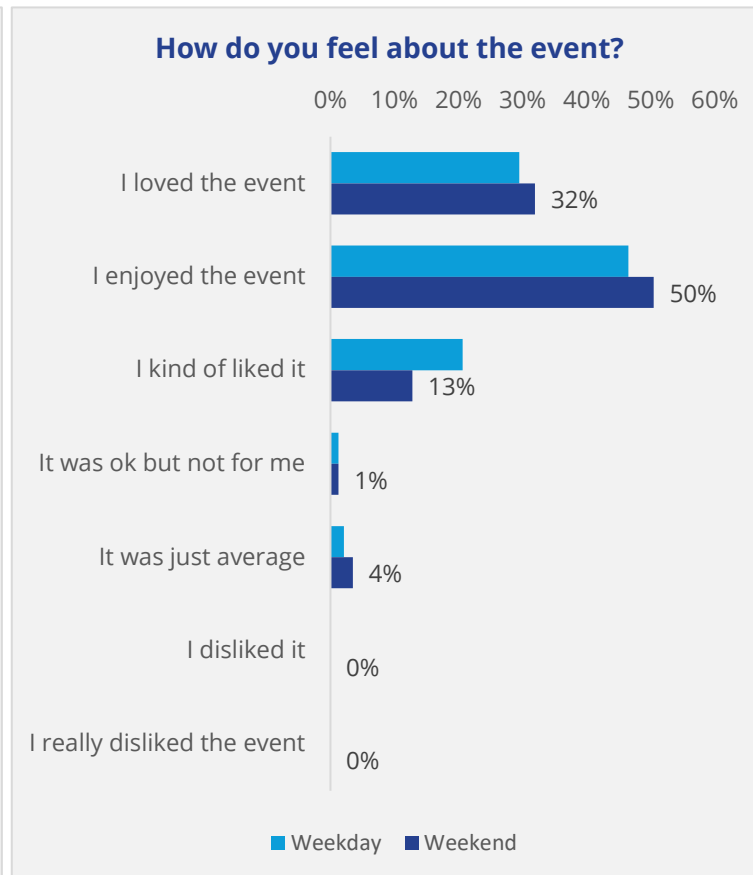
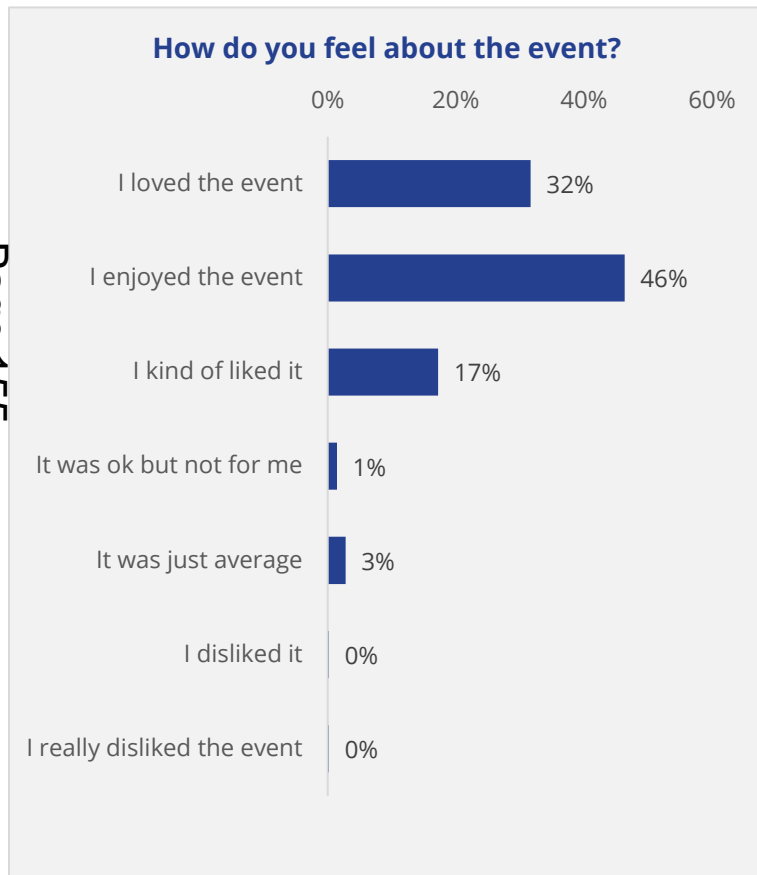
06

How was the area perceived?

How did area perform? Event enjoyment

78% event visitors loved or enjoyed the event

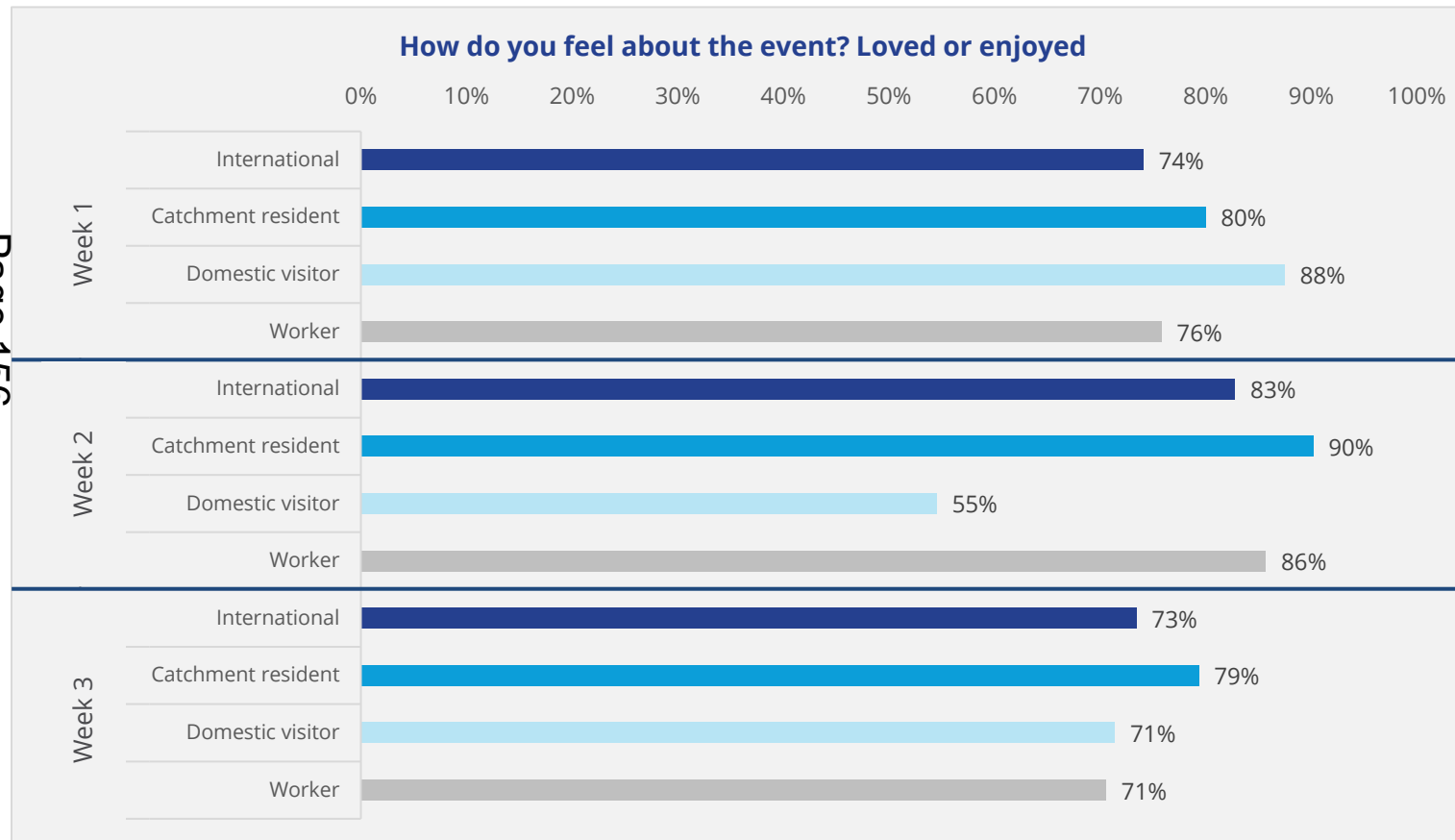
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Source: Bartholomew Fair Survey 2023

How did area perform? Event enjoyment

High proportion of catchment residents 'loved' or 'enjoyed' the event

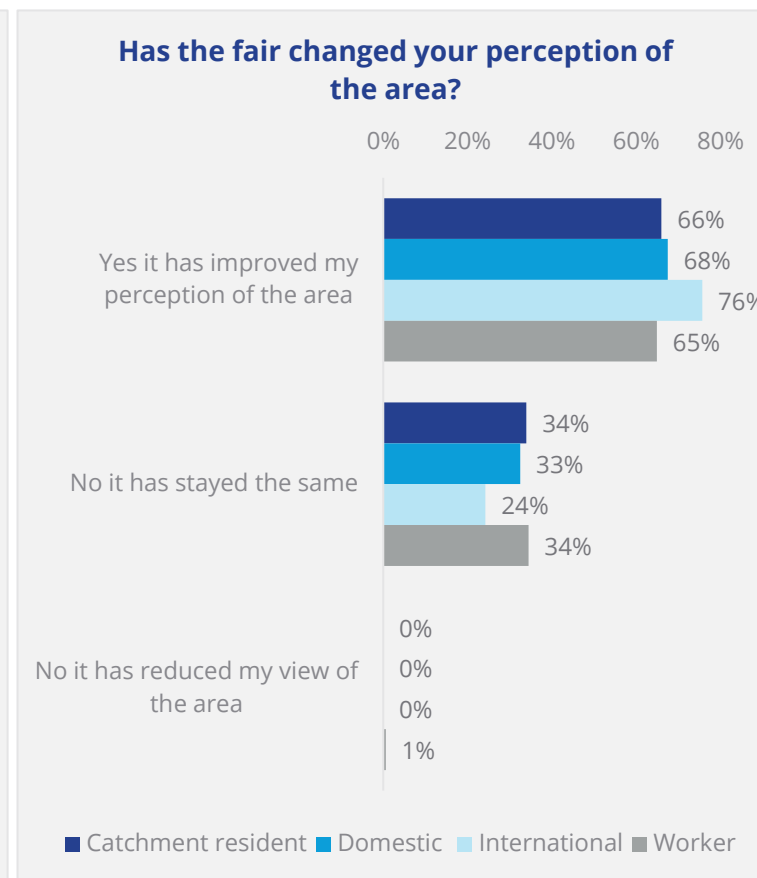
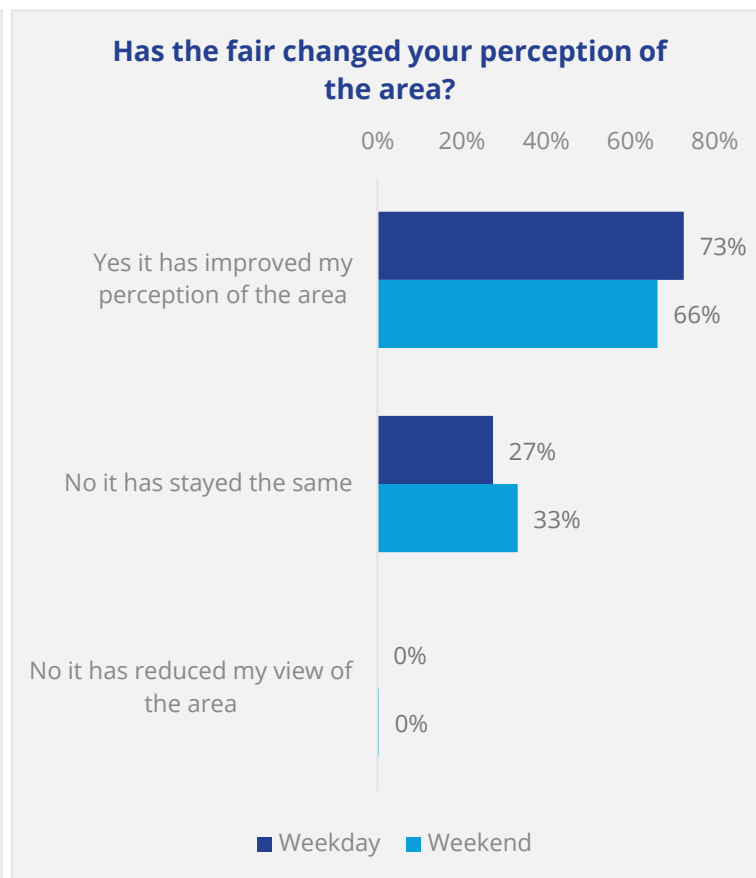
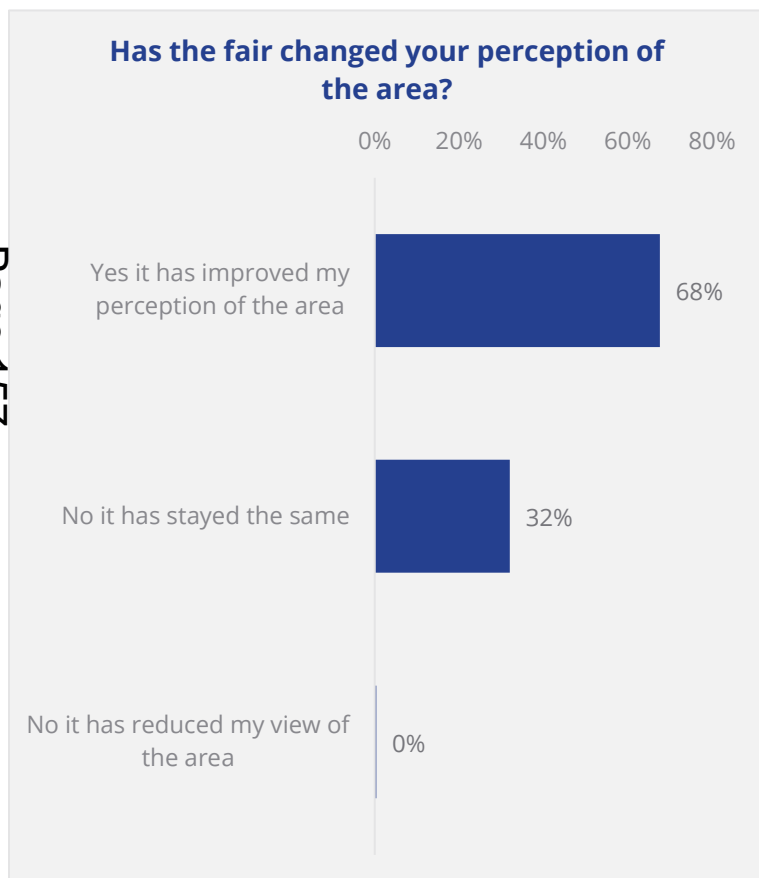


- Catchment residents most likely to state they loved or enjoyed the event
 - Week 1: 80%
 - Week 2: 90%
 - Week 3: 79%
- 88% of Domestic visitors loved or enjoyed the event in week 1, but less favourable in week 2 (55%)

How did area perform? Area perception

68% event visitors said it had improved their perception of the area

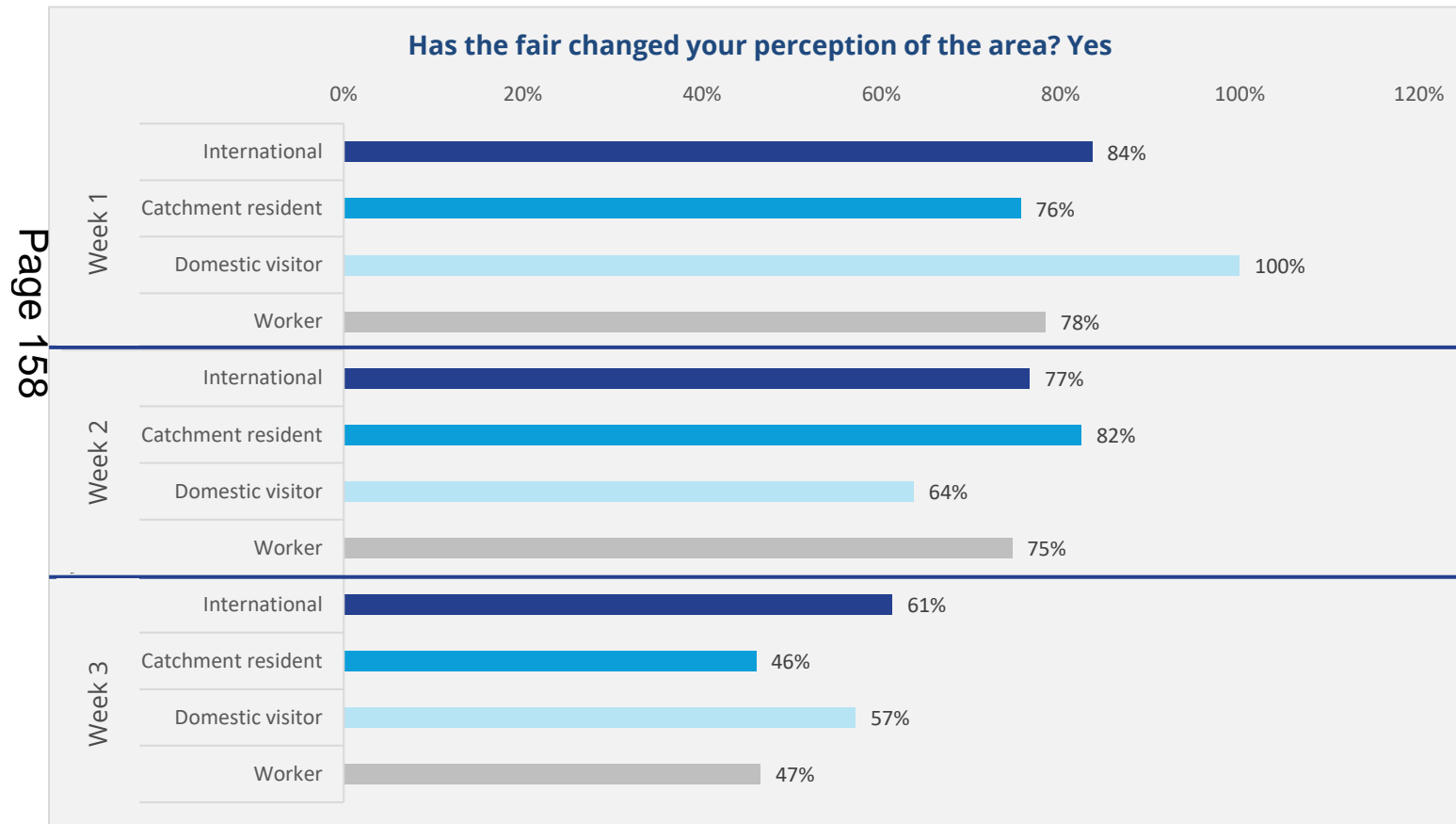
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Source: Bartholomew Fair Survey 2023

How did area perform? Area perception

International and domestic residents most likely to state fair had changed their perception of area



- International visitors and catchment residents most likely to state the fair changed their perception of the area



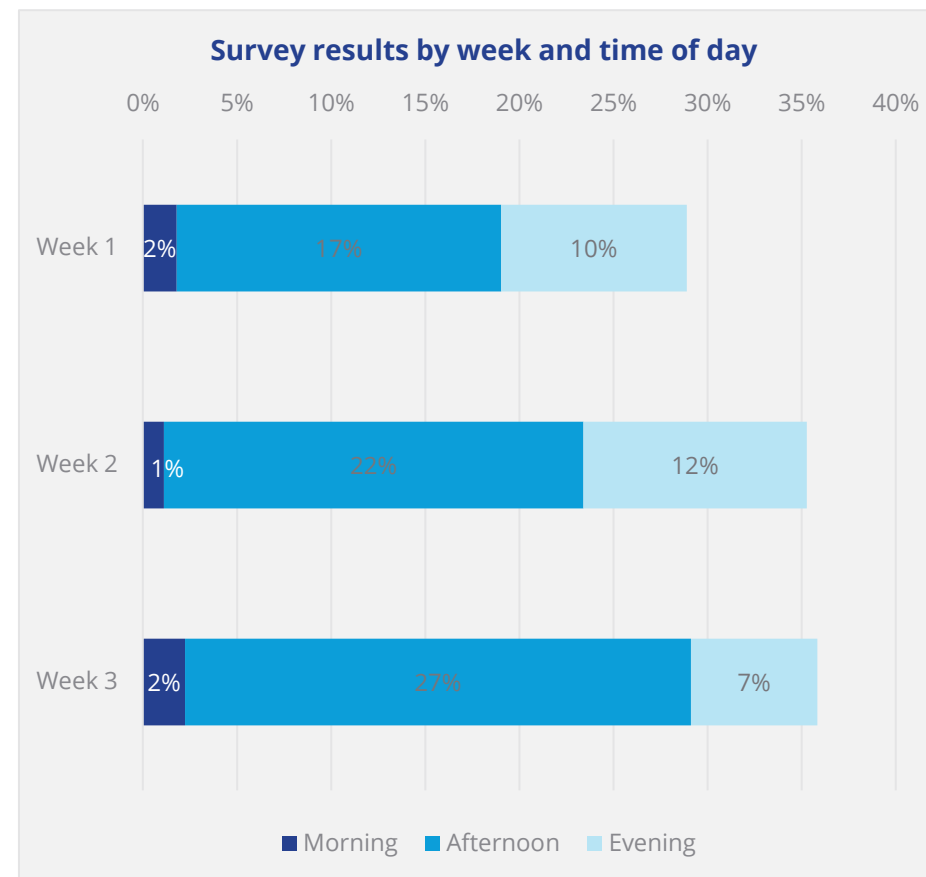
Appendix

Appendix

Surveys conducted to monitor consumer behaviour and preferences

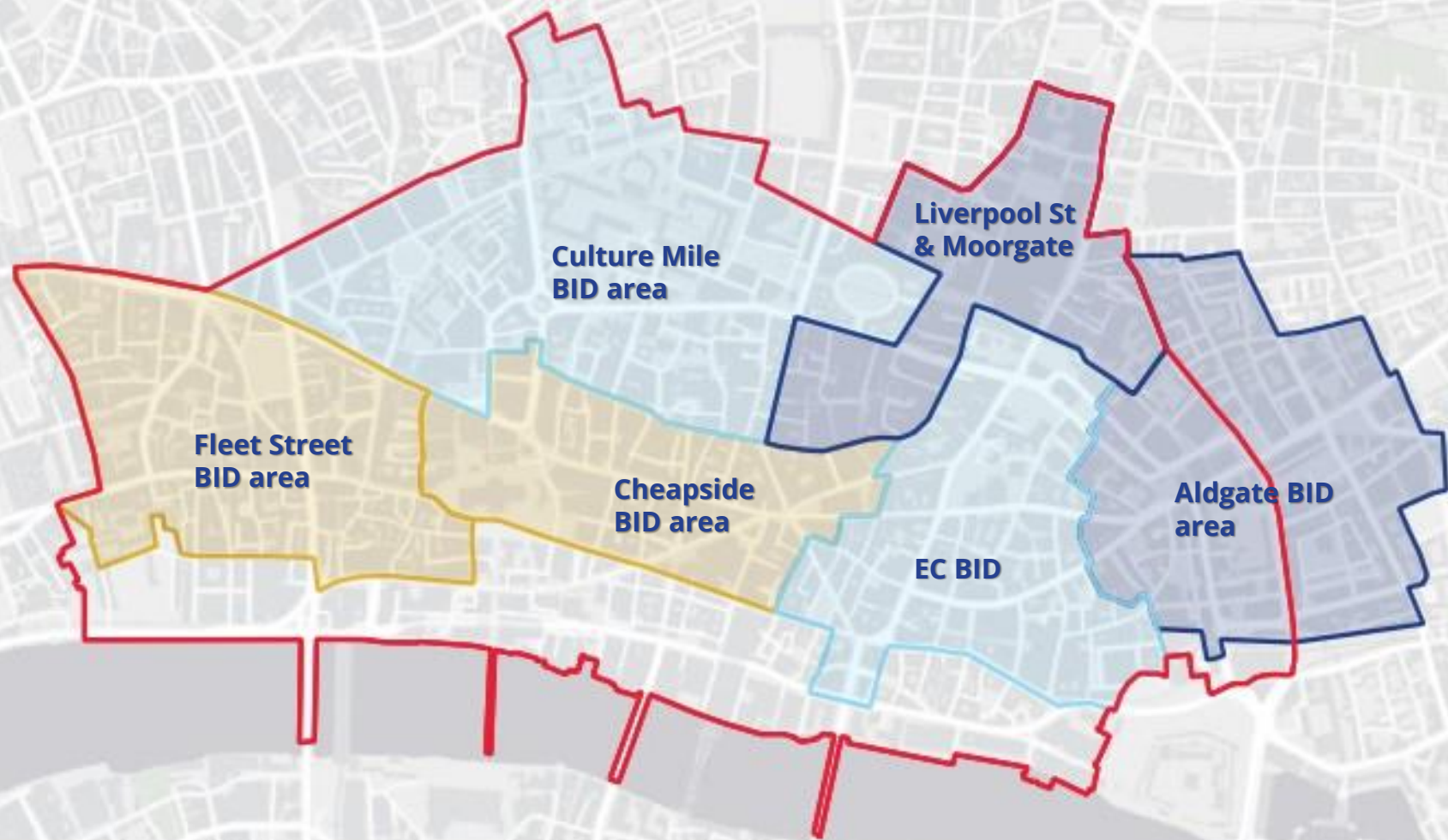
- ~1,500 in-field surveys (including follow up online survey) conducted between 31st August and 18th September
 - Explored behaviours and preferences of Event “users”
 - 12% respondents via online follow up survey. *“Morning” respondents predominantly via online follow up survey*
 - Responses calculated to be approximately 1.2% of total visitors to the fair
 - Sample size aligns with industry best practices

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Appendix | BID areas

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Data tools + inputs

We combine client data and proprietary data tools with a broad range of partner insights

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Locate Insights platform



Locate **Venues**



Locate **Spend**



Locate **Footfall**



Locate **Profit**



Locate **Catchments**



Locate **Vitality**

External Data Partners



Data tools + inputs *(example)*

Footfall intelligence

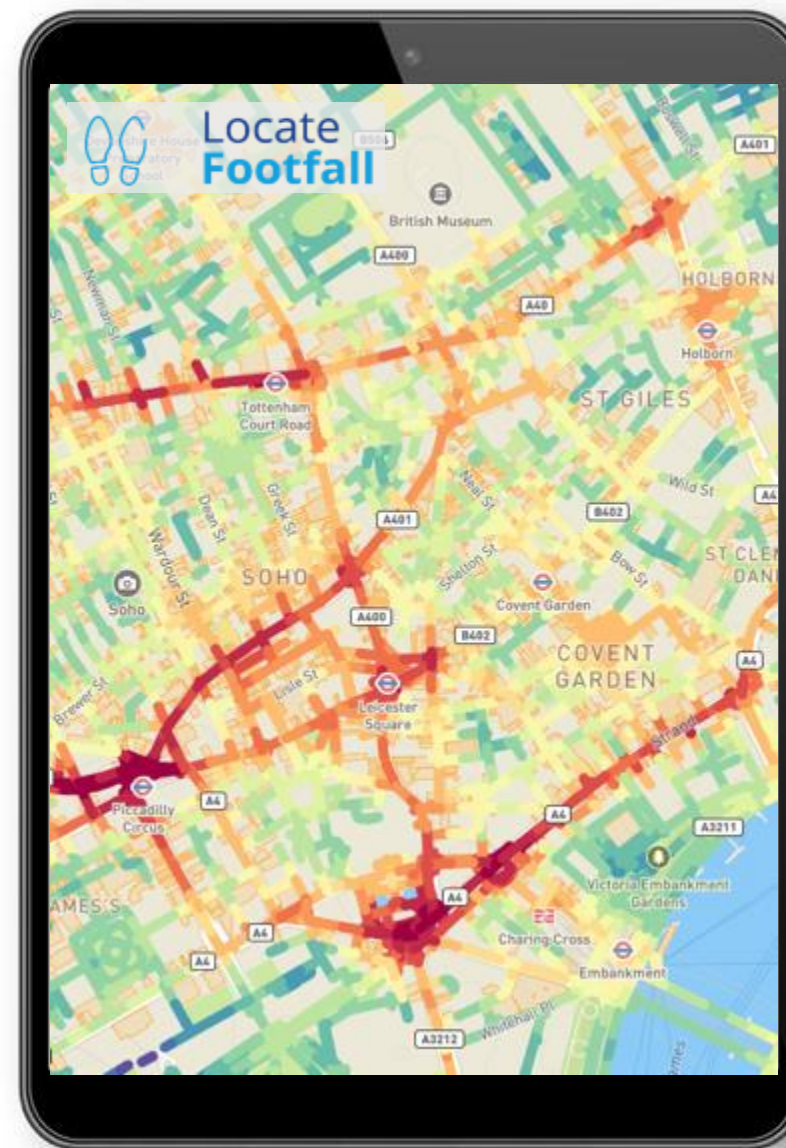
Using mobile data, we are able to profile visitors from a data pool of billions of records

Part of Colliers' proprietary LocateInsights Platform, LocateFootfall delivers unique crowd level profile & behavioural insights for use across the UK retail sector.

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The platform is the product of a range of unique partnerships across the Data & Proptech markets, harnessing big data and A.I via a simple browser based tool.

- ✓ Market leading intelligence from 80+ data sources
- ✓ Sample size of over 9 million active smartphone users
- ✓ Delivers data instantly without hardware installation
- ✓ Location data at any level of geography, over any time period



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Committee(s): Culture, Heritage and Libraries – For Information	Dated: 20/11/2023
Subject: Cultural Planning Framework	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2, 3, 4, 7, 8, 9, 10
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of: Damian Nussbaum, Executive Director, Innovation & Growth Bob Roberts, Interim Executive Director, Environment	For Information
Report author: Rob McNicol, Assistant Director (Planning Policy and Strategy), Environment Department Luciana Magliocco, Destination City Director, Innovation & Growth	

Summary

The Cultural Planning Framework (CPF) is being developed as a cross-departmental project to enable the City Corporation to use its planning system to better orchestrate how culture is delivered across the Square Mile by developers of major schemes (1,000 sq. m+).

The CPF aims to create an evidence base and set of recommendations that can underpin the production of new planning guidance for culture that can be introduced to complement the City Plan 2040, and which has the potential to contribute data and content towards any future cultural strategy that the City Corporation may produce in the future. By end of the consultancy that is underway, it will provide:

- a researched spatial/cultural framework;
- guidance to planning officers about what we want from the process, including Culture and Vibrancy Plans and financial contributions;
- clarity and good practice guidance to developers;
- a system for capturing impact and value.

Recommendation(s)

Members are asked to:

- Note the report.

- Endorse the convening of a follow up event, at which the existing consultancy research can be explained in depth, and to which Members from other relevant Committees can be invited.

Main Report

Background

1. 'Cultural planning' can be defined as a process by which a local governing authority develops approaches for enhancing the cultural assets in its area. An established method to help achieve this is to require developers of major real estate schemes (defined as 1,000 sq m+ in the City of London) to commit to the realisation of cultural amenities as part of the planning process, with that requirement set out in policies in their Local Plan. As such, cultural planning can provide an enhanced cultural experience of a place for its residents and visitors while also enabling developers and investors in the built environment to contribute toward the wider life of the City, which in turn may lead to higher returns from investment. This approach is highly significant in the context of Destination City.
2. Deliverables secured through a cultural planning approach can range from new spaces for culture, public artworks, the design of public spaces so they are optimised for cultural activation, re-presentation of heritage assets, partnerships with cultural and community organisations, as well as financial contributions in addition to/in lieu of these.
3. In the context of the CPF, 'culture' is defined as the broad range of activities and facilities which enable vibrant, sustainable creative lives, experiences and environments for City workers, residents and visitors. This includes arts-led creative projects which enhances the distinctive character of an area, and the spaces through which the creative and cultural industries can operate, create, produce, present and develop skills and training.
4. The draft City Plan 2036 (which is being updated) indicates that developers of major schemes should submit cultural plans. Since 2020, developers in the City have submitted over 25 Cultural Plans as part of their planning applications. Engagement between these developers and the City Corporation about the role that major schemes can play in enhancing the Square Mile's cultural offer is encouraging in the context of Destination City.
5. In spring 2023 a consultancy brief for the CPF was created. This aims to significantly consolidate this area of work and address identified gaps in City Corporation knowledge, process and policy. It will provide City Corporation planning officers and developers with clear details of the cultural deliverables we expect to secure through our planning system in support of Destination City.
6. Desired outcomes from the delivery of the CPF are that:

- the City Corporation has a clear process, underpinned by an evidence base, for understanding types of cultural uses it wants to see secured through the planning system in the Square Mile.
 - Officers understand ‘what good looks like’ and can give clear guidance on what kind of contributions to the City’s cultural offer are required from developers through major schemes.
 - the City Corporation can measure and understand the impacts associated with this approach.
 - the City Corporation is set up to achieve greater consistency of approach in this area through the production of Developer Guidance for Culture which will support the City Plan 2040.
 - the CPF’s evidence and recommendations can inform and enhance destination approaches, whether through the Destination City approach or by external bodies such as the BIDs, and further ensure Destination City has a long term and meaningful impact.
7. In securing culture through the planning system, a balance between flexibility and constraints is required in terms of guidance provided to developers. Culture can be an inherently unstable field, with public tastes changing ever quickly. Conversely, it can thrive under spatial and strategic constraints if these are maintained and resourced. The CPF aims to equip City officers and developers alike with a shared understanding of what broad kinds of cultural deliverable are required in the Square Mile, and where. At the same time, it aims to leave space for new or previously marginal ideas to surface, for new creative combinations to be cultivated, and for developers to explore how delivering culture can also benefit their own interests rather than being an imposed ‘add on’.

Current Position

8. In March 2023 Publica Associates Ltd and TJ Culture Ltd were appointed to deliver the CPF. The consultant team commenced work in April delivering against a brief that includes the following components:
- Creation of a set of digital map layers that locate the Square Mile’s cultural assets and ‘cultural contributors’ (including development activity, night-time economy, tourism and residential areas).
 - ‘Character plans’ for the City’s diverse neighbourhoods that identify how cultural planning can support the cultural development of each area towards 2040.
 - A recommended formula to enable negotiations with developers around cultural contributions to be made within a fair and consistent framework.
 - Recommendations as to the structure and components of Cultural Plans that the City Corporation will require in the future.
 - Proposal of a light touch monitoring system to enable measurement and analysis of the impact of cultural planning in the City.
 - Provision of case studies that demonstrate quality and a directory of links to good practice in cultural planning.
 - Engagement with developers to strengthen the case for cultural planning and to ensure that this approach supports industry perceptions of the need to invest in culture to support commercial interests and ESG agendas.

9. The CPF is not of itself a cultural strategy for the City of London but contains elements that might usefully contribute to the development of a cultural strategy in the future. It has not been designed to suggest a City-wide cultural vision or objectives, not does it propose a timeline for recommended cultural actions. While proactively concerned with putting procedures in place, establishing benchmarks and lifting the quality of practice, the CPF requires developer-led activity on major schemes to deliver the outcomes the CPF envisages. Further, it does not address what kind of cultural provision might be made in parts of the Square Mile that are not subject to development activity; nor how the City Corporation might steward its own property assets – including not least its own major cultural institutions – in support of a City-wide cultural strategy.
10. The CPF can, however, complement a future City cultural strategy by providing spatial analysis of the cultural status and potential of the City's various neighbourhoods, by amassing detailed and quantifiable data locating the City's cultural assets, and by signalling where developer-led cultural activity is likely over the next five years and the forms it will take.
11. The CPF consultancy has been significantly progressed since April with emerging outputs including:
 - a thorough and detailed mapping of the Square Mile's assets nearing completion with data amassed for inclusion in the CityMaps online platform and in Compass, the Planning Division's tool used to inform planning application negotiations.
 - research and development of detailed formulae which can be applied to developer negotiations within a demonstrably fair and consistent framework.
 - feedback from developers and planning agents that broadly recognises this agenda and provides further steer on how to make any new City Corporation policies and processes clear and helpful.
 - recommendations regarding structure and components of Cultural Plans based on an analysis of 20 Cultural Plans submitted to the City Corporation by developers since 2020.
 - outline information on the impact measurement model which combines with existing and planned Destination City and City planning data collection procedures.
 - drafted information on proposed character plans for the City's neighbourhoods with emerging suggestions about what local priorities might be for the next 5 years.
12. With consultant input on the CPF concluding before the end of 2023, it is proposed that, now the research and recommendations have reached a mature stage, an opportunity should be convened at which Members can respond to and input into the detail of the framework.
13. It is anticipated that in spring 2023 the CPF's findings and recommendations will go out to public consultation in the first half of 2024, prior to its formal inclusion as part of the City Plan 2040. The City Plan 2040 is currently scheduled to be completed and made public in 2025; the CPF's recommendations and guidelines

can be used in the City Corporation's negotiations with major scheme developers before that point.

Proposals

14. CHL Committee Members are invited to consider the suggestion of convening a follow up event at which officers and their appointed consultants can share the details of their work on the CPF to date. Given the cross-departmental nature of this initiative, it is suggested that the invitation to engage is extended to Members from the Planning & Transportation and Policy & Resources Committees, so that expertise both in cultural initiatives and in planning policies and processes are represented, allowing for 360-degree feedback to be given.

Corporate & Strategic Implications

Strategic implications – the CPF will provide a significant body of evidence and recommendations towards enhanced processes and impact measurement in support of third-party investment in the City's cultural infrastructure. As such it has the potential to deliver significantly in relation to Destination City and in multiple desired Corporate Plan outcomes, particularly those relating to the quality of public wellbeing and the Square Mile's credentials as a world class centre of cultural excellence and creative innovation.

Financial implications – the CPF has the potential to enable the City Corporation to orchestrate a substantial amount of third party (developer) investment in cultural infrastructure.

Resource implications – it is foreseeable that as the new policies and processes derived from the CPF begin to be routinely applied, additional resource will be required to ensure the City Corporation has the right specialist input available. Staffing and related costs may potentially be externally met from PPA costs.

Legal implications - none

Risk implications - none

Equalities implications – none

Climate implications - none

Security implications - none

Conclusion

A substantial amount of research and recommendations have been compiled to enhance the processes by which the City Corporation secures investment in cultural infrastructure from major scheme developers in the Square Mile. The Cultural Planning Framework has the potential to provide significant clarity and best practice in the joined-up realisation of new cultural infrastructure and amenities in the Square Mile. It can also make significant contributions to a future cultural strategy for the City.

Appendices

None

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