



Culture, Heritage and Libraries Committee

Date: MONDAY, 18 MARCH 2024
Time: 11.30 am
Venue: COMMITTEE ROOM 3 - 2ND FLOOR WEST WING, GUILDHALL

Members:

Munsur Ali (Chairman)	Alderwoman Jennette Newman
John Griffiths (Deputy Chairman)	Deborah Oliver
John Foley	Graham Packham (Ex-Officio Member)
Emily Benn	Judith Pleasance
James St John Davis	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	Suzanne Ornsby KC

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

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

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material. Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

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. **MINUTES**
To agree the public minutes of the previous meeting held on 29 January 2024.

For Decision
(Pages 5 - 10)
4. **TERMS OF REFERENCE**
To receive the report of the Clerk

For Decision
(Pages 11 - 14)
5. **OUTSTANDING ITEMS**
To receive the report of the Clerk.

For Information
(Pages 15 - 16)
6. **FORWARD PLAN**
Members are asked to note the Committee's forward plan.

For Information
(Pages 17 - 18)
7. **DRAFT BUSINESS PLAN - I&G**
To consider the report of the Executive Director, Innovation & Growth.

For Decision
(Pages 19 - 32)
8. **CAI DELEGATED AUTHORITY PROPOSAL**
Report of the Director of Innovation & Growth.

For Decision
(Pages 33 - 42)
9. **KEATS HOUSE FEES AND CHARGES 2024/25**
Report of the Executive Director Environment

For Decision
(Pages 43 - 52)

10. **LEVELLING UP AND REGENERATION ACT 2023**

Report of the Remembrancer

Link to the relevant legislation here: [Levelling-up and Regeneration Act 2023 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

For Information

(Pages 53 - 56)

11. **LONDON METROPOLITAN ARCHIVES UPDATE**

To note the report of the Town Clerk.

For Information

(Pages 57 - 68)

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

Report of the Executive Director, Community and Children's Services

For Decision

(Pages 69 - 84)

13. **KEATS HOUSE - TRUSTEE'S ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023**

For Information

(Pages 85 - 120)

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

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

16. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-public Agenda

17. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting held on 29 January 2024.

For Decision

(Pages 121 - 124)

18. **SCULPTURE IN THE CITY TRANSITION**

To consider the report of the Director of Innovation & Growth

For Decision
(Pages 125 - 130)

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

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

CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Monday, 29 January 2024

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Committee Room 3 - 2nd Floor West Wing, Guildhall on Monday, 29 January 2024 at 11.00 am

Present

Members:

Munsur Ali (Chairman)	Andrew Mayer
John Griffiths (Deputy Chairman)	Wendy Mead
John Foley	Eamonn Mullally
James St John Davis	Deputy Alpa Raja
Jaspreet Hodgson	David Sales
Wendy Hyde	Ian Seaton
Antony Manchester	Mark Wheatley
Alderman and Sheriff Bronek Masojada	Irem Yerdelen

In Attendance

Officers:

Steven Chandler	- City Surveyor's Department
Damian Nussbaum	- Director of Innovation & Growth
Rob Shakespeare	- Keats House, Open Spaces Department
Emma Markiewicz	- London Metropolitan Archives
Elizabeth Scott	- Head of Guildhall Art Gallery
Jayne Moore	- Town Clerk's Department
Luciana Magliocco	- Innovation & Growth
Rob McNicol	- Environment
Simon Glynn	- Environment
Andrew Buckingham	- Communications & External affairs
Kate Poulter	- Innovation & Growth
Omkar Chana	- Innovation & Growth
Julia Pridham	- City Bridge Foundation
Mark Jarvis	- Chamberlain's Department

Also in attendance :

Astrid Bois d'Enghien	- Publica
Victoria Jessen-Pike	- Publica
Tim Jones	- TJ Culture

1. APOLOGIES

Apologies were received from Deborah Oliver, Anett Rideg, and Dawn Wright.

The following Members did not attend the meeting in person but observed the proceedings online: Judith Pleasance, Alderman Jeanette Newman, Jason Groves, Caroline Haines, and Alethea Silk.

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

There were no declarations.

3. **MINUTES**

On item 8 (The Monument), a Member asked for an update on the Monument. The meeting heard that officers are continuing to progress positive discussions regarding the future governance and day-to-day operational management of the Monument, with a recommendation on the permanent governance and operational arrangements to be finalised following the conclusion of the Paul Martin review of Destination City and this Committee's decision in relation to those findings. In the meantime, the Monument will continue to welcome visitors as normal (see action point 10).

RESOLVED, That the public minutes of the meeting of 20 November 2023 be approved as an accurate record of the proceedings, subject to the insertion of the phrase "be involved with" in lieu of "would be signalled" in reference to the appointment of Publica Associates and TJ Culture Ltd (item 12).

4. **OUTSTANDING ACTIONS**

Members received a cultural calendar that would henceforth be updated 3-4 times a year.

Addressing action points 1,3 and 9, Members heard the following update on the Destination City (DC) review being undertaken by Paul Martin:

- Any and every Member wishing to input to the review is to have the opportunity to do so;
- Significant consultation among Members and non-Members has taken place across the past few months (over 140 consultation meetings have taken place), with strong interest both within and beyond this Committee and the Corporation's Policy & Resources Committee, alongside a wide range of resident engagement initiatives and online surveys (230 responses from City workers, residents and businesses);
- Given the significant interest in the DC review the timetable has been extended so that consultation can continue through February 2024, those findings to be integrated into the review;
- Consultation is to continue, and an Industry engagement breakfast event is scheduled for 20 Feb. Invites have been sent to large City businesses and SMEs, including property & construction, retail, financial & professional service sectors;
- Details of the extended timetable will be communicated as soon as possible, noting that the agreement together with the Town Clerk & Chief Executive to extend the timetable was reached at the end of the previous week.

A Member sought confirmation on how industry participants, particularly SMEs, had been involved in the process. The meeting heard that a range of sources had been taken into account, and that a list of stakeholders, including SMEs, would be circulated.

Members expressed disappointment at the timetable extension, and asked for an update on the timetable and whether there was merit in exploring the potential for a hybrid approach of consulting alongside the sharing of emerging findings, and whether the meeting scheduled to take place on 09 February 2024 would still be taking place. The meeting heard that an assessment would be made shortly on whether the 09 February meeting would take place, and that plans are evolving.

The Committee viewed a presentation on the Cultural Planning Framework (CPF) that presented a high-level overview of the cultural infrastructure of the City of London and how culture can support the City's civic life, the 9 identified cultural character areas, cultural contributions from developers, impact assessments, and an outline of the opportunities in the cultural arena.

A Member commented on the risk of 'culture-washing', noting that a cultural offering might not materialise after the planning approval stage. Members noted that developers could not be obliged to enter into a contract with an identified cultural occupant within a s106 agreement, though requirements around cultural implementation plans could be toughened.

A Member asked to what extent any CPF would shape the City of London Corporation in its decision-making process, noting the importance of retaining existing assets (including places of worship).

The meeting heard that heritage was the starting point of the CPF outline, noting its role as guidance rather than strategy.

Members commented on an apparent absence of any cultural vision and strategy as set by the City of London, noting that BIDs are advancing BID cultural strategies and visions.

A Member asked for clarification on the relationship between the CPF and Destination City (DC). The meeting heard that (particularly given the current review of DC) there was merit in the various entities, including DC, focussing on integrating the City's culture into an overarching vision.

5. REVIEW OF TERMS OF REFERENCE

The Committee noted the report of the Clerk.

The meeting noted that the City of London Police Museum governance was under discussion at Corporation level, and noted that the Small Business Research and Enterprise Centre falls within the auspices of the Policy & Resources Committee.

Members noted that cultural strategy could be more clearly articulated in the Terms of Reference, as well as the relationship with the Barbican Centre and the Museum of London. (see Action Point 11)

6. FORWARD PLAN

The Committee noted the report of the Clerk.

7. DEPARTMENTAL BUDGET ESTIMATES 2024-25 - CULTURE, HERITAGE AND LIBRARIES COMMITTEE

The Committee noted the annual submission of the revenue budgets in relation to the operational services directly overseen by the Committee.

Members noted that decisions in the wake of the Paul Martin review would need to be incorporated in future iterations of the budgeting process.

On the assumptions set out in the report (paragraphs 4 to 6), a Member noted that the £2.3M growth bid for DC is approaching its third and final year and asked for clarification of future plans and funding – noting the pending review of DC. The meeting noted that future funding for DC beyond 2024/25 is not included in the current budget.

Members reviewed the proposed allocation of the 2024/25 revenue budget to ensure that it reflects the Committee's objectives. The Committee noted that the proposed budget for 2024/25 totals a net expenditure of £21.481m - an increase of £0.570m (2.73%) compared with the 2023/24 original budget of £20.911m, which is principally due to:

- The full year effect of the July 2023 pay award (inc winter payment) (£0.806m),
- Net 3% inflation (£0.231m),
- Increase in repairs and maintenance costs (£0.017m),
- An increase in the Cyclical Works Programme (£0.050m),
- 3% inflationary uplift applied to the Museum of London grant (£0.159m),
- These increases are partially offset by the Small Business, Research & Enterprise Centre transferred to P&R committee (£0.569m),
- Implementation of fundamental review savings (£0.020m), and
- A decrease in capital and support services recharges (£0.099m).

RESOLVED, That Members

1. Approve the budget for submission to the CoL's Finance Committee;
2. Authorise the Chamberlain, in consultation with the Deputy Town Clerk, Executive Directors of Community and Children's Services, Environment, Innovation & Growth and the City Surveyor to revise these budgets to allow for any further implications arising from Corporate Projects, the Target Operating Model other reviews and changes to the Cyclical Works Programme; and
3. Authorise the Chamberlain to agree minor amendments for 2024/25 budgets arising during budget setting.

8. DRAFT HIGH-LEVEL BUSINESS PLAN 2023/24 - LONDON METROPOLITAN ARCHIVES

Members considered the high-level Business Plan for London Metropolitan Archives for 2024/25, noting the factors taken into consideration in compiling the London Metropolitan Archives Business Plan.

A Member commented that KPIs might merit from being more ambitious to encompass target audience penetration and enhanced availability to people across the world.

Members heard that a new website is in the process of being developed, as well as a refreshed catalogue whose development is to begin by late 2024.

RESOLVED, That Members approve the departmental Business Plan 2024/25.

9. FLEET STREET HERITAGE INITIATIVE

Members noted the report of the Clerk.

The Chairman acknowledged receipt of a petition titled: "We urge the City of London to do everything in its power to establish a permanent openly accessible exhibition of ceramic tiles incorporating as many as possible of the Heritage of Fleet Street information panels as displayed at the Open House in 2023", noting that 168 signatures had been received.

Members noted that the proposal would be submitted to the City Arts Initiative.

10. REPORT OF ACTION TAKEN - PURPLE HIBISCUS PROJECT

The Committee noted the report of the Clerk.

Some Members commented unfavourably on the lateness of the proposal and reports, and expressed concern that the Committee had been unable to scrutinise the proposals. Members asked for a more comprehensive explanation to be provided as to why the decision had had to be made via the Urgency procedures given the lead time and prior knowledge of the project (see Action Point 12).

Members noted that there is no liability to the City of London Corporation and noted, in response to a question, that the project is fully funded externally (see Action Point 13).

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

Members noted that clarification on the precise role of the Committee would be welcome, noting in particular the apparent subservient role of the Committee in relation to the Policy & Resources Committee, and that a key issue in the review being undertaken by Paul Martin should centre around governance of the City's cultural assets, and how DC is to be governed.

12. ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT

There was no other business.

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 subsequent 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 12.55 pm

Chairman

Contact Officer: Jayne Moore
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Committee: Culture, Heritage and Libraries Committee	Dated: 18 March 2024
Subject: Annual Review of the Committee's Terms of Reference	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 8, 10
Does this proposal require extra revenue and/or capital spending?	
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Town Clerk & Chief Executive	For Decision
Report author: Jayne Moore	

Summary

The Committee's current Terms of Reference are submitted here to give the Committee an opportunity to consider them ahead of the the meeting of the Court of Common Council on 25 April 2024, at which Committees are re-appointed.

Recommendations

Members are asked to:

1. review the Committee's Terms of Reference

Corporate & Strategic Implications

1. Members are asked to consider the scope of the Committee's Terms of Reference and bear in mind the impact of any proposed changes, particularly resource, legal and equalities implications.

Appendix (1)

- Appendix 1 – Terms of Reference of the Culture, Heritage and Libraries Committee (Order of the Court – April 2023).

Jayne Moore

Governance Officer

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

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

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

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

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CULTURE HERITAGE & LIBRARIES COMMITTEE
Outstanding Actions (updated January 2024)

Action Number	Date	Action	Responsible Officer	Progress Update
2	22 May 2023	Cultural calendar to be drawn up to include a forward plan/embassy engagement	DC executive	Presented Jan. 2024, to be presented 3-4 times a year
5	17 July 2023	Folio 400 Jaggard Print House memorial: updates to be provided	Officers	Marcus Coles (Folio400 lead) has had guidance from CAI panel members, contacts have been provided including links to the Culture Mile BID, Bridewell Foundation and Barbican Arts Centre. The group have also been advised to contact Barbican Estates and Children and Community Services as they have responsibility for the site. Marcus Coles is considering and reviewing options and they may just apply for a blue plaque. Further updates are expected in summer 2024.
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	The anticipated timeframe for the CIL payments is April 2024 to June 2025. Money will be made available once Gateway process to the point of being able/ready to begin the work is completed - after the completion of the Community Meeting Room.
9	20 Nov 2023 (item 13)	Committee to be given information on outcome of Member survey on Destination City	DC executive	See DC review
10	29 Jan 2024 (item 3)	The Monument: Committee to be updated on governance and operational management following outcome of DC review.	Environment	(awaiting outcome of DC review)
11	29 Jan 2024	Terms of Reference: clarify role of CoLP Museum and examine options for representing Barbican and Museum of London.	Clerk	CoLP Museum handled by CoLPAB, options for representation from Barbican/MoL under consideration

Action Number	Date	Action	Responsible Officer	Progress Update
12	29 Jan 2024	Comprehensive explanation to be provided for how Purple Hibiscus project was processed as an Urgency decision	CAI/DC	Urgency PHibiscus CHL - cover sheet.doc – information available at this link
13	29 Jan 2024	Confirm that Purple Hibiscus project is fully funded externally	CAI/DC	The commission is supported by private funding, a combination of Foundations and individual donors. Appendix 6. City-Arts-Initiative-application-form.docx

Culture, Heritage and Libraries Committee Forward Plan 2024			
May			
	Libraries update		
	Election of Chair and D Chair		
	Keats House 2023/24 update report		
	Monument 2023/24 update report		
	Keats House activities plan 2024-25		
July	Revenue outturn		
	Libraries end of year update		
	CAI recommendations		

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Committee(s): Policy & Resources – For decision Culture, Heritage and Libraries – For Information	Dated: 18/03/2024 18/03/2024
Subject: High-Level Business Plan 2024/25 – Innovation & Growth	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Driving Economic Growth Vibrant Thriving Destination Leading Sustainable Environment
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Damian Nussbaum, Executive Director, Innovation & Growth	For Decision
Report author: Erin Skinner, Planning & Projects Manager, Innovation & Growth	

Summary

This report presents for approval the high-level Business Plan for the Innovation & Growth Department for 2024/25.

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Innovation & Growth Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, Innovation & Growth’s departmental Business Plan 2024/25.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2024/25, the high-level Business Plan has further evolved to describe the funding and people resources associated with each priority workstream. As a high-

level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel.

3. The Corporate Strategy and Performance Team is working closely with departments to ensure that all Departmental Business Plans are aligned with Corporate Plan 2024-29.

Draft high-level Business Plan for 2024/25

4. This report presents the draft high-level Business Plan for 2024/25 for the Innovation & Growth (IG) Department ([Appendix 1](#)). This will deliver on outcomes in the COLC Corporate Plan 2024-2029 (see Strategic implications at paragraph 13).
5. The Financial and Professional Services (FPS) priorities in the 2024/25 IG Business Plan are derived from the City of London Corporation's [Competitiveness Strategy 2021-2025](#). The Competitiveness Advisory Board advises on this, and six members sit on this Board. The plan is also reflective of the Chairman of Policy & Resources' priorities and the Vision for Economic Growth agenda. This is dependent in part on the results of the upcoming general election and the political willing to work in partnership on elements of our plans.
6. The plan has been reviewed considering the annual [State of the Sector](#) and [Benchmarking](#) reports from which the high-level FPS KPIs have been drawn. These provide regular check-points for our FPS programmes. IG also define and measure metrics at a thematic and project level to ensure delivery, value for money and to provide data for prioritisation and decision making.
7. The high-level plan is organised by our three FPS themes (Open & Globally Competitive, Sustainable Finance & Innovation in Technology), with an emphasis on major programmes and events. More detailed plans are held by IG at a team and project level, which will be augmented as the year progresses.
8. Climate Action priorities in the 2024/25 IG Business Plan are derived from the [City of London Corporation's Climate Action Strategy](#) (CAS) 2020-2027. It explains the importance of climate action to the achievement of the economic, societal and environmental outcomes described in our Corporate Plan, 2018-2023, and the incoming Corporate Plan 2024-2029.
9. IG will continue to deliver Destination City projects where a commitment exists, and the governance is in place. Any new work will be considered, and governance applied accordingly. All the work delivered by Destination City will need to be aligned with the final recommendations from the ongoing review.

Departmental Operational Property Assets Utilisation Assessment

10. IG occupy part of the 1st Floor of the West Wing of Guildhall, with 56 desks allocated to it. In February 2023, it was reported that the net internal area of IG space 1st floor west wing is 473 square meters (sqm), delivering 3.7 sqm per

person. City Surveyors confirmed this to be very low, noting the average range in Guildhall for departments is around 7 to 10 sqm. This data indicated that IG has around half the area per person, resulting in a compacted working environment.

11. The area consists primarily of open plan office space, with a number of meeting rooms and two private booths available for confidential meetings. Except for the customer facing staff who are part of the Destination City team, IG operates on a hybrid basis with staff attending the office a minimum of twice per week. This increases in busy periods around the launch of publications or on the lead up to Mayoral or Policy Chair visits.
12. During 2023, IG disposed of large space on the mezzanine of the West Wing of Guildhall to consolidate staff in in one working area. We also took on space in Irish Chambers on the south side of Guildhall Yard for use by COLC hosted organisations (Heart of the City and Central London Forward). Destination City staff also utilise the Guildhall Art Gallery and City Information Centre.

Corporate & Strategic Implications

13. Strategic implications - The Financial & Professional services plans are aligned to the 2024-29 Corporate Plan outcome Driving Economic Growth.
The Destination City workstream aligns to the 2024-29 Corporate Plan outcome Vibrant Thriving Destination.
The Climate Action Strategy Plan aligns to the 2024-29 Corporate Plan outcome Leading Sustainable Environment.
14. Financial implications - There are no financial implications beyond the Departmental Budget.
15. Legal implications - There are currently no legal implications identified as a result of the business plans and budgets.
16. Risk implications - There are currently no risk implications identified as a result of the business plans and budgets.
17. Equalities implications - There are currently no equalities or diversity implications identified as a result of the business plans and budgets.
18. Climate implications - There are currently no climate implications identified as a result of the business plans and budgets.
19. Security implications - There are currently no security implications identified as a result of the business plan.
20. Resourcing implications - The plan has been made to be delivered within current IG resourcing, notwithstanding any recommendations from the Martin review of Destination City.

Conclusion

21. This report presents the high-level Business Plan for 2024/25 for the Innovation & Growth Department for Members to consider and approve.

Appendices

- Appendix 1 – Final high-level Business Plan 2024/25

Erin Skinner

Planning & Projects Manager

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Innovation and Growth

*Innovation and Growth (IG) works to **strengthen the UK's financial and professional services (FPS)** creating jobs and growth right across the UK. Our programmes in this area support the recommendations in the corporation's **Vision for Economic Growth Report** and are aligned to the **Competitiveness Strategy 2021-25**. IG's second pillar is Destination City, which has a focus on the Square Mile to **increase footfall and bring visitor spend** back to pre-pandemic levels. IG's third pillar is to co-ordinate performance delivering the Climate Action Strategy (CAS). CAS delivers the **Corporation's transition to net zero and creates climate resilience for the Square Mile and Corporation assets**.*

Our aims and objectives are...

*On the **competitiveness** of the UK as the world's leading global hub for **financial and professional services (FPS)** we work to keep the UK **innovative in technology, leaders in sustainable finance and open & global**.*

*On **Destination City**, we increase footfall that encourages spend; creating a seven-day-a-week leisure destination for UK and international visitors, workers, and residents to enjoy.*

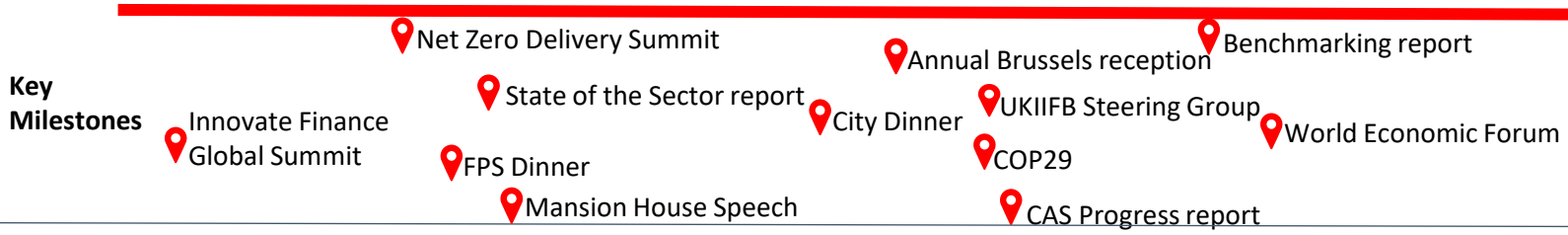
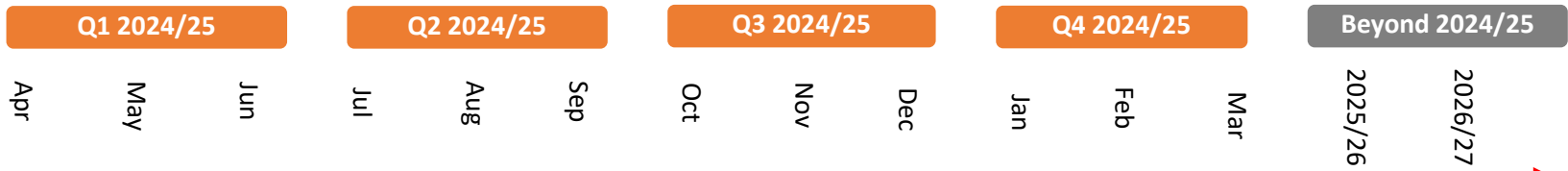
*On **Climate Action**, we are aiming to be net zero in our operations by 2027, extending this out to our full value chain by 2040. By 2040 we will also increase climate resilience and support the achievement of net zero in the Square Mile.*

What's changed since last year...

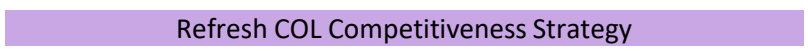
- Delivered *Vision for Economic Growth: A Roadmap to Prosperity*, spearheaded by industry leaders and informed by engagement with over 300 organisations.
- Launched a US presence to deepen impact on trade promotion and policy with the UK's biggest trade partner.
- Secured 11 signatories of [Mansion House Compact](#), an industry-led voluntary expression of intent to take meaningful action to secure better outcomes for UK savers through increased investment in unlisted equities. The signatories represent £400bn AuM, over two thirds of the UK's entire defined contribution pensions workplace market and could unlock up to £50bn of investment into high growth companies.
- Launched Destination City's new leisure brand, promotional channels and delivered a series of seasonal activations including Coronation events, Pride and the Bartholomew Fair.
- Prepared a one-year on Review of Destination City to consider how expectations of the programme are met through a Corporation-wide approach.
- During FY 2022/23, reduced the City Corporation's Scopes 1 and 2 net emissions by 66% since the baseline year (2018/19)
- Between 2018/19 and 2022/23 we achieved 18% reduction in emissions across the entire value chain, including notable 19% reduction in emissions from financial investments (which make up 50% of scope 3).



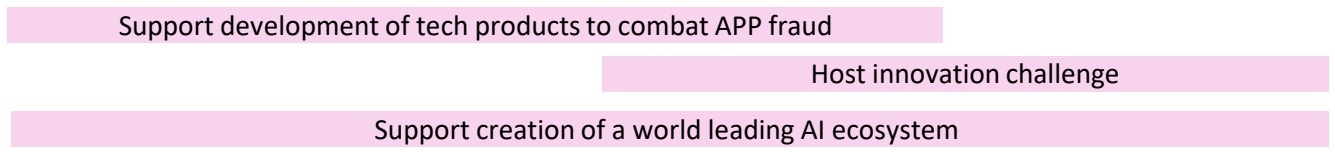
Our 2024/25 timeline planner priority workstreams and key milestones*



Competitiveness



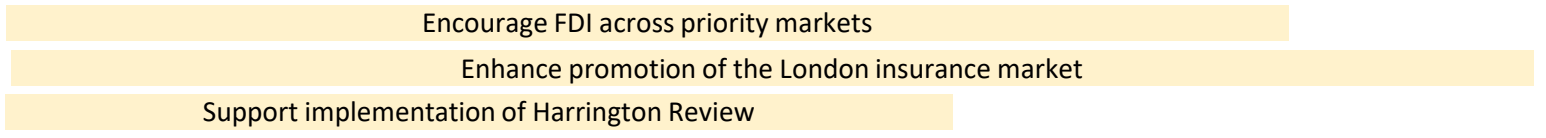
Innovation in Technology



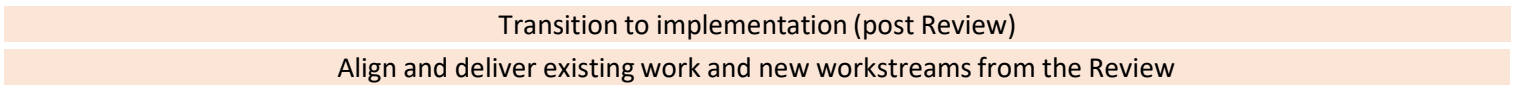
Sustainable finance



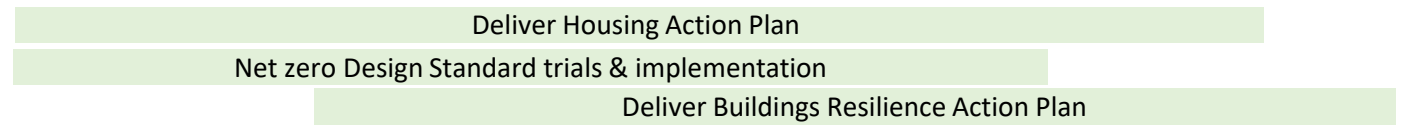
Open & Global



Destination City**



Climate Action



*Some milestones are dependent on the outcomes of the general election and political appetite to deliver them

**Indicative only - all Destination City activity is subject to the ongoing review

Our major workstreams this year will be

Workstream Name	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Update of the Competitiveness Strategy which runs to 2025	Tbc pending detailed project planning	Tbc pending detailed project planning	5. Power & Discretionary 4. Priority Outcome (Organisation)	Corporate Plan 2024-29	Strong basis for COL competitiveness work from 2025	1. Annual Benchmarking Score Composite (Drawn from 101 indicators)	Annual through Benchmarking	Retain No 1 Position	1 in rank. TBC/100 in 2023; 61st/100 in 2022 Benchmarking Dashboard
<p>Open & Global – Ensuring that UK is a global gateway for FPS business. We strengthen and promote a world class business environment which has unparalleled global reach to talent, capital and export capacity</p>	30%	25%	5. Power & Discretionary 4. Priority Outcome (Organisation)	Corporate Plan 2024-29 General election/ political environment	Unparalleled global reach to talent, capital and export capacity. Strengthened UK policy and regulation that supports a friction-free trade experience.	2. Growth of core financial services Asset Management, Insurance, Banking (IA/BCG, SwissRe, BIS)	Annual through Benchmarking	Grow absolute value of core FS over 3 years.	Asset Management = £10.3tn Global Market Share. Insurance = LMG \$121bn gross written premium (2020). Banking = \$5.3tn Cross border banking claims/\$5.4tn of Cross border banking liabilities
						3. FS FDI (fDi Markets)	Annual through Benchmarking	UK FPS FDI = £2bn in 2022.	Positive annual growth rate over 3 years
						4. Benchmarking talent score (Drawn from 22 indicators)	Annual through Benchmarking	Rank = 1 Score = 63 (+3)	Maintain No 1 Ranking. Increase Score
						5. Benchmarking regulatory and legal score (Drawn from 20 indicators)	Annual through Benchmarking	Target No.1 position and increase score	Rank = 2 Score = 66

Our major workstreams this year will be

Workstream Name	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
<p>Sustainable Finance</p> <p>Positioning the UK as a one-stop shop; the go-to partner for countries and companies, looking for capital and expertise, to help them meet their sustainability goals.</p>	27%	23%	<p>5. Power & Discretionary</p> <p>4. Priority Outcome (Organisation)</p>	<p>Corporate Plan 2024-29</p> <p>General election/political environment</p>	<p>Be the partner of choice for capital and expertise on green and social impact finance, helping countries, cities and companies meet sustainability goals.</p>	5. Z/Yen Green Finance Index (z/Yen)	Bi-Annual	Maintain No 1 Ranking. Increase Rating	Rank = 1 Rating = 631 (-11)
<p>Innovation in Technology</p> <p>Ensure that UK FPS – and our financial system – is recognised as Globally Leading in Technology. This will require access to the right combination of skills, innovation, infrastructure, and investment.</p>	26%	21%	<p>5. Power & Discretionary</p> <p>4. Priority Outcome (Organisation)</p>	<p>Corporate Plan 2024-29</p> <p>General election/political environment</p>	<p>Keep the UK's FPS at the forefront of tech adoption and innovation.</p> <p>– Ensure that UK FPS – and our financial system – is recognised as Globally Leading in Tech.</p> <p>– Access the right combination of skills, innovation, infrastructure, and investment.</p>	<p>KPI to be determined to reflect Association of British Insurers annual monitoring of impact of Mansion House Compact (starts June 24)</p>	Annual	<p>Robust data is currently unavailable</p> <p>Targets and baseline to be set in consultation with key stakeholders in the context of the Growth Capital project tbc</p>	
<p>Destination City</p> <p>Delivering a transformation underpinned by sustainable, inclusive & innovative ideas & commercial partnerships.</p>	17%	26%	<p>5. Power & Discretionary</p> <p>4. Priority Outcome (Organisation)</p>	<p>A cross-corporation approach to delivery with COL departments driving respective areas.</p>	<p>Footfall and spend performance</p> <p>Improved consumer perception, NPS rating,</p>	7. Drive footfall that encourages spend. Deliver ROI on growth BID budget through new commercial and contra-deal brand partnerships.	Annual	<p>Programme targets to be reset and ratified following Paul Martin Review</p>	<p>Annual performance to be added once Insight Programme is live with robust, reliable and regular reporting.</p>

Our major workstreams this year will be

Workstream Name	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
<p>Climate Action</p> <p>Support the achievement of net zero emissions</p> <p>Build climate resilience.</p> <p>Champion sustainable growth.</p>	<p>100% Central Risk (67%, City Fund, 27% City Cash and 6% BHE)</p>	<p>4%</p>	<p>4. Power & Mandatory</p> <p>4. Priority Outcome (Organisation)</p>	<p>Funding of Cyclical Works Programme, buy-in of SLT and Membership (N.B . CAS is a multi-project programme, not a project)</p>	<p>Net zero in operations by 2027, NZ in value chain and Square Mile by 2040 and delivery climate resilience</p>	<p>Reduction in kilo tonne of carbon dioxide equivalent.</p>	<p>Annual</p>	<p>Decreasing emissions over 3 years.</p> <p>Target net-zero</p>	<p>Reduced emissions by 66%</p>

Our strategic commitments

Strategies 1 – 4 deliver against Vision for Economic Growth

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

- Pitch strengths of the UK, such as insurance, globally
- Growth of UK AUM.
- Drive cross UK growth for Tech

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

- Increase digital and AI skills in FPS
- Support tech to start stay and scale
- Boost the skills supply needed to decarbonise the commercial built environment
- Monitor trends and international benchmarking across FPS activity

Strategy 5. Destination City

- Increase footfall and spend within the City.
- Promote the City's diverse culture and leisure offer.
- Martin Review to set out refreshed post pandemic strategy in early 2024.



Strategy 2. Nurture an Innovative Ecosystem

- Greater availability of green and impact finance, and services from the UK.
- Integrate tech across UK FPS
- Provide global leadership from the UK on green and other forms of sustainable finance

Strategy 4. Retain a World-Class Business Environment

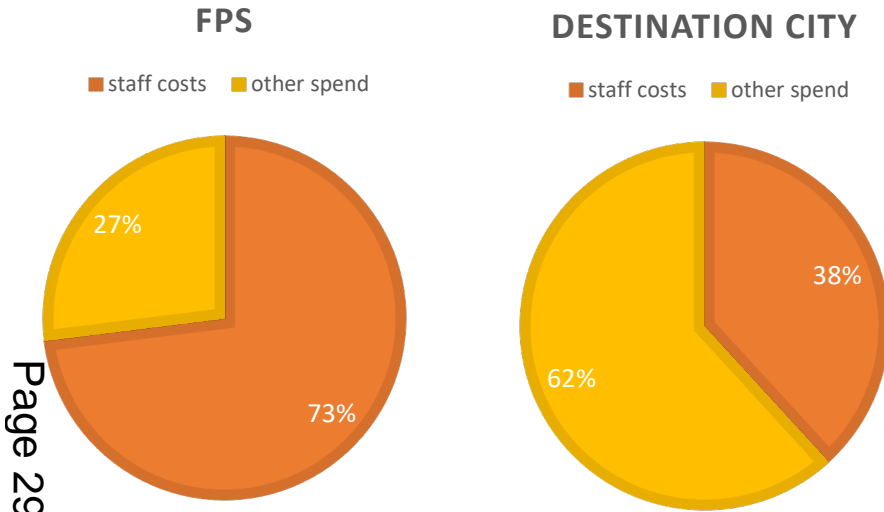
- Increase access to talent.
- Strengthen international competitiveness of UK FPS policy and regulation.
- Protect and increase access to key jurisdictions with a particular focus on environmental services and digital trade.

Strategy 6. Climate Action

- Improve energy efficiency by retrofitting our buildings and maximising the use of renewable energy.
- Embed circular economy principles into our building projects and reducing the carbon intensity of materials and design approaches.
- Enhance and protect carbon removal in our green spaces.
- Integrate climate considerations into all our decisions.
- Governed by cross-Corporate Climate Action Strategy 2021-2027 involving 13 workstreams delivered by 6 departments

Where our money comes from and what we spend it on

Total 2024-25 budget estimate allocation (excluding CAS) is £9.168m (FPS) and £4.072m (DC), with c. 53% of this coming from City's Estate and 47% from City Fund



Medium Term Plans under consideration (2025/26 and 2026/27)

Priority list (e.g. new legislation, services, projects, automation)	2025/26	2026/27	Funded or Unfunded
CAS Programme delivery (13 project plans)	x	x	Funded
FPS Competitiveness Strategy	x	x	Funded
Destination City Programme			Partially funded
P&R Growth Bid Budget	x		
CHL Budget	x	x	

Key Risks

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

Corporate Risks

Likelihood	Minor	Serious	Major	Extreme
Likely	0	0	0	0
Possible	0	0	2	0
Unlikely	0	0	0	0
Rare	0	0	0	0

Impact

Operational Property Utilisation Assessment

Asset name	Assessment Complete?	Assessment Completion Date
Guildhall	Y	October 2023
Guildhall Art Gallery	Y	November 2023
City Information Centre	Y	November 2023
Roman Baths	Y	November 2023

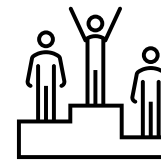
Partners we work with

Page 30



Our Impacts

1st most competitive financial centre



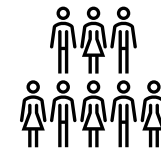
£24bn investment to UK tech companies



11 signatories of the Mansion House Compact representing over **£400bn in assets**



GIF has achieved a healthy pipeline of **48 mainly boutique asset managers**



66% reduction in carbon emissions



27% reduction of fuel combustion in our buildings



700 trees planted



Our People

2022 Staff Engagement score

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

Plans to increase staff engagement

Career and L&D

- Signposting L&D and career support offers and building a library of peer reviewed L&D opportunities based on our own experiences.
- Increased access and visibility of development opportunities.
- Developing IG’s internal L&D offer through peer support, lunch and learns etc delivered in collaboration with colleagues in OPC, Mansion House, Corporate Affairs and the Remembrancer department.
- Encouraging internal recruitment, and progression for junior staff as roles become available.

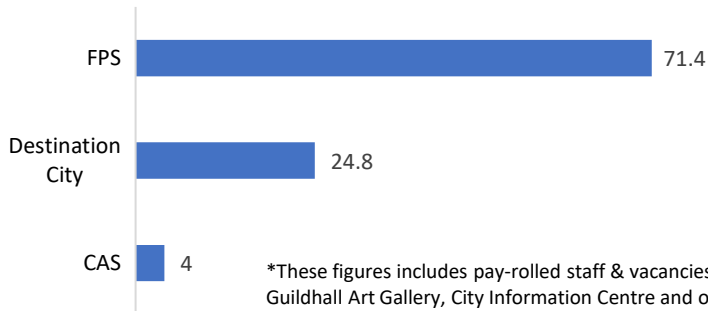
Culture

- Establishing a programme of work to establish a supportive and collaborative culture with an emphasis on wellbeing.
- Improving IG’s change management through better comms and improved project management approaches.
- Internal restructure to strengthen our strategic support functions by bringing them together into the new Strategic Operations & Engagement Directorate to enable better sharing of resource and economies of scale.
- Improving structure, decision making mechanisms and comms from SMT through support from the new Directors office.

Equality Diversity & Inclusion

IG has established an EDI Council which is producing our department EDI plan. The Council is open to anyone in IG and sponsored by a member of the Senior Management Team. The Council will reflect the Corporation's EDI objectives, feed into Corporate wide programmes and provide EDI leadership within the Department. It also recognises the need to embed EDI in our programmes as we seek to influence industry and policy makers.

IG FTE*



*These figures includes pay-rolled staff & vacancies based in Guildhall, Guildhall Art Gallery, City Information Centre and our EU office. This does not include other overseas staff (We are also responsible for our global offices in China, the EU, India and (from 2024) the USA.) It does not include hosted organisations. (correct as of Feb 2024)

Our Work Locations*

(FTE people resources)

Guildhall complex	88.2 FTE
City Information Centre	6 FTE
EU office	6 FTE

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Agenda Item 8

Committee(s): Culture, Heritage and Libraries – For Decision	Dated: 18/03/2024
Subject: City Arts Initiative – Delegated Authority Proposal	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 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, Director of Innovation & Growth	For Decision
Report author: Joanna Parker, Principal Planning Officer, Environment Luciana Magliocco, Destination Director, Innovation & Growth	

Summary

This report summarises recommendations and a proposal for a revision in the City Arts Initiative (CAI) approval process. Currently, all CAI recommendations on proposals for public art and blue plaques in the City go to the Culture, Heritage and Libraries Committee (CHL) to be ratified.

Recommendation(s)

Members are asked to:

- Make a decision based on the three options outlined in the options section of the report. The CAI recommendation is for option 2 – to delegate authority on CAI applications which meet agreed criteria (defined in paragraph 12) to the Town Clerk in consultation with the Chairman and Deputy Chairman of CHL.

Main Report

Background

1. The CAI was established in 2011, originally administered by the Town Clerks Department in conjunction with the Environment Team. The administration of CAI was moved to Destination City under Innovation & Growth in 2022.
2. The CAI panel was originally set up to improve the management of public art on City land and buildings and to provide recommendation to the Culture, Heritage and Libraries Committee (CHL) on proposals for new public art in the City. This has expanded informally to further include new public art on private land and buildings. In 2020, the City

Arts Initiative also took on the strategic oversight and a review system for the City of London Blue Plaque Scheme which is administered by City Surveyors Department. The process for the Blue Plaque Scheme is currently being reviewed.

3. The CAI has been chaired by Joanna Parker, Principal Planning Officer since October 2023. It is made up of officers from across Planning, Environment, Heritage Estates, Destination City and the Media Team. There are also external panellists who have an expertise in outdoor and visual arts. A full list of CAI panellists can be viewed in the Terms of Reference at [Appendix 1](#).
4. The Chair and Deputy Chair of CHL are permanent Members of the CAI. Each year three CHL Members are elected to serve a one-year term on the panel. This is done via a nomination process by CHL each May. As agreed by CHL in May 2023, the following five CHL Members are currently members of the CAI:
 - Munsur Ali (Chair of CHL)
 - John Griffiths (Deputy Chair of CHL)
 - John Foley
 - Anett Rideg
 - Judith Pleasance
5. Wendy Hyde also sits on the CAI panel by virtue of her position as Chair on the Sculpture in the City Board.

Current Position

6. CAI panel meetings are arranged approximately 6 weeks prior to CHL to allow time for any reports to be submitted. The sequencing of these meetings is not always aligned which can cause delays to the approval process and response times to applicants.
7. The [CAI webpage](#) encourages applications to be made at an early stage of project planning. It is also advised that applicants consult with Highways and Planning teams 12 weeks prior to an application.
8. Despite guidance to submit applications early, there are occasions when the panel receive applications which have a short timeframe. Decisions on these applications often need to be made quickly or under the urgency process due to the applicant's project timetable. This process is time consuming for Members and officers as it requires additional staff resource and quick turnaround.
9. If an application cannot be approved in the proposed time, there may be a financial risk for the organiser/delivery partners if plans cannot be rearranged or if the timelines need to be extended. There is also a possibility of reputational risk for the Corporation with the art and cultural sector and suppliers.
10. The option of delegated authority was presented to the CAI panel at the last meeting on 8 February 2024. There was a mixed response from Members which have been considered in the proposed options.

Options

11. **Option 1: no change** – CHL to accept the financial and reputational risks, as outlined under the strategic implications section, and the current CHL approval process remains. CAI continues to report into CHL for all public art and blue plaque proposals.
12. **Option 2: delegate authority for installations meeting agreed criteria** – CHL to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of CHL, supported by the Chair of CAI, for applications which meet an agreed set of criteria (more information in paragraph 14). The current approval process remains for any permanent public art applications, including blue plaques.
13. **Option 3: delegate all** – CHL to delegate authority on all CAI applications to the Town Clerk, in consultation with the Chairman and Deputy Chairman of CHL, supported by the Chair of CAI. Reports on approved and/or rejected applications are sent to CHL for information.
14. If option 2 is approved, CAI will develop a set of criteria to guide delegated decisions which will be taken to CHL Committee for decision in May 2024. It is proposed that these are based on four criteria:
 - a. The **duration** that an installation would be in place. Applications where the installation is intended to be in place for less than a year would fall into the temporary category.
 - b. The **reputational impact** of an installation. Some examples of this might be applications which may be considered contentious or situated in a high-profile location.
 - c. The **timeliness** of the application - the speed in which a decision is needed, driven by the date that the proposed artwork is to be installed.
 - d. The **financial value** of the installation. Financial metrics are not currently in place for CAI applications, so this information would be collected and used to refine the criteria, if required.
15. Additional measures for minimising the risk from late submissions for public art will be explored and implemented over the next year. This will include increasing the frequency of CAI meetings and clarifying the process for submissions to the CAI. The CAI website will be updated in Summer 2024 to provide clearer signposting of the application process and deadlines.

Strategic implications

16. Financial implications – If an application cannot be approved in the proposed time, there may be additional costs incurred for the organiser/delivery partners.
17. Resource implications – If an application cannot be approved in the proposed time, the project may need to be extended impacting on project and corporation staff time.
18. Legal implications – No legal implications have been identified as part of the Delegated Authority proposal.
19. Risk implications – If a proposal cannot be approved in the proposed time, there is a possibility of reputational risk for the Corporation. This may negatively impact the Corporation's reputation within the art and culture sector and among suppliers.

20. Equalities implications – No equalities implications have been identified as part of the Delegated Authority proposal.
21. Climate implications – No climate implications have been identified as part of the Delegated Authority proposal.
22. Security implications – No security implications have been identified as part of the Delegated Authority proposal.

Conclusion

20. This report summarises the recommendation made for Members of CHL to delegate authority on CAI applications for installations meeting an agreed set of criteria, as outlined in option 2.

Appendices

Appendix 1 - City Arts Initiative Terms of Reference

Joanna Parker

Principal Planning Officer, Environment

E: joanna.parker@cityoflondon.gov.uk

Luciana Magliocco

Destination Director, Innovation & Growth

E: luciana.magliocco@cityoflondon.gov.uk

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

CAI members (by position)	Department	Postholder	Notes
Members			
Chair of the Culture, Heritage, and Libraries Committee	Member	Munsur Ali	
Deputy Chairman of the Culture, Heritage, and Libraries Committee	Member	John Griffiths	
Chair of Sculpture in the City	Member	Wendy Hyde	
Appointed by CHL	Member	John Foley	
Appointed by CHL	Member	Anett Rideg	
Officers			
Principal Planning Officer	Environment	Joanna Parker	Chair
Group Manager (Major Projects & Programmes)	Department of the Built Environment	Clarisse Tavin	
Senior Heritage Estate Officer	SURVEYORS & PROPERTY SERVICES	Susana Barreto	
Planning Officer	Department of the Built Environment	Fionna Williams	
Planning Officer	Department of the Built Environment	Amrith Sehmi	
Planning Officer	Department of the Built Environment	Emma Barral	
Network Coordination Manager	Department of the Built Environment	Michelle Ross	
City Gardens Manager	Environment	Jake Tibbetts	
Access Advisor	Department of the Built Environment	Harriet Bell	
Media Officer	Town Clerk's	Matthew Cooper	
Media Officer	Town Clerk's	Andrew Buckingham	
Visual arts expertise			
Director of Sculpture in the City	Lacuna (external)	Stella Ioannou	
Head of Guildhall Galleries	Town Clerk's	Elizabeth Scott	
Head of Offer	Innovation & Growth	Laurie Miller-Zutshi	
Programme Events Officer	Innovation & Growth	Katherine Pearce	

Head of Creative Partnerships (Smithfield)	Museum of London (external)	Lauren Parker	
Cultural Programme Curator	Historic England (External)	Tamsin Silvey	
Head of Visual Arts	Barbican	Shanay Jhaveri	

Membership

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

Terms of Reference

5. To provide knowledge and expertise on public art within the City, advising Members, officers, and external agencies as appropriate.
6. To assess proposals for temporary and permanent works of public art in the City, and to make recommendations to the Culture, Heritage & Libraries Committee, and other Committees as appropriate, regarding their feasibility and suitability for the City's public realm and/or as part of its cultural programmes.
7. To provide advice on the management of existing public art in the City.
8. To shape corporate strategy in relation to public art and input into other plans and policies that impact upon public art.
9. To develop and strengthen partnerships with private sector stakeholders in the context of public art.
10. To ensure that new art installations are financially sustainable without undue burden on City corporation resources.
11. To provide strategic oversight of the City of London Blue Plaque Scheme, providing a peer review system for new applications.
12. To review the City of London Blue Plaque applications programme, ensuring that opportunities (where possible) are aligned with City Corporation's Recognition of Women programme and Tackling Racism Taskforce Working Groups.
13. To oversee the City Surveyor's inventory of existing public art and maintenance liability.

Governance

14. The group will recommend applications for approval and those they consider should be declined to the Culture, Heritage and libraries Committee and other Committees as relevant; ratification of recommendations is required by that Committee (and any other appropriate Committees).
15. The group may recommend that proposals are referred to the EDI sub-committee if the application poses any concerns in relation to equality, diversity, and inclusion.

16. All applications that are required to undertake consultation as part of their application process must provide evidence of the consultation and the responses received to the CAI prior to any submission to the Culture, Heritage, and Libraries Committee.
17. The CAI has no authority to approve or decline applications without Committee endorsement.

Duration and Timings

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

Documentation

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

Delegation

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

Review Terms of Reference

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

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Committee: Culture, Heritage and Libraries Committee	Date: 22 May 2023
Subject: Appointments to the Keats House Consultative Committee 2023/24 Appointment to the City Arts Initiative 2023/24	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 8 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
Report of: Report of the Town Clerk & Chief Executive	For Decision
Report author: Jayne Moore, Governance Officer	

Summary

The purpose of this report is to ask the Culture, Heritage and Libraries Committee to Members to serve on the Keats House Consultative Committee, and approve its composition and Terms of Reference; (**Appendix 1**), and appoint Members to serve on the City Arts Initiative. (**Appendix 2**).

Recommendations

The Culture, Heritage and Libraries Committee is asked to:

1. Appoint two representatives to the Keats House Consultative Committee and approve its composition and Terms of Reference.
2. Appoint two representatives to the City Arts Initiative.

Main Report

1. The purpose of this report is for the Culture, Heritage and Libraries Committee to appoint two of its Members to serve on the Keats House Consultative Committee, and to approve its composition and Terms of Reference; and to appoint two of its Members to serve on the City Arts Initiative.

Keats House Consultative Committee

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

City Arts Initiative

3. The Chair and Deputy Chair of the Culture, Heritage and Libraries Committee are permanent Members of the City Arts Initiative. Members are nominated by the Culture, Heritage and Libraries Committee to serve for a term of one year and are to be elected annually. **(Please see Appendix 2)**

Corporate & Strategic Implications

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

Conclusion

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

Appendices

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

Jayne Moore

Governance Officer
Town Clerk's Department

Committee	Dated:
Culture, Heritage & Libraries Committee	18 March 2024
Subject: Keats House Fees and Charges 2024/25	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	2, 3, 4, 5 & 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Bob Roberts, Interim Executive Director Environment	For Decision
Report author: Rob Shakespeare, Head of Heritage & Museums, Environment Department	

Summary

This report sets out the proposed fees and charges at Keats House in 2024/25, including admission to the house, taught learning sessions and private hire rates.

It is proposed that fees and charges are generally increased by approximately 6%, with some rounding where appropriate. This is to reflect increased costs while maintaining Keats House's position in relation to comparable venues and services.

Also contained in this report is a recommendation to harmonise charges for learning sessions at Keats House, with those of the Natural Environment Learning team, to maximise joint-working and cross-promotion of the learning offer.

Recommendations

It is recommended that:

- Members agree the proposed fees and charges for 2024/25 as set out in Appendix 1 of this report.

Main Report

Background

1. On 23 January 2023, your Committee approved the recommendation to increase admission prices to Keats House for 5% generally for 2023/24.

2. The income generated from fees and charges contributes towards the cost of operating Keats House as a museum and visitor attraction, and fees and charges are therefore reviewed annually to maintain the financial sustainability of the Keats House Charity (Charity No. 1053381).
3. Fees and charges at Keats House are not based on full cost recovery and are significantly subsidised by the City Corporation through the Keats House Charity as part of its cultural contribution to London and the nation.

Current Position

4. The fees and charges at Keats House, including admission fees and private hire rates, were last approved by your Committee in January 2023, for the period April 2023 – March 2024.
5. At that time, as previously, benchmarking was conducted against a small number of comparable venues in the local area and London region. This has been refreshed in winter 2023/24 to inform the recommendations included in this paper (Appendix 2).
6. As well as a range of concessions, Keats House has a number of sector-specific agreements which offer set rates for certain membership / ticketing schemes, including reduced rates for National Trust Members, London Pass holders and Art Fund Members. In addition, a number of historic agreements exist offering reduced or free entrance to various ‘friends of’ groups, sector bodies, City of London Members, staff and volunteers (see Appendix 1).
7. In February 2024, a new agreement was reached with ‘Go City’ – the providers of the London Pass Scheme – offering a 40% concession on the Full Price ticket rate from April 2024 until March 2026. Admission for a visitor with a London Pass is free at the point of entry, with fees owing claimed by invoicing for the agreed number of visitors admitted under the scheme.
8. For 2024/25, an indicative income target of £32,000 has been set against admissions, with an additional £1,000 for taught school sessions and £19,000 for income from private hires. However, these principal sources of income are within an overall income target of £114K for Keats House, and the composition of our income streams needs to be reviewed and potentially rebalanced to ensure the future sustainability of the charity.
9. Keats House income has been reduced since March 2020 and will continue to be so until there is a full recovery from the COVID-19 global pandemic, including the

full return of UK and, especially, international visitor numbers. At the same time, Keats House is experiencing increases in its fixed costs, including staff costs, utilities and goods and services.

10. In-person visits, private hires and school sessions to Keats House are recovering, with a c.70% recovery predicted for 2023/24 and c.90% for 2024/25. Despite this, income from admissions and sales is now expected to return to pre-pandemic levels in 2024/25, due to an increase in spend per head. If any shortfall is experienced, this will need to be absorbed within the local risk budget for Keats House, the Charity's Reserve or additional deficit funding for the Keats House Charity from City's Estates.

Proposed Fees and Charges 2024/25

11. It is proposed that admission fees for 2024/25 are generally increased by 6.1%. This recommended increase contributes to offsetting the impact of inflation on our costs and has been informed by the recommended increases in fees and charges within the Natural Environment Division and other visitor attractions in the City, therefore maintaining Keats House's position as a value for money visitor attraction within the London tourist economy.
12. However, applying a 6.1% increase to the 2023/24 full price ticket of £8.40 results in £8.90 and it is recommended that, by exception, the full price ticket is rounded to £9 (equivalent to 7%) for ease of communication.
13. Previously admission fees included a concessionary rate offering a c.40% discount on the standard adult charge. Again, this was in line with the concessionary rate within the Natural Environment Division and intended to enable a diverse range of people to visit Keats House. The proposed ticket price for concessions is £5.30.
14. It is proposed to continue to offer parity with the Concession rate for National Trust members. This is to encourage visits by NT members generally and particularly those visiting Willow Road and Fenton House nearby.
15. The 'community ticket', for residents of the London Borough of Camden and the City of London, is a useful way of marketing the house to local residents and encouraging repeat visits. It is therefore recommended that this should be retained, though also subject to the 6.1% inflationary increase, resulting in a new rate of £2.50.
16. Facilitating cultural engagement for young people and encouraging families with children to visit Keats House remains a strategic and operational priority, especially as children and young people are under-represented in the visitor profile. It is therefore recommended that Keats House retains free entry for those

aged 18 and under to encourage cultural participation at this formative stage.

17. Since May 2023, Keats House is managed within the Culture & Projects Section of the Natural Environment Division, alongside the Learning Team. To facilitate the potential of future joint projects and promotion, it is recommended that Keats House now adopts the pricing structure of the Learning Team. If adopted, this would result in a flat rate of £99 per session for state supported schools and £129 per session for independent schools.
18. To offset any negative impact of this above inflationary increase – which comes after five years of heavily subsidised rates during Keats 200 and the pandemic – Keats House will again be actively supporting schools with a pupil premium rate of 35% or more to access funding from the City Corporation’s School Visits Fund and Cultural & Creative Learning Fund.
19. It is proposed that the hourly rates charged for private hires at Keats House are also increased by 6.1% as a contribution to increased costs, with separate rates for hires which occur within and outside Keats House operational / staffed hours, other than for private parties, which are charged the higher rate at any time. This would result in new hourly charges ranging from £85.50 - £154.00 in 2024/25.
20. A number of local stakeholders (e.g. City Corporation departmental teams, the Heath & Hampstead Society and Royal Free Hospital) use Keats House for small hires, typically meetings of c. 20 people during the daytime or evenings. It is recommended that these hires can be offered at the lower rate regardless of what time they take place, while still maintaining a higher ‘out of hours’ rate for hires which require additional officer support.
21. Similarly, it is recommended that officers continue to be granted discretion to determine the best location for private hire requests, according to operational and other considerations at the time of the booking request, without setting specific rates for the Nightingale Room and Chester Room.
22. Members are reminded that a lower, beneficial rate for Keats Community Library’s use of Ten Keats Grove was approved at the meeting of your Committee on 29 January 2024, due to their partner status in operating from the site.
23. It is requested that the above proposals are approved for the whole of 2024/25, with an annual review and approval each spring as in recent years, to provide certainty of pricing over the course of a business year while allowing for Keats House to respond to medium to longer term changes in the economy.

Corporate & Strategic Implications

Strategic Implications

24. The setting of fees and charges at Keats House contributes towards the achievement of the three aims set out in the City of London Corporate Plan.
25. The projects and works outlined in this report also support the Environment Department to Shape Sustainable Future Environments through its Primary and Supporting Aims and Objectives and contribute to the outcomes identified in the new Natural Environment Division's five key strategies, specifically the Visitor and Destination and Charity Income Strategies.

Financial Implications

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

Legal Implications

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

Risk Implications

29. Income for 2024-25 may continue to be impacted by the effects of the COVID-19 pandemic and ongoing recovery, although this is expected to be negligible compared to previous years. This reduced risk will be reflected in the Risk Register once updated.

Equality Implications

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

Consultees

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

Conclusion

32. Keats House continues to provide good value as a visitor attraction, both regionally (Appendix 2) and also for UK and international tourists. The income generated through admission fees and private hire charges contributes towards the cost of providing Keats House as a museum and visitor attraction for the benefit of London and the nation.
33. Maximising income from all sources will continue to be a priority as the Charity looks to ensure a sustainable future for its operating and business models.
34. It is proposed that admission fees and private hire rates are increased to offset increasing costs, while retaining a good value, competitive offer for our visitors and customers.

Appendices

- Appendix 1 – Proposed Fees and Charges at Keats House, 2024/25.
- Appendix 2 – Fees benchmarking exercise, refreshed February 2024.

Contact

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

Ticket type:	Current price 2023/24	Proposed price 2024/25
Full price	£8.40	£9.00
Concession (60 and over, students, unemployed and people with a disability)	£5.00	£5.30
Community Ticket (residents of City of London and LB Camden)	£2.35	£2.50
Child aged 18 and under.	Free	Free
National Trust Member / London Pass ticket holder	£5.00	£5.30
Friend of Guildhall Library / Keats Foundation Member	£4.20	£4.50
Tempo Time Credits / Art Fund member / City of London Member, employee or volunteer / Friend of Guildhall Art Gallery / Museums Association and ICOM card holders.	FREE	FREE
Taught learning session (typically two-hour duration)	£2.35 / student, subject to a minimum charge of £52.50.	£99 / session for state schools; £129 / session for independent schools.
Private hire hourly rate, when rental is within Keats House operational hours / local stakeholder rate at any time.	£80.60	£85.50
Private hire hourly rate at all other times / private party rate at any time.	£145.00	£154.00

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Appendix 2. Fees benchmarking to local & regional peer organisations, based on advertised prices in February '24.

Ticket price / organisation	Keats House	2 Willow Road / Fenton House	The Freud Museum / from 1 April 2024	Charles Dickens House	Dr Johnson's House	The Monument	Keats House Proposed from 1 April 2024 (+6.1%)
Full price (c.36% of visitors)	£8.40	£11 / £12	£14 / £14.50	£12.50	£9	£6	£9.00 (rounded up)
Concession (c.33% of visitors)	£5.00 (over 60s, students, unemployed persons and disabled persons)	N/A	£12 / £12.50 (over 65s, HS / care workers, unemployed persons and disabled persons)	£10.50	£8 (student or registered unemployed)	£4.50 (over 60s, student over 16)	£5.30 (c. 40% concession on full-price ticket)
Child (c.4% of visitors)	FREE (aged 18 and under)	£5.50 / £6	£9 (young persons aged 12 – 16 years old), FREE (under 12)	£7.50 (aged 6 – 16 years old), FREE (under 6)	£4 (aged 5 – 17 years old), FREE (under 5s)	£3.00 (5 – 15 years old); £2.30 (disabled child); FREE (under 5s)	FREE (aged 18 and under)
Community ticket (c.5% of visitors)	£2.35 (residents of LB Camden and City of London)	N/A	N/A	N/A	N/A	N/A	£2.50
National Trust Member (c.4% of visitors)	£5.00	FREE	? – Discontinued?	N/A	Discontinued	N/A	£5.30
Art Fund Member (c.9% of visitors)	FREE (condition of previous grant)	N/A	£7 (tied at 50% of full price ticket)	FREE	N/A	N/A	FREE (condition of previous grant)
Notes	Effective from 1 April 2023 (based on 2022/23 +5% with rounding)	Family tickets available for £16.50 or 27.50 / £18 or £30.	Friends of, MA / ICOM & London Pass Holders are free.	MA / ICOM & London Pass Holders are free.	Family ticket: £20	Disabled visitor companion: FREE	Various other concessions offered to 'friends of' / sector initiatives.

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Committee(s):- Culture Heritage and Libraries Natural Environment Board	Dated: 18 March 2024
Subject: Levelling Up and Regeneration Act 2023	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	6 9 11 12
Report of: Remembrancer	For Information
Report author: Philip Saunders, Parliamentary Affairs Counsel	

Summary

This Report provides an overview of the provisions of the Levelling Up and Regeneration Act 2023 (“the Act”) that are relevant to the City’s cultural, heritage and environmental interests. The legislation is in the form of a framework, mostly containing little detail. The Government’s intention is that rules and guidance will be grafted on in the future.

Briefings and engagement took place throughout the prior consultation period and during the progress of the Bill through Parliament.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. The White Paper published ahead of the Act proposed new categories of land for planning purposes, which in some instances appeared to reduce protections for some green and open spaces. Working with colleagues in the City’s open spaces and more widely in the Environment Department, the Remembrancer made representations in support of continued strong protections for the environment and open spaces.

Environment

2. The Act replaces existing environmental assessment processes (Strategic Environmental Assessment, Sustainability Appraisal and Environmental Impact Assessment) with a requirement for 'Environmental Outcome Reports'. Whilst many of the elements of this new regime are similar to the current arrangements, the Government described EORs as a way to simplify the process of deciding when an environmental assessment is required, strengthen the role of mitigation in the context of environmental assessments, and create a more robust approach to monitoring outcomes. Consent will not be granted for a development unless an EOR has been prepared and taken into account.
3. The Act describes what an EOR should be - a written report which assesses the impact on the delivery of specified environmental outcomes (for example outcomes relating to heritage protection or the natural environment) – but does not provide detail of the regime. Whilst the regulation-making power came into force on 26 December 2023, no regulations have as yet been made and the details will only be known once these are put in place at a future date. EORs will cover, as a minimum, biodiversity and environmental quality (including visual impacts).
4. Under the Act, the concept of environmental protection will encompass the effects of human activity on the natural environment, cultural heritage and landscape, as well as the protection of people from those activities. It also extends to issues relating to maintenance, restoration and enhancement of the environment. For example, in a provision not yet in force, registered parks and gardens (such as Wanstead Park) a planning authority will have a duty to have 'special regard' to the desirability of preserving or enhancing designated heritage assets.
5. The Government will produce a series of National Development Management Policies, which will build on and replace the current National Planning Policy Framework (NPPF). The provisions are not yet in force, but the Government intends that these national policies will provide a consistent approach across England on issues which apply in most areas such as Green Belt and heritage policies. The national policies will, if there are points of conflict, trump local plans.
6. Areas of Outstanding Natural Beauty (AONBs) currently have the highest status of protection under NPPF and the Countryside and Rights of Way Act 2000. The Act (section 245, not yet in force) strengthens protection for AONBs, so that authorities "must seek to further the purpose of conserving and enhancing the natural beauty of the area of outstanding natural beauty". Regulations under this provision will be made at a future date. Separately to the Act, the Government has indicated that further guidance on biodiversity and environmental protection will be developed by summer 2024.
7. The Act places a greater emphasis on community engagement, for example through enhanced pre-application consultation. When the measures come into force, in a City Corporation context, this move will be embedded in a new

version of the City's 'Statement of Community Involvement'. The concept of 'street votes' on planning matters received media coverage and the Government has begun to consider proposals, including through consultation, for how such votes might be implemented.

Design

8. Reflecting the Government's stated desire to promote high quality of design in buildings and spaces, the current National Planning Policy Framework (NPPF) guidance on the need for each local authority to have a design guide or design codes in place will become a statutory requirement. Local authority-wide design codes will have full weight in making decisions on development. These codes will either be set out within the local plan or in a supplementary plan. The national 'Office for Place' will support local authorities to turn design visions into local standards, deliver design codes and design better outcomes. The Office has already published guidance in support of this aim.

Heritage

9. The Act gives designated heritage assets, including scheduled monuments, registered parks and gardens, World Heritage Sites and registered battlefields the same statutory protection as listed buildings and conservation areas. The overall level of protection has been strengthened from 'preserving' to 'preserving and enhancing'.
10. When considering whether to grant planning permission for a development which affects a relevant asset or its setting, planning authorities and the Secretary of State will be obliged to have 'special regard' to the desirability of preserving or enhancing the asset or its setting, a change which requires that significant weight is given to the protection and improvement of heritage assets. This provision is not yet in force.
11. Planning authorities will also have a new statutory duty, not yet in force, to maintain an Historic Environment Record. Officers in the City's Planning Department welcome this move as a way of increasing the level of information available on local heritage assets. Central government funding and details are not yet clear, however.
12. The Act introduces a new temporary stop notice which will be available, when the provision is brought into force at a date to be appointed, where it appears unauthorised works are being undertaken to a listed building. This would require all specified works to cease for a maximum of 56 days from the date of the notice.

Conclusion

13. Culture, Heritage and Libraries, and Open Spaces officers have been consulted in the preparation of this Report.
14. Planning matters have been separately reported to the Planning and Transportation Committee.
15. While not part of the Act, in a linked subject the Government has indicated that the implementation of mandatory Biodiversity Net Gain in England will start in 2024 with application to most conventional planning applications and will expand following further consultation. Draft regulations have been published¹ and a considerable volume of further regulations are anticipated.
16. During the Bill's parliamentary passage, briefings were provided on the Corporation's support for financial services innovation across the UK and the City's stated aim to ensure that no area is left behind, including relevant areas of the Capital. Engagement underlined the contribution to levelling up made by City Corporation projects and the importance of environmental and heritage protections.

Philip Saunders
Parliamentary Affairs Counsel
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¹ [Draft regulations](#)

Committee(s): Culture, Heritage and Libraries – For Information Operational Property and Projects Sub Committee	Dated: 18 th March 2024
Subject: London Metropolitan Archives Update Report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2,3,4,8,9,10
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: Town Clerk	For Information
Report author: Emma Markiewicz, London Metropolitan Archives	

Summary

This report provides an update on the activities of the London Metropolitan Archives and various reviews across all its areas of work, building on the September 2023 update report received by your Committee, attached at Appendix 1.

Recommendation(s)

Members are asked to:

- To note the report for information

Main Report

Background

1. At London Metropolitan Archives we have undergone a wide ranging and deep review across all areas of our work, as updated in previous papers and detailed in our Business Plan 2024/25. We are seeking to position the organisation for an ambitious strategy of growth and modernisation in the coming years, to inform the accommodation strategy for the lease event in 2035, and to ensure we are delivering a relevant, modern service to serve and inspire all our audiences.

Current Position

2. As set out in our Business Plan 2024/25, we have developed a new set of strategic priorities to guide and focus the transformation process:

(a) Our building and spaces

We will reimagine the public spaces, creating a welcoming and inspiring environment to open the archive to more people, and encourage new ways of using our collections

(b) Our audiences

We will develop innovative events, learning programs and exhibitions to engage existing, new and bigger audiences; We will expand our digital offer to open up our collections to a wider audience

(c) Promoting LMA

We will develop better and more coherent strategies for promoting LMA to significantly raise our profile and increase engagement with our services, and create a clear and engaging brand and identity

(d) Our Collections

We will diversify and expand collections, building an archive which reflects London today, rethinking how we catalogue and modernising our systems for digital and analogue collections

(e) Our Colleagues

We will embrace cross team working to enhance skills development, grow our services collaboratively and encourage knowledge sharing

A New Website and a new brand

3. As part of this transformation piece, we have now commenced the work to develop our new website and brand, and aim to launch this in July as The London Archives.
4. Our ambition is to create a brand which will become recognisable and synonymous with the history of London, to be adopted by people who use and love our service, who love research, history, discover and exploring the past, and are proud to associate with us.

5. The results of our Opinium future audience survey (2022), previously shared with this Committee, showed that the word ‘metropolitan’ in our current name is unnecessary and confusing. Many respondents assumed that it meant that we only had police or transport archives.
6. We hope that removing the ‘metropolitan’ and adding ‘The’ at the beginning (which is usually appended to our current name, even though we are officially just ‘London Metropolitan Archives at the moment’) will be a significant step for us in developing clear and understandable branding.
7. We have commissioned a media agency called Cog who have a lot of experience working in the cultural heritage sector to transform brands and who will do the following:
 - Create a new logo set for our new brand ‘The London Archives’, based on existing fonts (Belizio and Dinot) and colour palette. This may be one logo, or a set of versions. We’d like guidance on the versions that we’ll need, to fit different contexts (web, socials, print) effectively.
 - Undertake a review and update of our in-house style guide, providing guidance on how to apply the new branding and logo.
 - Create new guidance on marketing our new brand, raising awareness of the new name and attracting new audiences.

This will be done alongside the development of our new standalone website which will be created by Agilysys, the City Corporation’s existing web provider.

Accommodation Project

8. We continue to work on the options appraisal for the Accommodation Project. As well as opening channels of communication with the landlord of our existing site at 40 Northampton Road, I am working with City Surveyors to identify the relevant source of funding to enable us to begin the options appraisal work. City Surveyors are also supporting in identifying existing or future capital redevelopment projects which may serve as suitable sites for LMA in future.

Guildhall Library Strategic Review

9. Members have been invited to participate in a consultation on the transformation of Guildhall Library.
10. Guildhall Library is owned and funded by the City of London Corporation, and managed through LMA. Through the Guildhall Library and LMA, the Corporation provides a core archival and reference library service. The Corporation also runs a public library service, including the Barbican Library, Shoe Lane and Artizan Street, which is managed through the Children’s and Community Services directorate.
11. Guildhall Library holds over 200,000 titles dating from the 15th to the 21st centuries and is an incredible resource of books, pamphlets, periodicals, trade directories, poll books, manuscripts and archives, telling the remarkable story of more than

2000 years of life in London. Through its Guildhall site it supports the local community offering free computer access, study space, and free talks.

12. In the past year the London Centre has opened in the space next to the library, bringing a new lease of life to that part of Guildhall. In light of this and the transformation piece taking place at LMA, the consultation will enable us to ensure Guildhall Library forms a critical part of overall picture for the strategic redevelopment programme; to ensure the programme encompasses all users of the Corporation's archives and reference library services. The consultation will:

13. Review staffing, locations and opening hours

- Recommend appropriate income generating opportunities, based on good practice elsewhere, external funding opportunities, and evidence of viability
- Recommend new ways of working that will better meet community needs, within current financial restrictions and maximise alternative funding sources
- Model a budget and staff structure, with venues, processes and equipment to deliver this new approach, in line with wider department redesign proposals and Guildhall Library key outcomes.

Corporate & Strategic Implications

Strategic implications – the redevelopment of LMA, encompassing our current work to expand and grow our audiences through the development of a new public programme and the work on our requirements for future accommodation will support Destination City and the CoL Climate Action Strategy.

Financial implications – none at this stage. Commissions are covered through LMA Local Risk budget

Resource implications- none

Legal implications -none

Risk implications – none at this stage

Equalities implications – An Equality Impact Assessment has been undertaken for the restructure

Climate implications – none at this stage

Security implications – none

Conclusion

14. This report has provided an update on the critical programmes currently underway in support of transformation at London Metropolitan Archives and Guildhall Library.

Appendices

- Appendix 1 – September 2018 Update Report

Dr Emma Markiewicz

Director, London Metropolitan Archives

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Committee(s): Culture, Heritage and Libraries – For Information Operational Property and Projects Sub Committee	Dated: 18 th September 2023
Subject: London Metropolitan Archives Update Report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2,3,4,8,9,10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Bob Roberts, Deputy Town Clerk	For Information
Report author: Emma Markiewicz, London Metropolitan Archives	

City’s Corporate Plan

Contribute to a flourishing society

1. *People are safe and feel safe.*
2. *People enjoy good health and wellbeing.*
3. *People have equal opportunities to enrich their lives and reach their full potential.*
4. *Communities are cohesive and have the facilities they need.*

Support a thriving economy

5. *Businesses are trusted and socially and environmentally responsible.*
6. *We have the world’s best legal and regulatory framework and access to global markets.*
7. *We are a global hub for innovation in finance and professional services, commerce and culture.*
8. *We have access to the skills and talent we need.*

Shape outstanding environments

9. *We are digitally and physically well-connected and responsive.*
10. *We inspire enterprise, excellence, creativity and collaboration.*
11. *We have clean air, land and water and a thriving and sustainable natural environment.*
12. *Our spaces are secure, resilient and well-maintained*

Summary

This report sets out three key areas of development at London Metropolitan Archives, and acts an update to the November 2022 report, attached at Appendix 1.

Recommendation(s)

Members are asked to:

- Note the report and endorse our approach to gather further information and evidence, with particular reference to the London Metropolitan Archives Future Accommodation Planning project.

Main Report

Background

1. Following my appointment as Director of London Metropolitan Archives in February 2022, I have set out to review and implement change in three key areas of operational importance to London Metropolitan Archives, and to position the organisation for an ambitious strategy of growth and modernisation.
2. The three areas were set out in previous papers and are as follows:
 - a. **Commission an in-depth strategic review of our current and future audiences** to better understand who they are and what they need. This will enable us to segment our potential audiences and how to shape our on-site and digital offer accordingly.
 - b. **Review the staffing structure:** This will create more development opportunities for existing staff by broadening out roles to enable greater expertise in collections and shifting to an audience-centred rather than a task-based approach. This new structure will mean LMA can begin to offer a curated public programme that goes far beyond the existing research user base and broadens out into general interest audiences.
 - c. **Enable members to take firm decisions about the future accommodation of LMA** at the end of the lease term in 2035.

Current Position

3. **Commission an in-depth strategic review of our current and future audiences.**
 - a. We shared the report on the general public audiences we could be reaching with the Committee in March 2023. It showed the market for a new events programme aimed a broad, general interest group to operate alongside our existing offer for communities and schools. We are now piloting a new event series aimed at a general interest audience called *London Talks*, which look at the development of music, theatre and sport in London and will draw on records in our collections. Working with our partner, Tickets for Good, the aim of the programme is to:
 - i. To establish some data from key audience groups and potential visitors
 - ii. To create direction and focus for our audience engagement
 - iii. To provide a simple framework for segmenting audiences and strategy for growth
 - iv. Use industry knowledge and analysis to make recommendations for effective engagement with target audiences (formats, timings etc.)
 - v. Make suggestions towards language and tone to apply to future branding work

- b. We have also completed a review of our formal and informal learning, and community offers, to ensure they are efficient and ambitious, and operate from a strategic standpoint which will link to a new public programme. We will be working this year to develop our existing service into a truly unique learning experience, which can only be achieved through LMA. The ambition is to become a leader in archives education within the archives sector. We will provide a detailed update on development of this work as it progresses during the coming year.

4. Review the staffing structure:

- a. The above cannot be delivered within the existing staff structure at LMA, which has not fundamentally changed for many years. New skills and more capacity are needed to enable the organisation to take an audience focused approach and to reimagine our collections policies. Essentially this new structure will broaden out the teams, enabling greater collaboration across teams and building expertise within collections with a view to putting access and audiences at the heart of what we do.
- b. The new structure was approved by the Committee in March 2023 and have since entered the implementation. The consultation phase finished at the beginning of August and staff will be moving into new teams and roles over the course of September.
- c. As part of this process, we have co-created as a whole staff team a new set of strategic objectives which will be used to guide our work and provide focus for new teams and roles:

1. Our building and spaces

We will reimagine the public spaces, creating a welcoming and inspiring environment to open the archive to more people, and encourage new ways of using our collections

2. Our audiences

We will develop innovative events, learning programs and exhibitions to engage existing, new and bigger audiences; We will expand our digital offer to open up our collections to a wider audience

3. Promoting LMA

We will develop better and more coherent strategies for promoting LMA to significantly raise our profile and increase engagement with our services, and create a clear and engaging brand and identity

4. Our Collections

We will diversify and expand collections, building an archive which reflects London today, rethinking how we catalogue and modernising our systems for digital and analogue collections

5. Our Colleagues

We will embrace cross team working to enhance skills development, grow our services collaboratively and encourage knowledge sharing

5. Enable members to take firm decisions about the future accommodation of LMA, given the lease expiry in 2035:

- a. The existing lease for our current site will expire in 2035. Relocating the archive is anticipated to take up to 7 years, therefore there is a critical need to establish a business case for the future and respective options analysis. This will build on a report of 2017 which set out the key options for the future of LMA accommodation. A project *LMA Future Accommodation Planning* was launched in 2015 and has since been signed off at Gateway 2.
- b. We have worked with a team of architects, cost consultants and cultural consultants over the last few months to undertake a strategic review into our spatial and site requirements. This research has helped to define our strategic operating model and future accommodation needs to enable us to grow an ambitious public facing role, to future proof the needs of the existing archive, safeguard the heritage of the City and Greater London and to plan for capacity building in both future collections and commercial possibilities.
- c. The objectives of the review are:
 - i. The development of a strong future vision, to build on our existing vision and mission statement and work currently under way on audience development.
 - ii. Defining what the vision looks like in terms of the activities, outcomes and spatial requirements.
 - iii. High level costed options analysis exploring a one and two-site model
 - iv. The financial viability to deliver the LMA's vision and the economic models to make LMA economically and environmentally sustainable in the future.

A fifth element looking at case studies from international examples of leading city archives services is also incorporated to provide a benchmark.

- d. A report has been produced and I would be pleased to share with the Committee for views in due course.

6. Corporate & Strategic Implications – [Please state 'none' if not applicable instead of deleting any of the sub-headings below]

Strategic implications – the redevelopment of LMA, encompassing our current work to expand and grow our audiences through the development of a new public programme and the work on our requirements for future accommodation will support Destination City and the CoL Climate Action Strategy.

Financial implications – none at this stage. Commissions are covered through LMA Local Risk budget

Resource implications- none

Legal implications -none

Risk implications – none at this stage

Equalities implications – An Equality Impact Assessment has been undertaken for the restructure

Climate implications – none at this stage

Security implications – none

Conclusion

7. This report has provided an update on the 3 key strategic areas for development at London Metropolitan Archives.

Dr Emma Markiewicz

Director, London Metropolitan Archives

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Committee: Community and Children's Services – for decision Culture, Heritage and Libraries – for information	Date: 11 March 2024 18 March 2024
Subject: Draft High-Level Business Plan 2023/24 – Community and Children's Services	Public
Report of: Judith Finlay, Executive Director, Community and Children's Services	For Decision
Report author: Ellie Ward, Community and Children's Services	

Summary

This report presents for approval the high-level Business Plan for the Community and Children's Services Department for 2024/25. At Member's request it also presents a five-year horizon scan.

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Community and Children's Services departmental Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2024/25.
- iii. Note the five-year horizon scan

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2024/25, the high-level Business Plan has been further evolved to describe the funding and people resources associated with each priority workstream. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel.

Draft final high-level Business Plan for 2024/25

3. This report presents, at Appendix 1, the draft final high-level Business Plan for 2024/25 for the Community and Children's Services Department.
4. All elements of the Business Plan presented are relevant to this committee apart from references to libraries which are relevant to the Culture, Heritage and Libraries Committee.
5. The priorities outlined in the headline Business Plan reflect a range of strategies, which are informed by stakeholder engagement and approved by Members, and our statutory responsibilities.
6. The Department has a wide range of statutory responsibilities and receives a range of Government funding and grants to deliver this. The Housing Revenue Account is legally ringfenced and annual expenditure must be contained within this funding envelope.
7. The Department produces a range of dashboards to monitor performance and various sub-committees scrutinise these on a regular basis. Performance is also benchmarked with other relevant organisations through published data and relevant networks run by organisations such as London Councils and the Association of Directors of Adult Social Care.
8. Feedback from citizens on our services is gathered in a wide range of ways including a compliments and complaints process, regular surveys undertaken across a range of services and the monitoring of specific outcomes from service users.
9. In order to ensure value for money, the Department utilises sub regional and regional frameworks for some services such as placements and regularly benchmarks itself against other relevant organisations. Organisations such as the Local Government Association also regularly produce analysis of costs of services such as social care at regional and national levels to allow value for money to be assessed.
10. Members will receive quarterly updates on progress on the Business Plan KPIs and there are specific scrutiny committees such as the Health and Social Care Scrutiny Committee who look at specific areas of the Department's work.

Five-Year Horizon Scan

11. As requested by Members, a five-year horizon view is included in Appendix 2 – this sets out the forecast trends for service demand over the next five years.
12. This will inform our work around five-year planning.

Departmental Operational Property Assets Utilisation Assessment

13. In relation to the assets allocated for the delivery of services, these are broadly fully utilised. As noted in the Headline Business Plan, operational space within the Guildhall (North Wing) provides for around 60% of the departments staff, with 40% located across the Barbican Estate Office, three Community Libraries, two community centres, and small estate offices on out of City housing estates.

14. At the Guildhall, operations includes social care, homeless assessment and rough sleeping outreach where the nature of delivery requires higher rates of attendance. Overall, utilisation does vary and is partly utilised some days but some days nearly 100% utilised. With an increase to three days a week in the office from September 2024, utilisation will increase and it is likely that there will be pressures. This will be mitigated by encouraging staff to spread out their working days over the week to include more attendance on a Monday and Friday and to use desk space on other floors outside our designated area.
15. The Barbican Estate Office includes floor space for public receptions and meeting facilities and provides a greater square metre per staff area. However, the office in the basement will soon become redundant as working space as it is not fit for purpose and will be used by the City of London Police for storage. Desk utilisation rates are partly utilised in the rest of the office space but increasing attendance to three days a week will create a pressure.
16. The Golden Lane Community Centre is integral to the estate (and a Housing Revenue Account (HRA) asset), providing staff space to support its operation. The Department leases (at pepper corn rent) the Portsoken Community Centre. The Golden Lane Leisure Centre is leased to the commissioned provider of leisure services.
17. There are 73 HRA commercial units and 10 of these are empty with an average void period of 3 years. A range of uses for these units are being explored.
18. The Pavillion café on Aldgate Square is a departmental asset that is leased for a 15-year term. Rental revenue is received into the Department's local risk to support community focused services, including contributing to the operational costs of the Portsoken Community Centre.
19. The Department is the lease holder of premises at Bartholomew Close until 2030. The premises are sublet commercially as surplus to the Department's operational requirements.
20. Middlesex Street Estate has delivered space for the CoLP Eastern Hub and the Department will continue to explore options for the use of under-utilised resources across its property portfolios including its residential estates.
21. An Operational Property Review was undertaken across DCCS based on property information provided by The City Surveyor and financial data provided by The Chamberlain. Desk utilisation information was based on evidence collected over a 2 week period. The results of the review were reported to and scrutinised by the OPR Board; RPR Board; SLT; & Efficiency & Performance Working Party (Members).

Corporate & Strategic Implications

The strategic priorities and commitment of the Department are expressed in the Headline Business Plan in Appendix 1. These reflect the many statutory responsibilities that the Department has and contribute broadly to the new Corporate Plan priorities.

Security implications

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

Financial implications

A balanced budget was previously agreed for the 2024/25 Estimates that includes an increase of £470k to address pressures in social care. Further financial pressures resulting from the likely increased demand set out in the five year horizon scan will need to be taken into account in budget setting for future periods.

Equalities implications

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

Resourcing implications

None. Any significant changes to resources were identified and delivered through the move to the Target Operating Model.

Climate

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

Conclusion

This report presents the high-level Business Plan for 2024/25 for the Community and Children's Services Department for Members to consider and approve.

Appendices

- Appendix 1 – Final high-level Business Plan 2024/25
- Appendix 2 - Five-Year Horizon Scan

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Community and Children's Services

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

Our aims

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

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

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

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

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

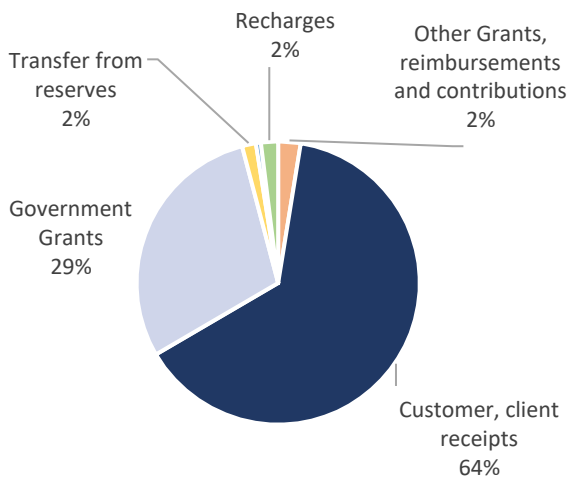
Our Work Locations

Guildhall	174 FTE
Barbican Estate Office	111 FTE
Barbican Library	26 FTE
Avondale Square	9 FTE
Golden Lane Estate	6 FTE
Yorkway Estate	5 FTE
Pakeman House – Southbank Estates	4 FTE
Artizan Street Library and Community Centre	6 FTE
Isleden House	2 FTE
William Blake Estate	1 FTE
Windsor House	1 FTE
Holloway Estate	1 FTE
Shoe Lane Library	5 FTE
Harman Close Sheltered Housing	1 FTE

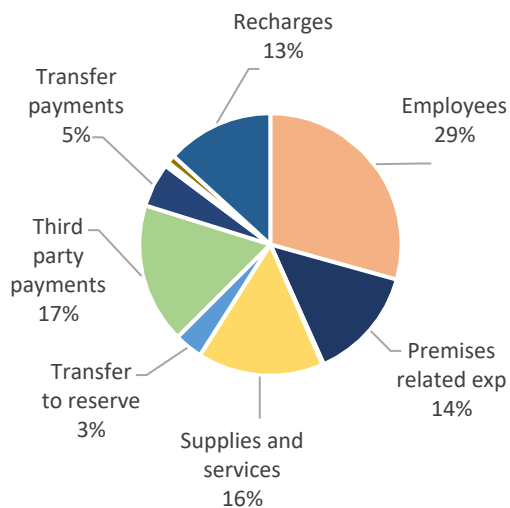
Where our money comes from and what we spend it on

Total 2024-25 budget estimate allocation is £56,154,000

2024/25 Income Budget Estimates (%)



2024/25 Expenditure Budget Estimates (%)



What's changed since last year

- "Front door" demand and needs increasing across statutory service areas
- Growing demand and complexity of children with Special Educational Needs and Disability
- Adult Social Care transformation programme implemented supporting more efficient and effective delivery
- Barbican Estate Office Transformation Programme developed and initiated
- Homelessness strategy renewed and new Rough Sleeping Assessment Centre opened in the Square Mile
- 69 new social homes delivered (COLPAI) with new homes on York Way receiving a New London Architecture Award for Housing
- Carers Strategy renewed and piloted service improvements mainstreamed
- Library strategy delivery of a new Artizan "makerspace" and state of the art replacement of Shoe Lane Library agreed
- Enhanced Health Visiting Services commissioned to support children and their families
- City Hope Conference strengthened the partnerships and defined actions to prevent suicide in the Square Mile



**Our 2024/25
timeline planner
priority
workstreams and
key milestones**

Q1 2024/25			Q2 2024/25			Q1 2024/25			Q1 2024/25			Beyond 2024/25	
Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	25/26	26/27



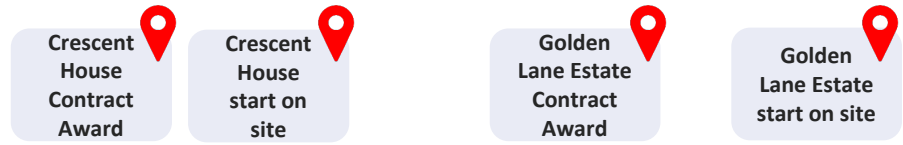
Efficient and effective statutory services

Delivery of efficient and effective statutory services

Homelessness is prevented where possible or resolved

Delivery of the Homelessness Strategy Action Plan

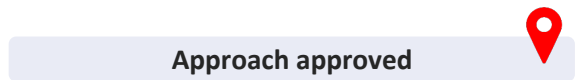
Safe and sustainable homes



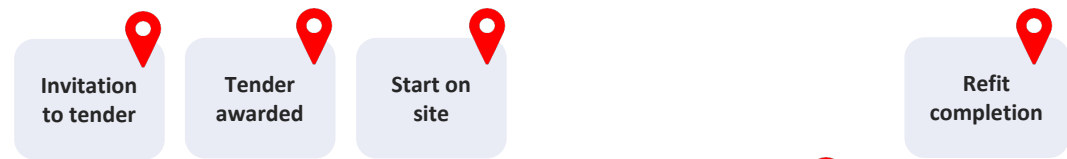
Development and implementation of new Education Strategies



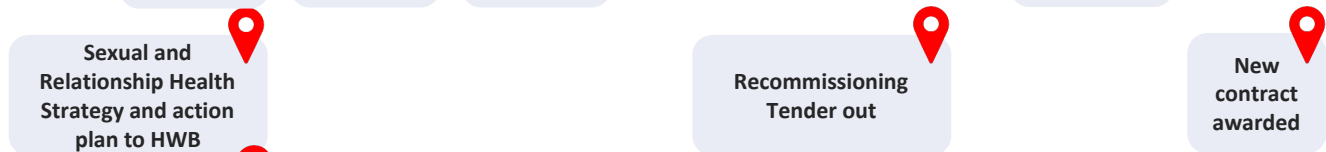
Securing approach for the future of sports and leisure provision for city residents



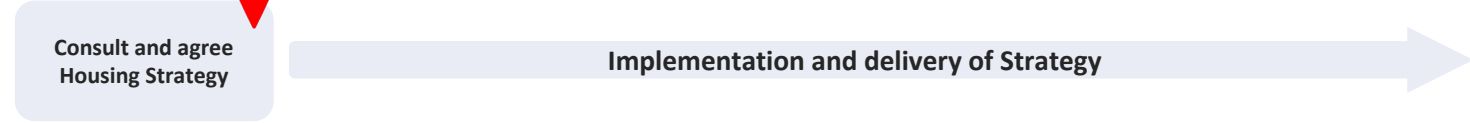
(Library Capital works)



Recommissioning of Sexual Health service



Development and Implementation of new Housing Strategy



Our major workstreams this year will be

Workstream Name	Priority #	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
1. Efficient and effective statutory services	1	20%	11.6%	Duty & Statutory	External drivers of demand; legislative change	Children and young people safeguarded; vulnerable adults and carers of all ages are supported; all children including those with special educational needs are educated; engagement and co-production shapes our services	Care Leavers in EET	Monthly	95%	91%
							Care Leavers in suitable accommodation	Monthly	95%	93%
							Carer reported quality of life	Annual	10/12	7.8/12
							Adult Social Care service user satisfaction	Annual	50%	37.1%
							% of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	Quarterly	95%	92%
							Education Health and Care plans within 20 weeks	Quarterly	100%	100%
							Review of Children's Centre delivery complete	June 2024	Review complete and future operating model agreed with implementation plan	n/a
% Children Looked After (CLA) with three or more placements	Monthly	0%	0%							
2. Homelessness is prevented where possible or resolved	1	7.7%	2.8%	Duty & Statutory; political priority	External drivers of demand; legislative change	Homelessness is prevented where possible or resolved. This reduces the impact on people's lives and on wider services	Number of people experiencing long term rough sleeping	Quarterly	decrease	460 (annual)
							Homelessness prevented and relieved	Quarterly	8	new

Our major workstreams this year will be

Workstream Name	Priority #	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
3. Safe and sustainable homes	1	42%	10%	Duty & Statutory; political priority	legislative change; resourcing	Homes are safe and thermally efficient	Increase the thermal efficiency (SAP) rating of social housing stock	Annual	75	65
							% of stock Decent Homes	Annual	90%	80%
							Asset Management Strategy approved	Quarterly	Sept 2024	n/a
							Refurbishment of Golden Lane Estate homes	Quarterly	566 homes	n/a
							Fire Safety assessments completed and actioned	Quarterly	100%	New
4. Improving health and reducing health inequalities	2	1%	C&H Public Health team	Duty & Statutory	Wider determinants of health	Reduced health inequalities and better quality of health improves wellbeing and reduces impact on services	Smoking cessation: % of quits at 4 weeks of referral	Quarterly	50%	45%
							City and Hackney Sexual Health service recommissioned	Quarterly	Tender to start Nov / December 2024	N/A
5. Managing our homes better	2	13.9%	7.7%	Duty & Statutory; political priority	legislative change; regulatory guidance	Quality services and engagement with tenants and leaseholders increases satisfaction	Increased tenant satisfaction	Annual	New	New
							Proportion of rent collected	Quarterly	100%	98%
6. Libraries and community assets	3	6.4%	12.2%	Duty & Statutory	None	Increased wellbeing, community interaction, reduced social isolation and opportunities to learn, grow and develop.	Library services and activities have positive impact on health and wellbeing	Quarterly	90%	81%
							Increase % of bookable community Centre	Quarterly	65%	59%
							Library Capital Works	Quarterly	Refit Complete March 2025	N/A

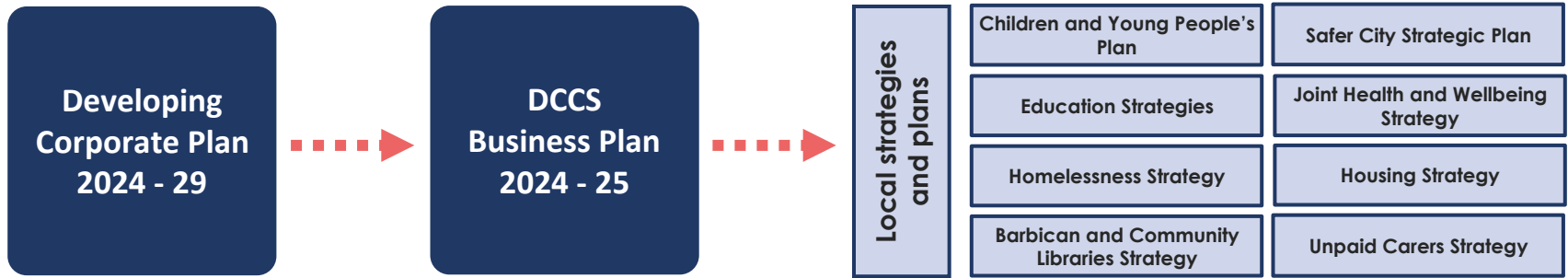
Our major workstreams this year will be

Workstream Name	Priority #	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
7. Development and Implementation of new education strategies	3	<1%	<1%	Political priority	Legislative changes; resourcing	Enrich the education experiences of learners within the City of London family of schools. Pupils in the family of schools who are experiencing disadvantage benefit from targeted funding	Education Strategies approved and implementation begins	Quarterly	April 2024	n/a
8. Securing approach for the future of sports and leisure provision for City residents	3	0%	0%	Political priority	Sport Strategy; capital funding allocation	Increased sports and leisure participation available to all communities; health and wellbeing improved	Forward strategy agreed and funding identified and secured	Quarterly	March 2025	n/a

Medium Term Plans under consideration (2025/26 and 2026/27)

Priority list	2025/26	2026/27	Funded or Unfunded
Children's Social Care Reform (Potential)	X	-	Unfunded
Adult Social Care Reform (Potential)	X	-	Unfunded
Refurbishment of Shoe Lane Library	X	X	Funded
Housing Major Works	X	X	Unfunded
Refurbishment of Golden Lane Leisure Centre (Potential)	X	-	Unfunded

Our delivery, impact and accountability



Corporate Plan Outcomes

- DCCS is working to align to the developing CP2024-29
- DCCS is working to align to the developing CP2024-29
- DCCS is working to align to the developing CP2024-29
- DCCS is working to align to the developing CP2024-29
- DCCS is working to align to the developing CP2024-29



Our Impact

- Children's Services rated 'Outstanding'
- Ofsted focussed visit 2022: 'High-quality practice which ensures that children benefit from effective and responsive front-door services'
- Carer satisfaction with Adult Social Care: ranked 1st within the peer group and 12th out of 150 councils. Carer-reported quality of life score ranked 1st in the peer group and 52nd out of 150 councils
- Social care-related quality of life score ranked 1st within peer group and of 150 councils. But overall satisfaction fell by 42% in 21-22.
- 96% of expected social housing rent collected
- 63 street homeless people provided accommodation in 2023/24 (to November 2023)
- Library service and activities valued by 96% of survey respondents (to end of Q2 2023/24)
- Adult Skills Ofsted rated 'Good'
- 5 of 10 City of London Academy schools and the City's only primary maintained school rated 'Outstanding'
- 92% of respondents said libraries offer good range of individual and group learning (to end of Q2 2023/23)

Accountability and transparency

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

Our People

341 staff (326.2 FTE)

- male 54%; female 46%
- White 57%; BAME 33%; not known 10%
- Declared disability 7%
- LGBT 10%

2022 Staff Engagement score: 48%

What our staff told us:

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



I feel valued and recognised for the work that I do



I am proud to say I work for the Corporation



■ Positive ■ Neutral ■ Negative

Where could we do better?

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

In response:

- Strengthened communications
- Create Departmental staff forum and EDI Group to include range of staff from across the Department to meet with Senior Managers

Health and Safety Business Plan top three priorities

- Implement recommendations arising from external assessment on the compliance with the six key areas, asbestos, water (legionella), electrics, gas safety, lifts and fire in our social and Barbican housing
- complete Fire Door Replacement programme and implement fire door inspection programme
- Monitor and secure greater use of Peoplesafe devices for lone working

Equality, Diversity & Inclusion

Our developing role and commitments :

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

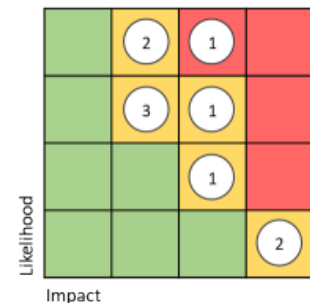
Our additional plans ahead

- Improvements to diversity monitoring processes and recording in our front-line services
- Reassessing ED&I Assessment Score
- Anti-Racist training for all senior managers

Key Risks

Risk Title	Score
Blake Tower, Barbican Estate	16
Lone working	12
Safeguarding	8
Departmental Emergency Response	8
Failure to carry out and review effective risk assessments for residential accommodation and commercial premises	8
Major works programme	8
Failure to deliver new homes programme	8
Commissioned contracts	6
Health and Safety procedures	6
Housing Finance Changes	6

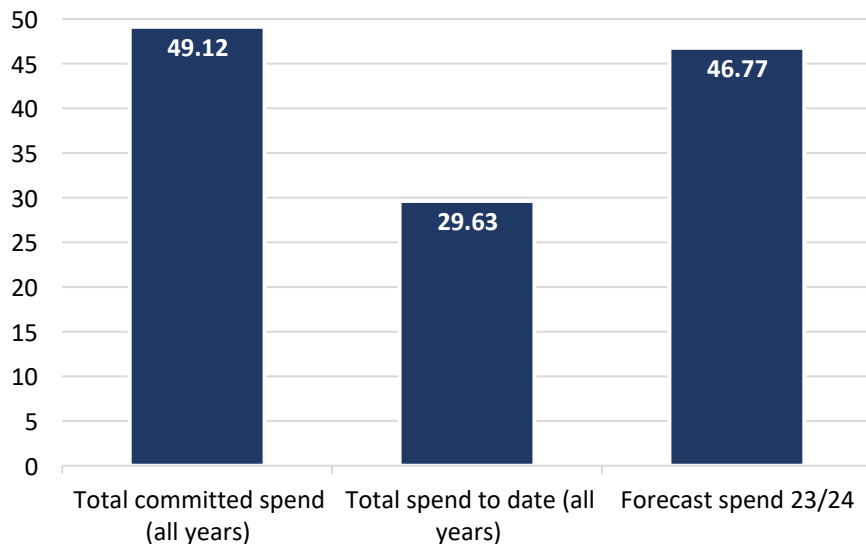
DCCS Heat Map (current)



Asset name	Assessment Complete?	Assessment Completion Date
Guildhall	Yes	October 2023
Barbican Estate Office	Yes	October 2023
Libraries	Yes	October 2023
Community Centres	Yes	October 2023
HRA commercial properties	Yes	October 2023
Golden Lane Leisure Centre	Yes	October 2023
Pavilion Café	Yes	October 2023

- 8,600 residents of whom 14% are aged 65 and over
- Adult Social Care Services: 153 residents requested support in 2022/23 up 18% over the last four years, amongst those aged over 65 up by 11%. Support given to around 30 carers.
- Children’s services: 57 Care Leavers supported– grown from 42 at the end of 2020/21. Six Children Looked After; 23 children and young people in the City of London supported with an Education, Health, and Care Plan (EHCP)
- 12 housing estates, containing approximately 2,000 homes; 1045 households on the City Corporation’s Housing waiting list as of February 2024 of which 459 are in the two highest need categories
- 512 people approached the City Corporation for help because of the risk of experience of homelessness in 2022 /23 – an increase of 20% on 2021/22
- 482 people were recorded as sleeping on the streets of the Square Mile In 2022-23 – the seventh highest among London’s local authorities and a 30% increase when compared to 2021 / 22
- 285,329 visits to the libraries in 2022/23 – an increase of 66% on 2021/22

In-flight Gateway Two to Six (G2-G6) Projects committed and forecast spend (£m)



In-flight G2-G6 Projects

- Total number of Projects in flight: 51
- 100% of which at each Gateway 2-6

Partners we work with



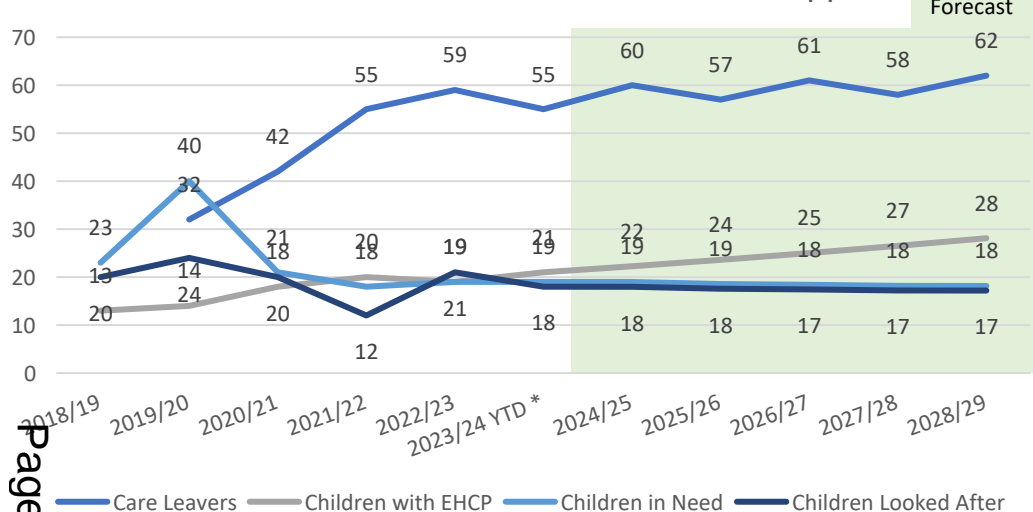
MAYOR OF LONDON





Changing customer demand in adult's and children's services

Number of children in need of care and support

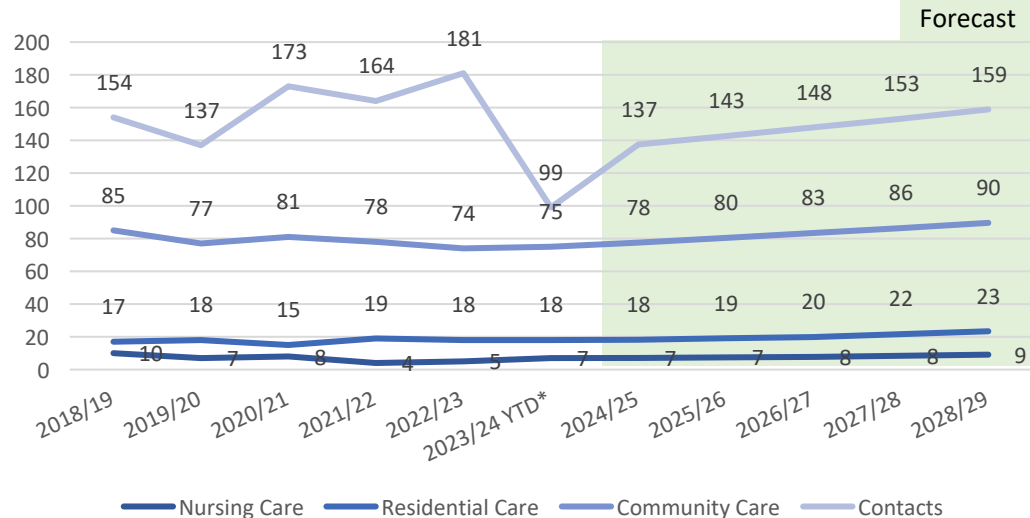


We project a gradual decrease of 1% to 2% annually in the populations of **Children in Need (CIN)** and **Children Looked After (CLA)**, aligning with the projected annual growth of the population under 18 years old in the City of London. By the fiscal year of 2028/29, the estimated figures stand at 18 for CIN and 17 for CLA.

Predicting the numbers for **Children in Education, Health and Care Plan (EHCP)** proves challenging due to fluctuating rates ranging from -5% to 29%. However, we anticipate an annual increase of 6%, in line with the previous three-year average trend, resulting in a total of 28 by 2028/29.

Concurrently, the number of **Care Leavers** is projected to rise in tandem with the aging of children beyond 18, reaching a total of 62 by the year 2028/29.

Number of adults in care



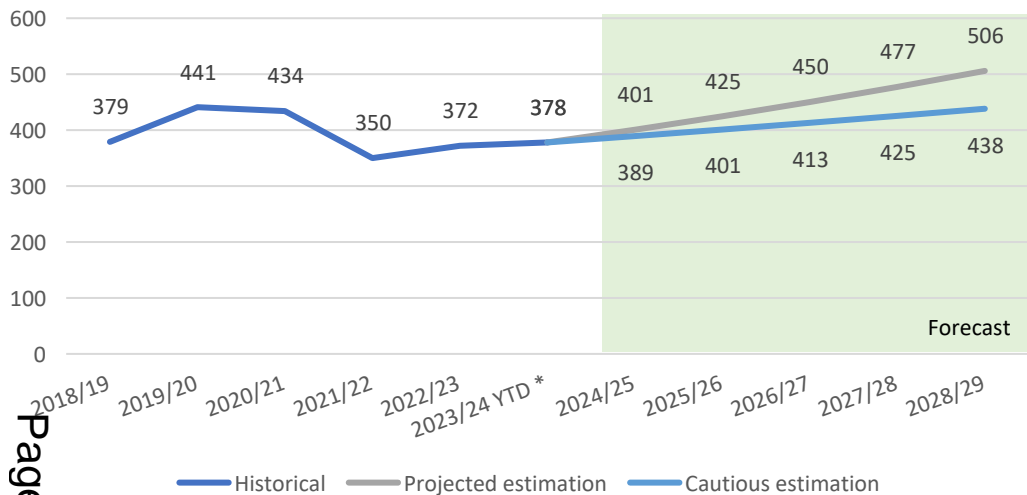
We anticipate a gradual increase ranging between 3% and 4% in the adult population receiving **community care** and **contacting** with Adult Social Services. This projection aligns with the projected growth in the population of adults aged 65 and above in the City of London. By 2028/29, the estimated figures are anticipated to reach 90 for Community Care and 159 for Contacts.

In the realm of adults under **nursing and residential care**, we forecast an annual growth ranging from 1% to 9%, in harmony with the projected annual increase in the population aged between 80 and 90 years old. By the year 2028/29, the estimated figures are expected to reach 9 for Nursing Care and 23 for Residential Care.

* 2023/24: data shown until December 2023.

Homelessness and housing

Number of people seen rough sleeping

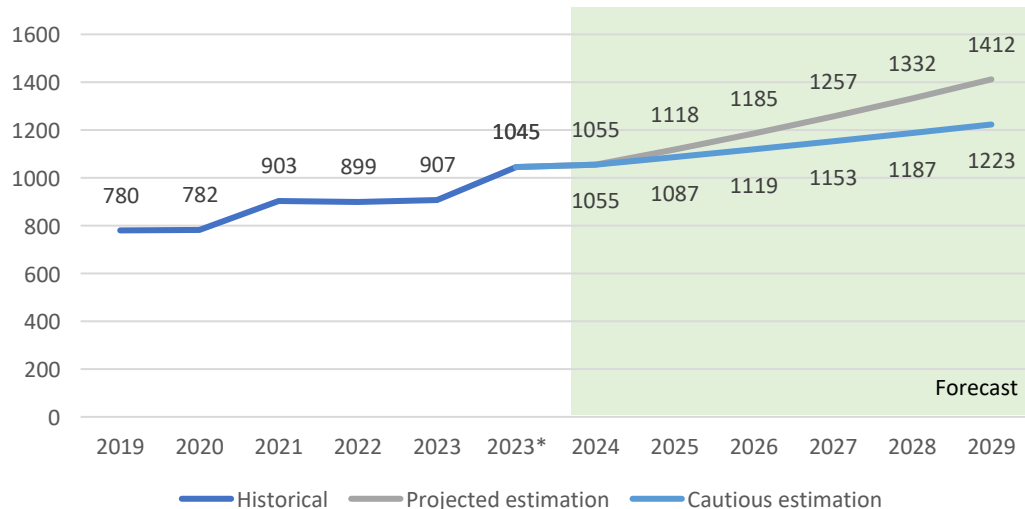


Aligned with the trend observed over the past two years, corresponding with the commencement of the cost-of-living crisis in 2022, and based on the data available up to Q3 of 2023/24 as an approximate reference, we project two distinct estimations for the number of **individuals seen rough sleeping** in the City of London: a cautious estimate (3% annually) and a projected estimate (6% annually).

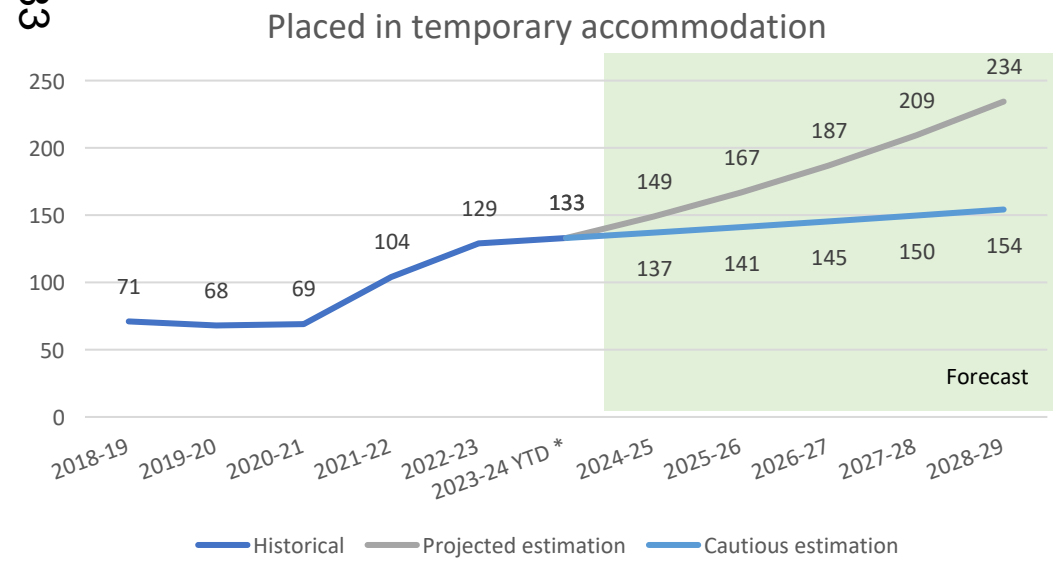
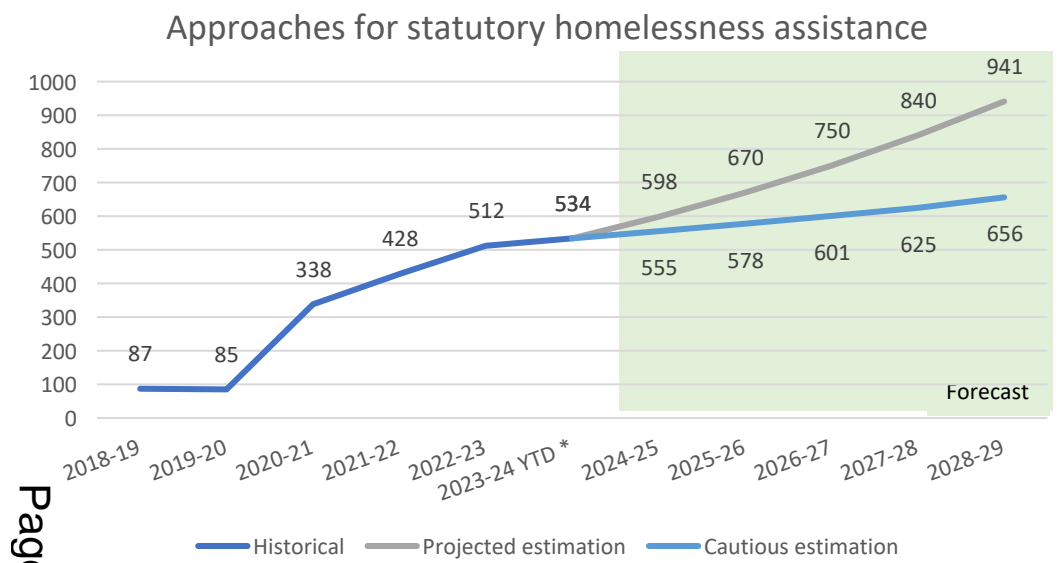
* For the fiscal year 2023/24, the data approximation encompasses information until December 2023.

In line with the trajectory observed over the past two years, coinciding with the onset of the cost-of-living crisis in 2022, we anticipate two distinct estimations for the number of **households on the waiting list**. The cautious estimate foresees an annual increase of 3%, aligning with the growth observed from March 2023 to October 2023. Meanwhile, the projected estimation envisions an annual increase of 6%, representing the average growth rate over the last two years.

Number of households on waiting list



* The figure for the second data point in 2023 corresponds to October of that year, while the data for the other years represents figures from March of each respective year.



Consistent with the trend observed over the past two years, aligning with the initiation of the cost-of-living crisis in 2022, we project two distinct estimations for the number of **approaches for statutory homelessness assistance** and the number of **individuals placed in temporary accommodation**.

The cautious estimate foresees an annual increase of 4% for the statutory homelessness assistance and 3% for individuals placed in temporary accommodation, aligning with the growth observed from March 2023 to February 2024.

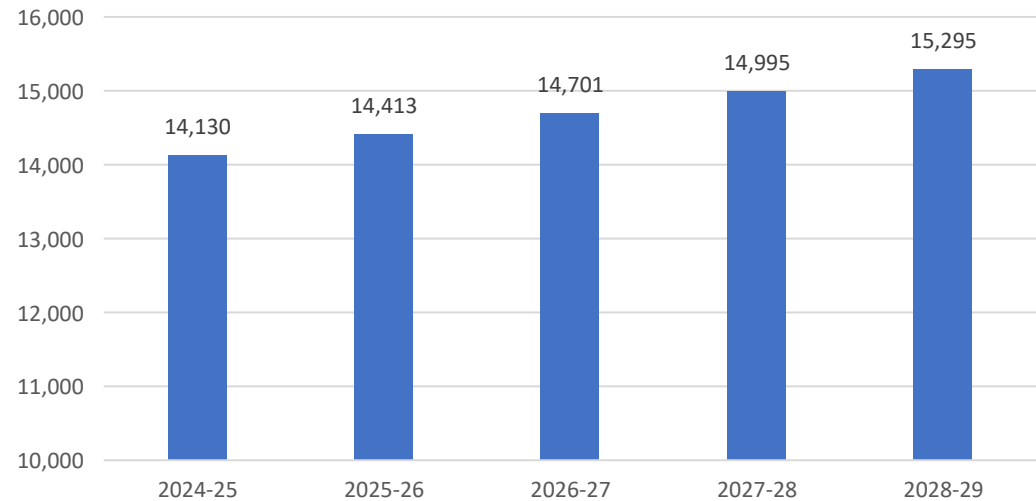
Meanwhile, the projected estimation envisions an annual increase of 12%, representing the average growth rate over the last two years.

* For the fiscal year 2023/24, the data considers the number as in February 2024

DCCS Budget – 5-year forecast

This bar chart visually represents the annual budget projections for the next five years, formulated by the Corporate Accountancy Team, for the Department of Community and Children's Services. The projections incorporate a 3% uplift for the fiscal year 2024/25, followed by a consistent 2% uplift each subsequent year. It's important to emphasize that these projections are based solely on the Retail Price Index (RPI) provision and do not encompass housing costs.

DCCS - 5 Year Projections (£000)



Committee(s)	Dated:
Culture, Heritage & Libraries	18 March 2024
Subject: Keats House – Trustee’s Annual Report and Financial Statements for the Year Ended 31 March 2023	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	n/a
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: The Chamberlain Interim Executive Director Environment	For Information
Report author: Clem Harcourt, Chamberlain’s Department	

Summary

The Trustee’s Annual Report and Financial Statements for the year ended 31 March 2023 for Keats House (charity registration number 1053381) are presented for information.

Recommendation(s)

It is recommended that the Trustee’s Annual Report and Financial Statements for the 2022/23 financial year be noted.

Main Report

1. The Trustee’s Annual Report and Financial Statements for Keats House for the year ended 31 March 2023 are presented for information, having been signed on behalf of the Trust by the Chairman and Deputy Chairman of the Finance Committee and the independent examiners, Crowe U.K LLP. The information contained within the Annual Report and Financial Statements has already been presented to your Committee via the outturn report in July 2023.
2. Members may also wish to note that the Trustee’s Annual Report and Financial Statements for 2022/23 was previously approved by Finance Committee in November 2023 on behalf of the Trustee in line with the arrangements in place for other charities in which the City is trustee.
3. A previous review of the charities for which the City is responsible, (completed in 2010), detailed key reports that should be presented to your Committee. The Trustee’s Annual Report and Financial Statements was one of these reports. Information from these statements forms part of the Annual Return to the Charity Commission.

4. The Trustee's Annual Report and Financial Statements were submitted to the Charity Commission within the regulatory deadline of 31 January 2024.

Appendices

- Appendix 1 – Keats House Annual Report and Financial Statements for the year ended 31 March 2023

Clem Harcourt

Chamberlain's - Financial Services Division

E: clem.harcourt@cityoflondon.gov.uk

Keats House

Annual Report and Financial Statements for
the year ended 31 March 2023

Charity registration number 1053381

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ORIGINS OF THE CHARITY

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

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

TRUSTEE ANNUAL REPORT

STRUCTURE AND GOVERNANCE

GOVERNING DOCUMENTS

The governing document is the Scheme of the Charity Commissioners, sealed 6 November 1996. The charity is constituted as a charitable trust.

GOVERNANCE ARRANGEMENTS

The Mayor and Commonalty and Citizens of the City of London (also referred to as ‘the City Corporation’ or ‘the City of London Corporation’), a body corporate and politic, is the trustee of Keats House. The City Corporation is trustee acting by the Court of Common Council of the City of London in its general corporate capacity and that executive body has delegated responsibility in respect of the administration and management of this charity to various committees and sub-committees of the Common Council, membership of which is drawn from 125 elected Members of the Common Council and external appointees to those committees. In making appointments to committees, the Court of Common Council will take into consideration any particular expertise and knowledge of the elected Aldermen and Members, and where relevant, external appointees. The Court annually appoints the Culture, Heritage and Libraries Committee from among its elected Aldermen and Members to govern the Charity on its behalf, taking into consideration particular expertise and knowledge. External appointments are made after due advertisement and rigorous selection to fill gaps in skills.

Members of the Court of Common Council are unpaid and are elected by the electorate of the City of London. The Key Committees which had responsibility for directly managing matters related to the charity during 2022/23 were as follows:

- **Policy and Resources Committee** – responsible for allocating resources and administering the charity.
- **Finance Committee** – responsible for controlling budgets, support costs and other central charges that affect the charity as a whole.
- **Audit and Risk Management Committee** – responsible for overseeing systems of internal control and making recommendations to the Finance Committee relating to the approval of the Annual Report and Financial Statements of the charity.
- **Culture, Heritage and Libraries Committee** – responsible for the activities undertaken at Keats House, approving budget allocations for the forthcoming year and acting as Trustee of the charity.
- **Keats House Consultative Committee** – responsible for guiding and advising on the activities of the charity.
- **Corporate Services Committee** – responsible for personnel and establishment matters throughout the City of London, including negotiations with the recognised trade unions.

All of the above committees are ultimately responsible to the Court of Common Council of the City of London. Committee meetings are held in public, enabling the decision-making process to be clear, transparent and publicly accountable. Details of the membership of Committees of the City of London Corporation are available at www.cityoflondon.gov.uk

The charity is consolidated within City's Cash as the City of London Corporation exercises operational control over their activities. City's Cash is a fund of the City of London Corporation that can be traced back to the 15th century and has been built up from a combination of properties, land, bequests and transfers under statute since that time. City's Cash's investments in properties, stocks and shares are managed to provide a total return that:

- Allows City's Cash to use the income for the provision of services that are of importance nationally and internationally as well as to the City and Greater London;
- Maintains the asset base so that income will be available to fund services for the benefit of future generations.

The trustee believes that good governance is fundamental to the success of the charity. A comprehensive review of governance is ongoing to ensure that the charity is effective in fulfilling its objectives. Reference is being made to the good practices recommended within the Charity Governance Code throughout this review. Focus is being placed on ensuring regulatory compliance and the ongoing maintenance of an efficient and effective portfolio of charities that maximise impact for beneficiaries.

ORGANISATIONAL STRUCTURE AND DECISION-MAKING PROCESS

The charity is administered in accordance with its governing instruments and the City Corporation's own corporate governance and administration framework, including Committee Terms of Reference, Standing Orders, Financial Regulations and Officer Scheme of Delegations. These governance documents can be obtained via a request to the email address stated on page 32.

Each Member by virtue of their membership of the Court of Common Council, its relevant committees and sub-committees, has a duty to support the City Corporation in the proper exercise of its functions and in meeting its duties as trustee of the charity by faithfully acting in accordance with charity law, the Terms of Reference of the relevant committee or sub-committee, and the City of London Corporation's agreed corporate governance framework as noted above, backed up by its standards regime

As part of the City Corporation's restructure, Keats House was managed within the Natural Environment Division of the Environment Department in 2022/23. During this period Keats House was part of North London Open Spaces, and continued to be overseen by the Superintendent of Hampstead Heath, pending consultation on and implementation of the restructure's recommendations for 2023/24.

INDUCTION AND TRAINING OF MEMBERS

The City of London Corporation makes available to its Members, seminars and briefings on various aspects of its activities, including those concerning the charity, to enable Members to carry out their duties efficiently and effectively. Induction meetings are provided on specific aspects of the work of Keats House. Additional charity specific training was provided in 2022/23 for Members acting on behalf of the Corporation as Trustee. If suitable seminars or other training options are identified that are relevant to the charity, Members are advised of these opportunities.

OBJECTIVES AND ACTIVITIES

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

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

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

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

The specific objectives for the year are detailed below under Plans for Future Periods.

Remuneration Policy

The charity’s senior staff are employees of the City Corporation and, alongside all staff, pay is reviewed annually. The City Corporation is committed to attracting, recruiting and retaining skilled people and rewarding employees fairly for their contribution. As part of this commitment, staff are regularly appraised and, subject to performance, eligible for the payment of bonuses and recognition awards.

The above policy applies to staff within the charity’s key management personnel, as defined within note 9 to the financial statements.

The charity is committed to equal opportunities for all employees. An Equality and Inclusion Board has been established to actively promote equality, diversity and inclusion in service delivery and employment practices. The Board is responsible for monitoring the delivery of the Equality and Inclusion Action Plan and progress against

the Equality Objectives. This also includes addressing the City Corporation's gender, ethnicity and disability pay gaps.

The Equality, Diversity, and Inclusion (EDI) sub-committee is currently overseeing the update of our four yearly Equality Objectives in accordance with the Equality Act 2010. The draft objectives were reviewed by Policy and Resources and Corporate Services Committees in April 2023. Following committee approval, a period of 12 weeks consultation with stakeholders will be undertaken and then analysis of consultation responses and amendments made in August 2023. Amendments will then go to September's EDI Sub-Committee and Policy and Resources and Corporate Services Committees and then to Court of Common Council for approval in October 2023.

Senior staff posts of the City Corporation are individually evaluated and assessed independently against the external market allowing each post to be allocated an individual salary range within the relevant grade, which incorporates market factors as well as corporate importance.

Fundraising

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. The legislation defines fundraising as "soliciting or otherwise procuring money or other property for charitable purposes". Although Keats House charity does not undertake widespread fundraising from the general public, any such amounts receivable are presented in the financial statements as "voluntary income", including grants.

In relation to the above we confirm that all solicitations are managed internally, without involvement of commercial participators or professional fund-raisers, or third parties. The day to day management of all income generation is delegated to the executive team, who are accountable to the trustee. The charity is not bound by any regulatory scheme and does not consider it necessary to comply with any voluntary code of practice.

There is a donations page on the Keats House webpage, inviting and enabling the public to make on-line donations to either the Keats200 Legacy Programme and/or the Keats House Garden Enhancement project.

The charity has received no complaints in relation to fundraising activities in the current year (2021/22: nil). Individuals are not approached for funds, hence the charity does not consider it necessary to design specific procedures to monitor such activities.

Public benefit statement

The Trustee confirms that it has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing Keats House aims and objectives and in planning future activities. The purpose of the charity is to preserve and maintain and restore for the education and benefit of the public the land with the buildings known as Keats House as a museum and live memorial to John Keats and as a literary meeting place and centre by the City of London Corporation.

Consequently, the Trustee considers that Keats House operates to benefit the general public and satisfies the public benefit test.

REFERENCE AND ADMINISTRATIVE DETAILS

The administrative details of the charity are stated on page 32.

ACHIEVEMENTS AND PERFORMANCE

Achievement to date against the key priorities for 2022/23 were:

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

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

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

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

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

As well as our own programme, Keats House officers supported the work of partner and stakeholder organisations, through a number of projects and

initiatives, including: four events in Keats House garden for Hampstead Summer Festival 2022; the loan of four artworks for display in Guildhall Art Gallery's 'Inspired' exhibition; and working with colleagues at the London Metropolitan Archives to display their 'Green City' outdoor exhibition at Hampstead Heath in August and Epping Forest in September.

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

Delivering poetry and creative writing sessions for schools is a core part of our work, supporting teachers and students in formal education as well as contributing to a number of strategic outcomes. Despite the backdrop of continued COVID outbreaks and strike action in schools, our part-time learning officer delivered 38 taught sessions, to primary and secondary school groups and one university group, with a total of 791 students, plus a further 107 accompanying adults, taking part. An online professional development session was delivered to a further 10 teachers.

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

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

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

for their continued support for the Charity and its activities, especially considering the impact of the pandemic on their own lives.

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

In 2022/23, Keats House opened to the public on 172 days, with a total of 5,149 recorded visits to the house during that period. For comparison, 11,755 people visited Keats House in 2019/20 and 2,575 in 2021/22. The number of people visiting Keats House has therefore doubled on the previous year, when restrictions were still partly in place, but remains at only 44% of pre-pandemic levels.

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

As a condition of the premises licence for 10 Keats Grove, Keats House Consultative Committee receive a twice-yearly report of licensable events held at the House, to ensure that the operating schedule and conditions are being upheld. To report that no activities involving the sale of alcohol have taken place to date in 2022/23 under Keats House's premises licence. As referred to above, four events were delivered from the premises for Hampstead Summer Festival which involved the sale of alcohol and other licensable activities under TENs obtained by the organisers. Complimentary drinks were also served at a small number of private events, including the two conferences referred to above and music was performed at one event in November. Although these did not involve the sale of alcohol they are reported here for completeness. The Premises Licence for 10 Keats Grove was renewed for the period to 11 September 2023 at a cost of £180.

2. Deliver maintenance and access improvement projects at Keats House

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

The London Borough of Camden's Planning Department determined in favour of the proposals as submitted to improve physical access to the premises through new pathways, subtle, ground-level lighting to pathways for safety reasons. The

intention is for these works to be funded by the London Borough of Camden's Community Infrastructure Levy grants programme and are currently being costed by the City Surveyor's Department to inform a reapplication for funding from that source.

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

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

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

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

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

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

KPIs for 2022/23

1. **To increase visitor numbers to Keats House.** 5,149 [2021/22 end of year outturn = 2,575.]

2. **Improve Visit England Annual Quality Attraction Assessment Scheme score at Keats House.** 2022/23 data not available. This scheme will be renewed in summer / autumn 2023 to inform our improvement plan and actions. [2019/20 score: 82%]
3. **Achieve budgeted income and expenditure targets for Keats House Charity.** Despite reduced income levels continuing in 2022/23 with c.65% achieved, the net budget position was met at year end through reduced expenditure, particularly on staff costs. This resulted in a net c.£14k increase in the Keats House Charity Reserve, which included c.£10k grant funding for activities in 2023/24.

PLANS FOR FUTURE PERIODS

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

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

The Trustees do not consider there to be any material uncertainty around going concern and further detail regarding this is set out on page 19.

FINANCIAL REVIEW

Overview of Financial Performance

Income

In 2022/23 the charity's total income for the year was £493,011, an overall increase of £142,894 against the previous year (£350,117). The principle source of income was from City of London Corporation's City's Cash fund (see below).

Income from Charitable Activities comprised £95,104 (2021/22: £44,016), including £18,440 from admission fees (2021/22: £5,267), £42,694 from charges for services (2021/22: £32,533), sales of £11,270 (2021/22: £6,216) and grant income of £22,700 (2021/22: £nil). The rise in income is due to increased admissions at Keats House during the year as Government restrictions have been lifted following the pandemic. This is in addition to grant monies being obtained from Cardiff University.

An amount of £394,373 (2021/22: £291,698) was received from the City of London Corporation's City's Cash as a contribution towards the running costs of the charity. The increase in contribution was mainly due to cover an increase in operational expenditure required for the running of Keats House (see expenditure below).

Expenditure

Total expenditure for the year was £478,616 (2021/22: £362,693), with charitable activities expenditure in the year totalling £473,384 (2021/22: £360,581). The increase in expenditure is largely due to increased spending in relation to the Keats 200 programme during the year as well as an increase in support costs and cyclical works. Expenditure on raising funds for the year was £5,232 (2021/22: £2,112). The reason for the variance is due to increased sales from the gift shop compared with the previous year which was partly due to increased sales volumes following the lifting of all Covid-19 restrictions.

Funds held

The charity's total funds held increased by £14,395 to £334,055 as at 31 March 2023 (2021/22: £319,660).

The charity's designated funds consist of unrestricted income funds which the Trustee has chosen to set aside for specific purposes. Such designations are not legally binding, and the Trustee can decide to "undesignate" these funds at any time. Designations as at 31 March 2023 totalled £53,478 (2021/22: £58,339). These represent designated funds within the unrestricted income fund which represents the net book value of fixed assets held.

Restricted funds of £113,992 (2021/22: £103,544) were held at year-end. This relates to the Keats Love Letter (£100,000), the remainder of a Young Roots grant (£2,121) which is being held until the Charity is instructed whether it needs to repay this unspent balance, a Watercolour painting (£1,423), unspent grant monies from Cardiff University in relation to the Young Romantics in the City project (£7,603) and donations received for use in specific projects of £2,845.

The charity's free reserves total £166,585 (2021/22: £157,777), which are held both to meet the deficit on running expenses on a year by year basis and to fund any major

activities the charity is undertaking. During 2022/23 the Charity used £13,380 from reserves to help fund the Keats 200 programme (2021/22: £37,903).

Details of all funds held, including their purposes, is set out within note 15 to the financial statements.

Reserves

The charity is wholly supported by the City of London Corporation which is committed to maintain and preserve Keats House out of its City's Cash Funds. These Funds are used to meet the deficit on running expenses on a year by year basis. The charity therefore does not need to maintain free reserves at a stated level, being either a fixed amount or a stated number of months, to ensure continued delivery of its objectives. For good governance purposes, the trustee considers holding a minimum of £20,000 as free reserves to be suitable in light of the operating model in place but the trustee will continue to keep the target under review in light of current reserve levels to ascertain whether the current minimum level of reserves required will be appropriate for the charity in future.

Principal Risks and Uncertainties

The charity is committed to a programme of risk management as an element of its strategy to preserve the charity's assets. In order to embed sound practice the senior leadership team ensures that risk management policies are applied, that there is an on-going review of activity and that appropriate advice and support is provided. A key risk register has been prepared for the charity, which has been reviewed by the Trustee. This identifies the potential impact of key risks and the measures which are in place to mitigate such risks.

The principal risks faced by the charity, and actions taken to manage them are as follows:

Risk	Actions to manage risks
Insufficient Maintenance	Keats House to continue developing relationship with City Surveyor's Department (CSD) and attend, when necessary, client liaison meetings.
Delivery of Major Projects	Maintain ongoing liaison with the City Surveyor's Department.
Health & Safety of staff, volunteers, visitors and contractors	Keats House staff attend Health and Safety meetings as appropriate A representative of Keats House attends North London Open Spaces Management Team meetings, where H&S is a standing agenda item, and divisional/departmental meetings as required. The Principal Curator is liaising with the City Surveyor's Project Team to progress fire alarm replacement works at both buildings.
Financial Sustainability	Develop a three to five year Management Plan for Keats House, supported by a realistic fundraising strategy to be implemented by all staff.
Theft or Damage	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).

TRUSTEE'S RESPONSIBILITIES

The Trustee is responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Charity law requires the Trustee to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under charity law the Trustee must not approve the financial statements unless the Trustee is satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the Trustee is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

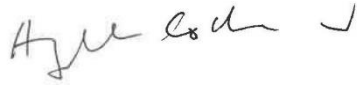
The Trustee is responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable the Trustee to ensure that the financial statements comply with the Charities Act 2011. The Trustee is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustee is aware:

- there is no relevant audit information of which the charity's auditors are unaware; and
- the Trustee has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Financial statements are published on the Trustee's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the Trustee's website is the responsibility of the Trustee. The Trustee's responsibility also extends to the ongoing integrity of the financial statements contained therein.

Adopted and signed for on behalf of the Trustee.



Henry Nicholas Almroth Colthurst, Deputy

Chairman of Finance Committee of
The City of London Corporation

Guildhall, London

24th January 2024



Randall Keith Anderson, Deputy

Deputy Chairman of Finance
Committee of The City of London
Corporation

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEE OF KEATS HOUSE

I report to the Trustee on my examination of the accounts of Keats House for the year ended 31 March 2023 which are set out on pages 17 to 31.

This report is made solely to the charity's Trustee, as a body, in accordance with section 154 of the Charities Act 2011. My independent examiner's work has been undertaken so that I might state to the charity's Trustee those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity, the charity's members as a body and the charity's Trustee as a body for my independent examiner's work, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the charity Trustee of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

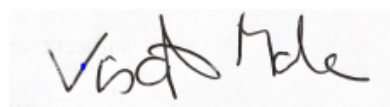
I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Vincent Marke, FCA

Crowe U.K LLP,
55 Ludgate Hill,
London,
EC4M 7JW

31 January 2024

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted Funds £	Restricted Funds £	2022/23 Total Funds £	2021/22 Total Funds £
Income from:					
Voluntary activities	2	50	2,845	2,895	482
Charitable activities	3	75,104	20,000	95,104	44,016
Grant from City of London Corporation	4	394,373	-	394,373	291,698
Investments	5	639	-	639	212
Other	6	-	-	-	13,709
Total income		470,166	22,845	493,011	350,117
Expenditure on:					
Raising funds	7	5,232	-	5,232	2,112
Charitable activities:					
Preservation, maintenance and restoration of Keats House	7	460,987	12,397	473,384	360,581
Total expenditure		466,219	12,397	478,616	362,693
Net unrealised (loss)/gains on investments		-	-	-	(1)
Net income/ (expenditure) and net movement in funds	15	3,947	10,448	14,395	(12,577)
Reconciliation of funds:					
Total funds brought forward	15	216,116	103,544	319,660	332,237
Total funds carried forward	15	220,063	113,992	334,055	319,660

All of the above results are derived from continuing activities.

There were no other recognised gains and losses other than those shown above.

The notes on pages 19 to 31 form part of these financial statements.

BALANCE SHEET (Charity Number 1053381)**AS AT 31 MARCH 2023**

	Notes	2023 Total £	2022 Total £
Fixed assets:			
Heritage assets	10	101,423	101,423
Tangible assets	11	53,478	58,339
Total fixed assets		154,901	159,762
Current assets			
Stock		8,749	10,350
Debtors	12	45,147	7,792
Cash at bank and in hand		151,843	151,664
Total current assets		205,739	169,806
Creditors: Amounts falling due within one year	13	(26,585)	(9,908)
Net current assets/(liabilities)		179,154	159,898
Total assets less current liabilities		334,055	319,660
The funds of the charity:			
Restricted income funds	15	113,992	103,544
Unrestricted income funds	15	220,063	216,116
Total funds		334,055	319,660

Charity Number 1053381

The notes on pages 19 to 31 form part of these financial statements

Approved and signed on behalf of the Trustee.

Caroline Al-Beyerty

Chamberlain of London and Chief Financial Officer

24th January 2024

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items that are considered material in relation to the financial statements of the charity.

(a) Basis of preparation

The financial statements of the charity, which is a public benefit entity under FRS102, have been prepared under the historical cost convention and in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2019) and the Charities Act 2011.

(b) Going concern

The financial statements have been prepared on a going concern basis as the Trustee considers that there are no material uncertainties about the charity's ability to continue as a going concern. The charity's governing documents place an obligation on the City of London Corporation to preserve Keats House for the benefit of the public. Funding is provided from the City of London Corporation's City's Cash. On an annual basis, a medium-term financial forecast is prepared for City's Cash, covering the next 5 years from the period covered by these financial statements. The latest forecast anticipates that adequate funds will be available in the next five years to enable the charity to continue to fulfil its obligations.

In making this assessment, the Trustee has considered the ongoing financial position, including future income levels and the liquidity of the charity in light of the ongoing impact of Covid-19 over the next 12-month period from the date of signing these financial statements. The charity is still not reopening 5 days/30 hours per week, although this has resulted in some cost savings, it may be that the charity's reserves would need to be used to cover any shortfall, whilst still adhering to the Reserves Policy. For these reasons, the Trustee continues to adopt a going concern basis for the preparation of the financial statements.

(c) Key management judgements and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenditure. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the result of which form the basis of decisions about carrying values of assets and liabilities that are not readily apparent from other sources. The resulting accounting estimates will, by definition, seldom equal the related actual results.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and

in any future periods affected. Management do not consider there to be any material revisions requiring disclosure.

In preparing the financial statements, management has made the following key judgements: useful economic life of fixed assets and the recovery of debts.

(d) Statement of Cash Flows

The charity has taken advantage of the exemption in FRS102 (paragraph 1.12b) from the requirement to produce a statement of cash flows on the grounds that it is a qualifying entity.

A Statement of Cash Flows is included within the City's Cash Annual Report and Financial Statements 2022 which is publicly available at www.cityoflondon.gov.uk.

(e) Income

All income is included in the Statements of Financial Activities (SOFA) when the charity is legally entitled to the income; it is more likely than not that economic benefit associated with the transaction will come to the charity and the amount can be quantified with reasonable certainty. Income consists of donations, charges for use of facilities, admissions fees, membership fees, grants, (including government grants), interest, sales, filming fees and rental income.

The City of London Corporation's City's Cash meets the deficit on running expenses of the charity and also provides funding for certain capital works. This income is considered due each year end once the deficit on running expenses and capital works funding has been confirmed, and is recognised in the SOFA at this point.

(f) Expenditure

Expenditure is accounted for on an accruals basis and has been classified under the principal categories of 'expenditure on raising funds' and 'expenditure on charitable activities'. Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

Governance costs include the costs of governance arrangements which relate to the general running of the charity as opposed to the direct management of functions inherent in the activities undertaken. These include the costs associated with constitutional and statutory requirements such as the cost of Trustee meetings.

Support costs (including governance costs) include activities undertaken by the City Corporation on behalf of the charity, such as human resources, digital services, legal support, accounting services, committee administration, public relations and premises costs. The basis of the cost allocation is set out in note 8.

The Trustee, the City Corporation, accounts centrally for all payroll related deductions. As a result, the charity accounts for all such sums due as having been paid. All administration costs incurred by the City Corporation are recharged to each of its charities, and these costs are included within support costs.

(g) Pension costs

Staff are employed by the City of London Corporation and are eligible to contribute to the City of London Local Government Pension Fund, which is a funded defined benefit scheme. The estimated net deficit on the Fund is the responsibility of the City of London Corporation as a whole, as one employer, rather than the specific responsibility of any of its three main funds (City Fund, City's Cash and Bridge House Estates) or the trusts it supports.

The Fund's estimated net liability has been determined by independent actuaries in accordance with FRS102 as £142.6m as at 31 March 2023 (£832.77m as at 31 March 2022). Since any net deficit is apportioned between the financial statements of the City of London's three main funds, the charity's Trustee does not anticipate that any of the liability will fall on the charity. The charity is unable to identify its share of the pension scheme assets and liabilities and therefore the Pension Fund is accounted for as a defined contribution scheme in these financial statements.

Barnett Waddingham, an independent actuary, carried out the latest triennial actuarial assessment of the scheme as at 31 March 2022, using the projected unit method. The 31 March 2022 valuation was carried out in 2022/23 and has set the contribution rates for the period 01 April 2023 to 31 March 2026 at 21.0%.

(h) Taxation

The charity meets the definition of a charitable trust for UK income tax purposes, as set out in Paragraph 1 Schedule 6 of the Finance Act 2010. Accordingly, the charity is exempt from UK taxation in respect of income or capital gains under part 10 of the Income Tax Act 2007 or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

(i) Fixed Assets**Heritage Land and Associated Buildings**

Land and the original associated buildings are considered to be heritage assets. In respect of the original land and buildings, cost or valuation amounts are not included in these financial statements as reliable cost information is not available and a significant cost would be involved in the reconstruction of past accounting records, or in the valuation, which would be onerous compared to the benefit to the users of these accounts.

In accordance with the charity's scheme two buildings and the land were transferred at no cost to the ownership of the Trust on 1 January 1997. The buildings comprise the Grade 1 listed Keats House itself valued on an insurance basis at £2,484,173 (2021/22: £2,246,697) and a 1930s building called the Heath Library valued, for insurance purposes, at £1,553,130 (2021/22: £1,404,658). This latter building is now used by cultural and community groups, primarily the Keats Community Library Phoenix Group, with one room set aside to be used in compliance with the objective of the Keats House Charity.

Keats House holds a collection of Keats related materials the majority of which are not recognised in the Balance Sheet as cost information is not readily available and the

Trustee believes the benefits of obtaining valuations for these items would not justify the costs. The exceptions to this are the Keats Love letter which is valued at its cost of £100,000 and the watercolour painting which is valued at its cost of £1,423, within the balance sheet. The letter was purchased at auction in March 2011 and has not been revalued since and the watercolour painting was purchased in 2020 and has not been revalued since, as the market for both remains constant and therefore no change in conditions that might indicate a change in value has been identified. A schedule of individual items is not kept, but both the letter and the watercolour painting are stored at London Metropolitan Archives as part of the overall Keats Collection. The total insurance value for the whole Collection is £1,400,000.

Additions to the original land and capital expenditure on buildings and other assets are included as fixed assets at historic cost, less provision for depreciation and any impairment, where this cost can be reliably measured. Heritage assets are reviewed annually for indicators of impairment and adjustments recognised accordingly if required.

Tangible fixed assets

Assets that are capable of being used for more than one year and have a cost greater than £50,000 are capitalised. Such assets are stated at cost less accumulated depreciation and accumulated impairment losses. Depreciation is charged from the year following that of acquisition, on a straight-line basis, in order to write off each asset over its estimated useful life as follows:

	Years
Improvements and refurbishments to buildings	up to 30

(j) Stocks

Stocks are valued at the lower of cost or net realisable value. All stocks are finished goods and are held for resale as part of the charity's operations.

(k) Cash

Cash and cash equivalents include cash in hand, overdrafts (if any) and short-term deposits and other instruments held as part of the Corporation's treasury management activities with original maturities of three months or less.

(l) Funds structure

Income, expenditure and gains/losses are allocated to particular funds according to their purpose:

Restricted funds – These include income that is subject to specific restrictions imposed by donors, with related expenditure deducted when incurred and a Heritage Asset.

Unrestricted income funds – these funds can be used in accordance with the charitable object at the discretion of the Trustee and include income generated by assets representing unrestricted funds. Specifically, this represents the surplus of income over expenditure for the charity which is carried forward to meet the requirements of future years, known as free reserves.

Designated Funds – these are funds set aside by the Trustee out of unrestricted funds for a specific purpose.

(m) Insurance

The charity, elected Members and staff supporting the charity's administration are covered by the City Corporation's insurance liability policies, and otherwise under the indemnity the City Corporation provides to Members and staff, funded from City's Cash.

2. INCOME FROM VOLUNTARY ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total 2022/23 £	Total 2021/22 £
Donations and legacies	50	2,845	2,895	482

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2022/23 £	Restricted income 2022/23 £	Total funds 2022/23 £	Total funds 2021/22 £
Charges for services	42,694	-	42,694	32,533
Sales	11,270	-	11,270	6,216
Admission charges	18,440	-	18,440	5,267
Grant Income	2,700	20,000	22,700	-
Total	75,104	20,000	95,104	44,016

Charges for services are split as follows:

Charges for services	2022/23 £	2021/22 £
Keats community library	28,630	16,017
Private hire of Keats House	7,526	5,772
Public events	6,081	10,363
Filming	117	-
Catering/Hospitality	26	-
Commission/Royalties	224	346
Membership fees	90	35
Total	42,694	32,533

4. INCOME FROM THE CITY OF LONDON CORPORATION

	Unrestricted funds 2022/23 £	Unrestricted funds 2021/22 £
Revenue and capital grants from City of London Corporation	<u>394,373</u>	<u>291,698</u>

5. INCOME FROM INVESTMENTS

	Unrestricted funds 2022/23 £	Unrestricted funds 2021/22 £
Interest	<u>639</u>	<u>212</u>

6. OTHER INCOME

	Unrestricted funds 2022/23 £	Unrestricted funds 2021/22 £
Other income	<u>-</u>	<u>13,709</u>

Income for the year included:

Donations – being amounts received from the public at the two collection boxes in Keats House and other unsolicited sums received as well as donations received via the Keats House website.

Grants from the City of London Corporation – being the amount received from the City of London Corporation’s City’s Cash to meet the deficit on running expenses of the charity, alongside funding for capital purchases.

Charitable activities – being amounts generated from the sales of leaflets, books, maps cards and other publications relating to Keats House; charges made to the public for the use of facilities, admissions and services and from the rental of the Keats Community Library as well as grant income received.

Other income - included in Other Income on the Statement of Financial Activities is a government grant received from the Coronavirus Job Retention Scheme of £0 (2021/22: £13,709). There are no unfulfilled conditions or other contingencies relating to this grant income and no other forms of government assistance have been received in the year.

7. EXPENDITURE

Expenditure on raising funds

	Direct costs £	Total 2022/23 £	Total 2021/22 £
Cost of goods sold	5,232	5,232	2,112

Expenditure on charitable activities

	Direct costs £	Support costs £	Total 2022/23 £	Direct costs £	Support costs £	Total 2021/22 £
Preservation, maintenance and restoration of Keats House	370,190	103,194	473,384	279,486	81,095	360,581

Charitable activity

Expenditure on charitable activities includes labour, premises costs, equipment, materials and other supplies and services incurred in the running of Keats House.

8. SUPPORT COSTS

Support costs include activities undertaken by the City of London Corporation on behalf of the Charity, such as human resources, digital services, legal support, accounting services, committee administration and premises costs. Such costs are determined on a departmental basis, and are allocated on a cost recovery basis to the charity based on time spent, with associated office accommodation charged proportionately to the space occupied by the respective activities, with the split of costs as follows:

	Charitable activities £	Governance £	2022/23 £	2021/22 £
Department:				
Chamberlain	16,785	-	16,785	17,058
Comptroller & City Solicitor	3,244	-	3,244	-
Town Clerk	-	16,003	16,003	12,129
City Surveyor	8,417	-	8,417	9,372
Open Spaces directorate	34,360	-	34,360	14,126
Other governance & support costs	8,905	-	8,905	10,670
Digital Services	15,480	-	15,480	17,740
Sub-total	87,191	16,003	103,194	81,095
Reallocation of governance costs	16,003	(16,003)	-	-
Total support costs	103,194	-	103,194	81,095

All support costs are undertaken from unrestricted funds. Governance costs are allocated based on a proportion of officer time spent on the administration of Trustee and Committee related meetings.

Independent examiner's remuneration and fees for other services

Crowe U.K. LLP are the auditors of the City of London's City's Cash Fund and all of the different charities of which it is Trustee. The costs of independent examination are recharged to the charity. In 2022/23 a £2,000 fee for the independent examination of this charity's financial statements was recharged (2021/22: £1,750). No other services were provided to the charity by its examiners during the year (2021/22: £nil).

9. DETAILS OF STAFF COSTS

All staff that work on behalf of the charity are employed by the City Corporation. The average number of people directly undertaking activities on behalf of the charity during the year was 3.5 (2021/22: 3.7).

Amounts paid in respect of employees directly undertaking activities on behalf of the charity were as follows:

	2022/23 £	2021/22 £
Salaries and wages	151,827	156,490
National Insurance costs	16,533	15,182
Employer's pension contributions	31,532	31,522
Total emoluments of employees	199,892	203,194

The number of directly charged employees whose emoluments (excluding employer's pension contribution) for the year were over £60,000 was nil (2021/22: nil).

Remuneration of Key Management Personnel

The charity considers its key management personnel to comprise the Members of the City of London Corporation, acting collectively for the City Corporation in its capacity as the Trustee, and the Director of Natural Environment who manages the seven open spaces funded by the City of London Corporation. A proportion of the Directors' employment benefits are allocated to this charity.

Support is also provided by other chief officers and their departments from across the City of London Corporation, including the Town Clerk and Chief Executive, Chamberlain, Comptroller and City Solicitor and City Surveyor.

The amount of employee benefits received by key management personnel totalled £nil (2021/22: £nil). No members received any remuneration, with directly incurred expenses reimbursed, if claimed. Expenses totalling £nil were claimed in 2022/23 (2021/22: £nil).

10. HERITAGE ASSETS

	2019 £	2020 £	2021 £	2022 £	2023 £
Cost					
At 1 April	100,000	100,000	100,000	101,423	101,423
Additions	-	-	1,423	-	-
At 31 March	100,000	100,000	101,423	101,423	101,423
Net book value					
At 31 March	100,000	100,000	101,423	101,423	101,423

Since 1996 the primary purpose of the charity has been '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'. As set out in Note 1(i), the original heritage land and buildings are not recognised in the Financial Statements, with the exception to this being the Keats Love letter which is valued at £100,000. Policies for the preservation and management of Keats House were to be contained in the Keats House Management Plan 2021/22, however, although the Activities Plan for 2021/22 has been produced, the development of a three-year forward plan for Keats House, which is required as part of the City Corporation's documentation framework and for our Museum Accreditation return, has been severely delayed by the COVID-19 pandemic. The Divisional Plan, which is for a three-year rolling period, has been updated for 2022/23 to inform the plans, priorities and activities for future periods. Records of heritage assets owned and maintained by Keats House can be obtained from the Executive Director of Environment at the principal address as stated on page 32.

11. TANGIBLE FIXED ASSETS

Plant & equipment

£

Cost

At 1 April 2022	72,924
At 31 March 2023	72,924

Depreciation

At 1 April 2022	14,585
Charge for the year	4,861
At 31 March 2023	19,446

Net book value

At 31 March 2023	53,478
At 31 March 2022	58,339

12. DEBTORS – AMOUNTS DUE WITHIN ONE YEAR

	2023	2022
	£	£
Prepayments and accrued income	4,179	4,184
Recoverable VAT	10,714	495
Sundry debtors	-	386
Other debtors	30,254	2,727
Total	45,147	7,792

The reason for the large increase in debtors is primarily due to two invoices totalling £27,299 being raised shortly prior to 31st March 2023. This is in addition to an increase in the amount of VAT due to be recovered.

13. CREDITORS – AMOUNTS DUE WITHIN ONE YEAR

	2023	2022
	£	£
Sundry creditors	7,448	4,399
Other creditors	19,137	5,509
Total	26,585	9,908

14. ANALYSIS OF NET ASSETS BY FUND

At 31 March 2023	Unrestricted income funds		Restricted funds	Total at 31 March 2023	Total at 31 March 2022
	General funds	Designated funds			
	£	£			
Heritage assets	-	-	101,423	101,423	101,423
Tangible assets	-	53,478	-	53,478	58,339
Current assets	193,170	-	12,569	205,739	169,806
Current liabilities	(26,585)	-	-	(26,585)	(9,908)
Total	166,585	53,478	113,992	334,055	319,660

At 31 March 2022	Unrestricted income funds		Restricted funds	Total at 31 March 2022	Total at 31 March 2021
	General funds	Designated funds			
	£	£			
Heritage assets	-	-	101,423	101,423	101,423
Tangible assets	-	58,339	-	58,339	63,201
Current assets	167,685	-	2,121	169,806	179,363
Current liabilities	(9,908)	-	-	(9,908)	(11,750)
Total	157,777	58,339	103,544	319,660	332,237

15. MOVEMENT IN FUNDS

At 31 March 2023	Total as at 1 April 2022			Expenditure	Total as at 31 March 2023
	£	Income	£		
Restricted funds:					
Heritage Assets	101,423	-	-	-	101,423
Grant Funding	2,121	22,845	(12,397)		12,569
Total restricted funds	103,544	22,845	(12,397)		113,992
General funds:					
Total general funds	157,777	470,166	(461,358)		166,585
Total general funds	157,777	470,166	(461,358)		166,585
Designated funds:					
Tangible fixed assets	58,339	-	(4,861)		53,478
Total designated funds	58,339	-	(4,861)		53,478
Total Unrestricted income funds	216,116	470,166	(466,219)		220,063
Total funds	319,660	493,011	(478,616)		334,055

At 31 March 2022	Total as at 1 April 2021 £	Income £	Expenditure £	Unrealised gains & (losses) £	Total as at 31 March 2022 £
Restricted funds					
Heritage Assets	101,423	-	-	-	101,423
Grant Funding	2,121	-	-	-	2,121
Total restricted funds	103,544	-	-	-	103,544
General funds:	165,492	350,117	(357,831)	(1)	157,777
Total general funds	165,492	350,117	(357,831)	(1)	157,777
Designated funds:					
Tangible fixed assets	63,201	-	(4,862)	-	58,339
Total designated funds	63,201	-	(4,862)	-	58,339
Total unrestricted income funds	228,693	350,117	(362,693)	(1)	216,116
Total funds	332,237	350,117	(362,693)	(1)	319,660

Purposes of restricted funds

- i. *Heritage Asset* - The purpose of this fund is to safeguard both the Keats Love Letter and the Watercolour painting, allowing the public access to these cultural assets. The transfer to restricted funds in the year arose from the heritage asset addition of the watercolour painting.
- ii. *Grant funding* – Young Roots funds remaining from a grant, being held in a restricted fund until the Charity is instructed whether it needs to repay this unspent balance.
- iii. *Grant Funding* – Funding received from Cardiff University during 2022/23 in relation to the delivery of the ‘Young Romantics in the City’ project. The remaining funds are currently expected to be spent during 2023/24.

Purposes of designated funds

Designated funds have been set aside by the Trustee for the following purposes:

- i. *Fixed Assets* – Plant and Equipment are included at historic cost less provision for depreciation and any impairment. The net book value of fixed assets at 31 March 2023 was £53,478 and is represented by a designated fund (2021/22: £58,339).

16. RELATED PARTY TRANSACTIONS

The City Corporation is the sole Trustee of the charity, as described on page 2. The City Corporation provides various services to the charity, the costs of which are recharged to the charity. This includes the provision of banking services, charging all transactions to the charity at cost and crediting or charging interest at a commercial rate. The cost of these services is included within expenditure, as set out in Note 7.

The charity is consolidated within the accounts of City’s Cash, a fund of the City of London Corporation (the City Corporation, the Corporate Trustee of the charity), by virtue of the deemed control arising from the provision of the shortfall between the charity’s income and expenditure by City’s Cash, whose place of business is Guildhall, London EC2P 2EJ. The principal purpose of City’s Cash is to manage its investments in properties, stocks and shares to provide returns which allows the City Corporation to

use the income for the provision of services that are of importance to the City and Greater London as well as nationally and internationally, and to maintain the asset base so that income will be available to fund services for the benefit of future generations. The financial statements of City's Cash can be obtained from the address provided above.

The charity is required to disclose information on related party transactions with bodies or individuals that have the potential to control or influence the charity. Members are required to disclose their interests, and these can be viewed online at www.cityoflondon.gov.uk.

Members and senior staff are requested to disclose all related party transactions, including instances where their close family has made such transactions.

Figures in brackets represent the amounts due at the balance sheet date. Other figures represent the value of the transactions during the year.

Related party	Connected party	2022/23 £	2021/22 £	Detail of transaction
City of London Corporation	The City of London Corporation is the Trustee for the charity	394,373 (nil)	291,698 (nil)	The City of London Corporation's City's Cash meets the deficit on running expenses of the charity
		103,194 (nil)	81,095 (nil)	Administrative services provided for the charity

REFERENCE AND ADMINISTRATION DETAILS

CHARITY NAME: Keats House

Registered charity number: 1053381

PRINCIPAL OFFICE OF THE CHARITY & THE CITY CORPORATION:

Guildhall, London, EC2P 2EJ

TRUSTEE:

The Mayor and Commonalty & Citizens of the City of London

SENIOR MANAGEMENT:

Chief Executive

John Barradell OBE - The Town Clerk and Chief Executive of the City of London Corporation (resigned 31 December 2022)

Ian Thomas CBE - The Town Clerk and Chief Executive of the City of London Corporation (appointed 06 February 2023)

Treasurer

Caroline Al-Beyerty - The Chamberlain and Chief Financial Officer of the City of London Corporation

Solicitor

Michael Cogher - The Comptroller and City Solicitor of the City of London Corporation

Environment Department

Juliemma McLoughlin – Executive Director of Environment

Sally Agass – Interim Director of Natural Environment (resigned 31 March 2023)

INDEPENDENT EXAMINER:

Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

BANKERS:

Lloyds Bank Plc., P.O. 1000 BX1 1LT

Contact for The Chamberlain & Chief Financial Officer, to request copies of governance documents & of the Annual Report of City's Cash:

CHBOffice-BusinessSupport@cityoflondon.gov.uk

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