



Culture, Heritage and Libraries Committee

Date: MONDAY, 9 DECEMBER 2024
Time: 10.30 am
Venue: ARTIZAN STREET LIBRARY, E1 7AF

Members:

Munsur Ali (Chairman)	Judith Pleasance
John Griffiths (Deputy Chairman)	Deputy Alpa Raja
Suzanne Ornsby KC	Anett Rideg
John Foley	David Sales
Emily Benn	Ian Seaton
James St John Davis	Alethea Silk
Jason Groves	Mark Wheatley
Jaspreet Hodgson	Deputy Dawn Wright
Amy Horscroft	Irem Yerdelen
Wendy Hyde	Alderman Jennette Newman
Frances Leach	Alderman Elizabeth Anne King, BEM JP
Antony Manchester	Caroline Haines
Alderman Bronek Masojada	Aaron Anthony Jose Hasan D'Souza
Andrew Mayer	Brendan Barns
Wendy Mead OBE	Alderman Sir William Russell (Ex-Officio Member)
Deborah Oliver	

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Ian Thomas
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes of the previous meeting held on 04 November 2024.

For Decision
(Pages 5 - 12)

Delivery

4. **PRESENTATION ON BUDGET**

To view a presentation on the background to the Committee budget.

For Information

5. **DEPARTMENTAL BUDGET ESTIMATES 2025-26**

To consider the report of The Chamberlain, Deputy Town Clerk, Executive Director Environment, Executive Director of Community and Children's Services, and City Surveyor.

For Decision
(Pages 13 - 20)

Strategy

6. **DC IMPLEMENTATION**

To receive an update on Destination City

For Information

7. **COMMISSION RESEARCH INTO THE CITY OF LONDON CORPORATION'S LINKS TO THE HISTORICAL TRADE IN ENSLAVED AFRICAN PEOPLE**

To consider the report of the Deputy Town Clerk.

For Decision
(Pages 21 - 30)

8. **DEVELOPING THE CULTURAL STRATEGY - TERMS OF REFERENCE**

To consider the report of the Head of Profession (Culture).

For Decision
(Pages 31 - 40)

Assets in focus

9. **UPDATE ON ARTIZAN ST LIBRARY**

To receive an update on Artizan St Library.

For Information
(Verbal Report)

10. **MID-YEAR UPDATE REPORT FOR KEATS HOUSE 2024/25**

To consider the report of the Executive Director of Environment

For Decision
(Pages 41 - 76)

11. **UPDATE ON MONUMENT**

To receive a verbal update on the Monument.

For Information
(Verbal Report)

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

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

14. **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

15. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting held on 04 November 2024.

For Decision
(Pages 77 - 80)

16. **GUILDHALL LIBRARY TRANSFORMATION PROPOSAL**

To consider the report of the Deputy Town Clerk.

For Decision
(Pages 81 - 114)

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

18. **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, 4 November 2024

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Committee Room 2 - 2nd Floor West Wing, Guildhall on Monday, 4 November 2024 at 9.00 am

Present

Members:

Munsur Ali (Chairman)	Deputy Alpa Raja
John Griffiths (Deputy Chairman)	Anett Rideg
John Foley	David Sales
Jaspreet Hodgson	Alethea Silk
Wendy Hyde	Mark Wheatley
Antony Manchester	Alderman Elizabeth Anne King, BEM JP
Andrew Mayer	Brendan Barns
Wendy Mead OBE	

In Attendance

Officers:

Rob Shakespeare	- Keats House, Open Spaces Department
Jayne Moore	- Town Clerk's Department
Emma Markiewicz	- London Metropolitan Archives
Omkar Chana	- Innovation and Growth
Andrew Buckingham	- Town Clerk's
Jen Beckermann	- Private Secretary to the Chairman of Policy and Resources
Gregory Moore	- Deputy Town Clerk

Joanna Parker - Department of the Built Environment
Mark Jarvis - Chamberlain's Department

1. **Apologies**

Apologies were received from these Members: Alderman Bronek Masojada, Suzanne Ornsby KC, Deborah Oliver, Judith Pleasance, Ian Seaton, Dawn Wright, Alderwoman Jeanette Newman, and Aaron D'Souza.

These Members sent Apologies and observed the meeting online: Caroline Haines, Jaspreet Hodgson, James St John Davis, Jason Groves.

2. **Members' Declarations under the Code of Conduct in respect of items on the agenda**

Wendy Hyde declared her membership of the selection panel for Artworks discussed at item 4.

3. **Minutes**

RESOLVED, That the minutes of the meeting of 16 September 2024 be approved as a correct record of the proceedings incorporating two amendments to the meeting's attendance as shown on the updated public-facing website.

4. **City Arts Initiative – Recommendations to the Committee**

The Committee considered the report of the Head of Profession (Culture) setting out the recommendations of the City Arts Initiative (CAI) that met on 3 October 2024, during which the CAI considered the following two proposals:

1. Court Building, Fleet Street Salisbury Square Development Artworks;
2. Bowyers Hall Blue Plaque Recommendation(s).

Members noted that the final text and poetry selection for the ground floor granite panels, integrated lighting and alternative interpretations will be brought back to the Committee for approval, and that the designs will also go through the planning process as well as the Capital Buildings Board (CBB) for final sign-off.

The Committee commended the panel for the good work completed.

Referencing section 7, the Committee noted (in response to a Member question) that any copyright issues would be dealt with at CBB level.

A Member commented that the original Blue Plaque application was in 2016, and asked whether any of the delay could be attributed to the Corporation. The meeting heard that the resources available to process such matters were not currently matched to the volume of work, and that the lack of resources is being closely examined.

RESOLVED, That the Committee approve:

1. The artist concept and designs for the new court building at the Salisbury Square development; and
2. The Bowyers Hall Blue Plaque (subject to any necessary additional permissions gained from Environmental Health, Planning, and Highways).

5. **Support of the development of a new Culture Strategy for the City of London Corporation**

The Committee received the report of the Head of Profession (Culture) to be submitted for decision to the Policy & Resources Committee on 07 November 2024 on the need to support the development of a new Culture Strategy for the City of London Corporation.

The Committee noted that the Martin Review emphasised the importance of an independent Culture Strategy to maximise the City's unique cultural assets, and that to begin the work immediately (before January 2025) a proposal is to be made for the allocation of £45,000 from the Policy and Resources Committee's Policy Initiative Fund to enable key research, stakeholder consultation, analysis and the creation of a new Culture Strategy to include audience mapping and analysis.

The Committee noted that the new Culture Strategy would align with the City Corporation's corporate priorities and ensure that the Square Mile remains a vibrant cultural destination for residents, workers and visitors.

The Committee noted that a full scope of work would be submitted to the Committee if the funds are granted.

A Member sought clarification on what resources are available within the Culture team, emphasising the importance of running workstreams in parallel rather than sequentially. The meeting noted the importance of a structured framework to deliver a coherent set of proposals.

A Member sought clarity on the £45K and how the amount was determined, also referencing section 22 in which it is suggested that the Committee may bid for further funds - noting the importance of Culture to the success of the City overall. The meeting heard that the sum was determined in line with what was realistic and adequate in the first instance.

Referencing section 7, a Member asked for more details on what constituted the Culture team. The meeting noted that the Culture team is the team responsible for Destination City (DC) in its initial iteration that included events and cultural activities. The team has now transferred to the Culture team, reporting to the Head of Profession (Culture), and includes staff at the Gallery and working in promotions. The meeting also noted that a Director of Culture is expected to be recruited separate to the DC hub who will manage, among other things, the culture strategy and its roll-out. In response to a question on staff numbers, the meeting heard that an organigram would be circulated, though not all positions are currently filled. For the DC hub, the SRO is currently the only position filled. Up to seven FTEs are expected to be recruited to the DC hub, which was recently approved at Corporation level.

A Member asked for further information on how the Culture strategy might interface with the cultural spatial strategy. The meeting noted that earlier strategies would be folded into the Culture strategy and deliver better clarity on Culture.

Referencing section 15, a Member asked why Growth Bid money was no longer available to the Culture team, suggesting that during the current transition year the Committee should have had a claim to a proportion of the Growth Bid money. The meeting noted that the Growth Bid was designed to fund the DC programme and encompasses all aspects of ensuring that the City is an even more attractive destination, noting also that planned events would still take place. A Member asked how that decision was made, in response to which the meeting heard that the remaining Growth Bid money allocation was approved by the Policy & Resources Committee. Members commented that the purpose of the Growth Bid was to focus on the City's cultural assets and that it appeared that those assets were being undermined by an apparent lack of funding of some assets, including the Guildhall Art Gallery. The meeting noted that the apparent reduction in resources for the Guildhall Art Gallery could be explained by the way some employees were counted

(including, for example, retail and display staff) in a way that did not accurately reflect the resources.

Members expressed a view that Culture appears in practice to be a sub-set of DC and commented that it appeared that the Committee was to all intents and purposes a sub-Committee of the Policy & Resources Committee, noting that the sentiment has been expressed on previous occasions. The meeting noted that the placing of Culture under the Committee as per the Martin Review did empower the Committee, and that the PIF funding was a mechanism for getting that started.

The Committee endorsed the recommendations set out in the report.

6. **Commission research into the City of London Corporation's links to the historical trade in enslaved African people**

The Committee received the report of the Deputy Town Clerk setting out the application to the Policy and Resources Committee's 2024/25 Policy Initiatives Fund for £34,400 to commission a piece of independent research into the City of London Corporation's links to the historical trade in enslaved African people.

A Member asked whether an endpoint was envisaged, and whether there were any plans for what would be done with the information. The meeting heard that the work would endorse the work of the City and would ensure that the City has input and involvement in the ongoing research that was expected to be carried out with or without the City's involvement. The meeting noted that a body of work already exists that will be supplemented with more specific information, and that once the research is completed it is expected that the City will decide where to take that research.

A Member commented on the benefits of also highlighting abolitionist initiatives in the City.

7. **Departmental budget allocation - CHL**

The Committee agreed to discuss the budget allocation document during the Public session noting that budgetary allocations were routinely discussed in Public sessions, noting that any sensitive matters would be deferred to the non-Public session.

The Committee viewed a presentation on the budgetary allocations at the Corporation that included information on the funding sources of City Fund, City

Estates, and City Bridge Foundation, noting also the £20.7M allocated to Culture that mostly comes from City Fund.

Members also noted these key assumptions agreed in 2024:

1. Increase for Adult & Children's social care pressures and staff strengthening for HR and internal controls;
2. 2% inflation uplift in local risk budgets;
3. No additional resources to be agreed (prioritisation to be made within overall envelopes);
4. No new bids processes for City Fund/City Estates; and
5. Continued work on workstreams to improve operational property utilisation and income generation.

Members noted the recent challenging budget position for Sculpture in the City (SITC), noting that the Committee, Environment and external partners had supported the SITC programme for the current year.

A Member sought clarity on the difference between local and central risk. The meeting heard that local risk references expenditure that is wholly within the responsibility of a Chief Officer, and central risk references the demand-led element of expenditure rendering it more challenging to control and the relevant Chief Officer is not required to make good any deficit.

A Member asked for clarity on how the Committee might influence the budget-setting process. The meeting heard that the priorities of the relevant Chief Officer and the Committee would ordinarily be expected to map onto each other so that resources could be prioritised accordingly – but that the CHL Committee currently has more than one Chief Officer which complicates the situation. The meeting heard that the absence of a defined cultural strategy and the absence of a co-ordinating cultural director position meant that the scope, priorities and remit have become unclear but that the development of a clear strategy and the appointment of a cultural director (both imminent) would clarify the Committee's position and drive resource allocation in line with a cultural strategy. The Committee also noted its approval in January 2022 of structural and resourcing changes resulting in the current organisation.

In response to a question on the timeline for strategy-setting and how that fitted in with the budget-setting process for the forthcoming year, the meeting heard that it

was unlikely that a cultural strategy would be finalised in time for the 2025-26 budget-setting process though plans may be revised in the light of a defined cultural strategy via mid-year adjustments.

The Committee noted that additional income source and tools should be considered to inform a five-year strategy, and that a Chief Officer would ordinarily be expected to be factoring that in.

Members commented on some of the constraints within the budgetary process given the fixed items of expenditure.

8. Questions on matters relating to the work of the Committee

In response to Member questions on the progress in recruiting to the Culture Director post, the meeting noted that once a clearer team structure was in place the recruitment process would get under way in early 2025.

On the plans to draft a definition of Culture, the meeting noted that the strategy and the definition would be worked out in tandem.

9. Any other business the Chair considers urgent

There was no other business

10. Exclusion of the Public

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

The meeting ended at 11.00 am

Chairman

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DRAFT

City of London Corporation Committee Report

Committee(s): Culture, Heritage and Libraries – For decision	Dated: 9 December 2024
Subject: Departmental Budget Estimates 2025-26 – Culture, Heritage and Libraries Committee	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Statutory duties for a balanced 25.26 budget.
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?	Yes
Report of: The Chamberlain Deputy Town Clerk Executive Director Environment Executive Director of Community and Children’s Services The City Surveyor	REVIEW
Report author: Mark Jarvis - Head of Finance, Chamberlain’s Department Declan Greaves – Finance Business Partner - Chamberlains	

Summary

This report is the annual submission of the revenue budgets in relation to the operational services directly overseen by your committee. It is asking Members to note the latest revenue budget for 2024/25 and approve the proposed revenue budget for 2025/26.

The estimates presented in this report are for the services by Chief Officer, which are summarised below:

- i) **Deputy Town Clerk** – Guildhall Library, The London Archives (TLA), City Records Service, Heritage Gallery and the Destination City Team (recently move from Innovation and Growth).
- ii) **Executive Director of Community and Children’s Services** – Artizan Street, Barbican and Shoe Lane Libraries.
- iii) **Executive Director Environment** – Keats House and Monument
- iv) **The City Surveyor** – Mayoralty & Shrievalty and Lower Thames Street

The proposed budget for 2025/26 totals net expenditure of £24.610m, which is an increase of £3.129m (14.5% increase) compared with the 2024/25 original budget of £21.481m, which is principally due to:

Net 2% inflation (£0.163m),

An increase in the Cyclical Works Programme (£0.650m),

3% inflationary uplift applied to the Museum of London grant (£0.170m),

An increase in capital and support services (£1.966m).

Overall Budget Summarised by Chief Officer.

Category	Original Budget 2024/25 (£m)	Latest Budget 2024/25 (£m)	Movement 2024/25 Original to Latest (£m)	Original Budget 2025/26 (£m)	Movement 2024/25 Original to 2025/26 Original (£m)
Local Risk					
The Deputy Town Clerk	(3.814)	(5.919)	2.105	(5.306)	(1.492)
Executive Director of Innovation Growth	(1.388)	0	(1.388)	0	1.388
Executive Director of Community and Children's Services	(2.662)	(2.662)	0	(2.715)	(0.053)
Executive Director Environment	0.003	0.003	0	0.003	0
The City Surveyor	(0.104)	(0.057)	(0.047)	(0.109)	(0.005)
Total Local Risk	(7.965)	(8.635)	0.670	(8.127)	(0.162)
Central Risk					
The Deputy Town Clerk	(0.742)	(1.099)	0.357	(1.125)	(0.357)
Executive Director of Innovation Growth	(0.382)	0	(0.382)	0	0.382
Executive Director of Community and Children's Services	(0.283)	(0.283)	0	(0.283)	0
Executive Director Environment	(0.022)	(0.022)	0	0.008	0.014
The City Surveyor	(0.006)	(0.006)	0	(0.012)	(0.006)
Central Management of CHL (Museum of London)	(5.451)	(5.640)	0.189	(5.810)	(0.358)
Total Central Risk	(6.886)	(7.050)	0.164	(7.237)	(0.351)
Cyclical Works Programme (CWP)	(0.459)	(0.459)	0	(1.109)	(0.650)
Capital and Support Services	(6.171)	(6.171)	0	(8.137)	(1.966)
Committee Total	(21.481)	(22.315)	0.834	(24.610)	(3.129)

Recommendation(s)

Members are asked to:

- Review the proposed allocation of the 2025/26 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee.
- Authorise the Chamberlain, in consultation with the Deputy Town Clerk, Executive Directors of Community and Children's Services, Environment, 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.
- Authorise the Chamberlain to agree minor amendments for 2025/26 budgets arising during budget setting.

Main Report

Introduction

1. The revenue budget management arrangements are to:

- Provide a clear distinction between local risk, central risk and recharge budgets.
- Place responsibility for budgetary control on departmental Chief Officers.
- Apply a cash limit policy to Chief Officers' budgets.

2. The budget has been analysed by the service expenditure and compared with the original budget for the current year.

3. The overall budget is summarised in Table 1, including detail on the movement between the original and latest budget for the current financial year, and the movement between the original 2024/25 and proposed budget for 2025/26.

Assumptions

4. The estimate for 2025/26 includes a 2% uplift for inflation distributed across each budget line for local risk.
5. The estimate for 2025/26 does not include the Destination City Growth Bid of £2.3m as it is held in Policy & Resources budget contingency funds. A report was considered at Culture, Heritage and Libraries, Resource Allocation (Sub), Finance, Policy and Resources Committees in February 2022 titled "Destination City – Strategic Review Independent Review Report – Growth Bid" which set out that £2.3m/year was to resource the implementation of a Destination Strategy and to realise the Strategic Review's vision. Since then, Members agreed to the implementation of the recommendations of the Destination City Independent Review in April 2024, which split the responsibilities between culture and a re-cast Destination City programme between CHL and P&R. In October 2024, Members of the P&R Committee approved the re-allocation of the remaining Growth Bid 2023-2024 budget of approximately £2.6 million from the former Destination City initiative to the new Destination City programme.
6. In relation to staff costs, the estimates assume a 3% uplift for 2024/25 and 2025/26 financial years in relation to the Employers pay award.
7. Members should note that the Cyclical Works Programme (CWP) figures included in the Estimate Report relate only to elements of previously agreed programmes, which will be completed in 2024/25 and 2025/26. The separate bid for CWP works programme for 2025/26 has not been included in this report. The report is expected to be submitted to Committee in January 2025 and will then require approval from Resource Allocation Sub-Committee to agree the funding. Once both Sub-Committees have agreed the 2025/26 programme Members will be advised of the outcome and Members are asked to authorise the Chamberlain to revise the budgets to allow for these approvals.
8. Support services budgets reflect the attribution and cost of central departments. All support services are based on time spent or use of services and were reviewed during 2024/25 with the method of apportionment updated to reflect the latest up to date corporate information.

Current Position

Latest Approved Budget 2024/25

9. The latest approved budget for 2024/25 totals net expenditure of £22.315m which is an increase of £0.834m (3.88%) compared with the original budget of £21.515m. £0.750m relates to a carry forward from

23.24 financial year within the Visitor Services and City Information Centre. £0.019m relates to Monument with an increase in Surveyor costs.

Proposals

Departmental budget estimates for 2025/26

The proposed budget for 2025/26 totals net expenditure of £24.610m, which is an increase of £3.129m (14.5% increase) compared with the 2024/25 original budget of £21.481m, which is principally due to:

- i) **Deputy Town Clerk (£1.9492m net increase)** – In year Guildhall Art Gallery, Visitor & Information Services and City Outdoor Arts Programme reporting line was moved under Deputy Town Clerk from the Innovation and Growth Department, representing a budget across local and central risk of £1.849m. The full year effect of the 2% inflationary uplift on local risk budgets within the revised remit of the Deputy Town Clerk accounted for £0.104m of the budget.
- ii) **Innovation and Growth (1.770m decrease)** – due to services being moved under the Deputy Town Clerk.
- iii) **Executive Director of Community and Children’s Services (£0.053m net increase)** – The full effect of the net 2% inflationary uplift to local risk budgets.
- iv) **Executive Director Environment (£0.014m net decrease)** – minor adjustment, decrease attributed to a reduction in depreciation at Keats House.
- v) **Recharges and support services (£1.996m net increase)** – There has been an increase in CHL’s apportionment of the central recharges as part of the recharges refresh across the corporation during the year, please refer to paragraph 8.
- vi) **Cyclical Works Programme (£0.650 net increase)** – increase related to the charges for the cyclical works programme.
- vii) **Central Management - Museum of London (£0.362 increase)** – increase related to assumed 3% uplift in the grant supporting the Museum.

Potential Further Budget Adjustments

The provisional nature of the revenue budgets recognises that further revisions maybe required to realign funds for:

- i) Central and departmental support services apportionments; and
- ii) Decisions of the Resource Allocation Sub Committee in relation to the Cyclical Works Programme.

Staffing Statement

11. A summary of the employee related costs and FTEs by department are shown in the table below. Table 1.

Staffing statement	Original Budget 2024/25		Original Budget 2025/26	
	Staffing	Estimated	Staffing	Estimated
	FTE	cost £m	FTE	cost £m
Guildhall Library	9	(0.495)	8.8	(0.533)
The London Archives (TLA)	36.7	(2.175)	38.2	(2.193)
TLA Project	7.1	(0.377)	6.8	(0.397)
City Records Services	19.7	(1.161)	18.3	(1.065)
Guildhall Art Gallery	2.6	(0.193)	2.6	(0.200)
Visitor services & City Information Centre	23.2	(1.574)	25.6	(1.479)
Total Deputy Town Clerk	98.3	(5.975)	100.3	(5.867)
Barbican and Shoe Lane Library	37.4	(1.981)	37.4	(2.031)
Artizan Steet Library	6	(0.288)	6	(0.292)
Total Executive Director of Community and Children's Services	43.4	(2.269)	43.4	-2.323
Keats House	3.9	(0.247)	3.9	(0.253)
Monument	4.9	(0.265)	4.9	(0.265)
Total Executive Director Environment	8.8	(0.512)	8.8	(0.518)
TOTAL CULTURE, HERITAGE AND LIBRARIES	150.5	(8.756)	152.5	(8.708)

12. Staffing levels have increased for the Deputy Town Clerk' teams as they include staff previously within Innovation & Growth whilst Community and Children's Services and Executive Director of Environment has maintained the same staffing levels between 2024/25 and 2025/26.

Capital and Supplementary Revenue Project Costs

14. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2025. Please refer to Appendix 2 for capital project bids.

Corporate & Strategic Implications – 'none'

Security Implications

16. All events under the Outdoor Arts Programme will require robust Risk Assessment and Method Statements (RAMS) which will be developed in consultation with internal and external security services including the City Police.

Financial Implications

17. The proposed 2025/26 budget includes a 2% inflationary uplift based on the original 2024/25 budget after other adjustments to risk areas have been considered.

18. The budgets overseen by this Committee of the Deputy Town Clerk, Executive Director of Community and Children's Services and Executive Director Environment have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees.

Public sector equality duty

19. Our fees and charges are regularly benchmarked with neighbouring / competing facilities, but we will continue to informally assess any negative impact on protected characteristic groups.

Resourcing implications

20. The budgets presented in this report are within their available resource base. As a result, there are currently no resourcing implications identified.

Conclusion

21. This report presents budgets overseen by this Committee for 2024/25 for the Deputy Town Clerk, Executive Director of Community and Children's and Executive Director of Environment for Members to consider and approve.

Appendices

- Appendix 1 – Budgets by Service Area and Risk allocation
- Appendix 2 – Capital Project Bids 2025/26

Contacts:

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Appendix 1 - Budget by Chief Officer.

Category	Original Budget 2024/25 (£m)	Latest Budget 2024/25 (£m)	Movement 2024/25 Original to Latest (£m)	Original Budget 2025/26 (£m)	Movement 2024/25 Original to 2025/26 Original (£m)
Local Risk					
The Deputy Town Clerk	(3.814)	(5.919)	2.105	(5.306)	(1.492)
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Committee Total	(21.481)	(22.315)	0.834	(24.610)	(3.129)

Appendix 2 – Capital Project Bids for 2024/25. No capital bids in 25.26.

Agenda Item 7

Committee(s): Culture, Heritage and Libraries – For Information Policy and Resources – For Decision EDI Sub-Committee – For Information	Dated: 07/12/2024 12/12/2024 05/02/2025
Subject: Commission research into the City of London Corporation’s links to the historical trade in enslaved African people	Public
This proposal: • delivers Corporate Plan 2024-29 outcomes	Diverse, Engaged Communities
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£34,4000
What is the source of Funding?	PIF
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes
Report of: Greg Moore, Deputy Town Clerk	For Information
Report author: Emma Markiewicz, Director of The London Archives, Town Clerk’s Department	

NOT FOR PUBLICATION

This report is exempt by virtue of the following paragraph(s) of Part 1 of Schedule 12A of the Local Government Act 1972. The report contains sensitive information which may be exempted under the Act, and as this cannot be presented to Members as a separate appendix this report needs to be considered in closed session. It is considered that information falling under the following paragraphs outweighs the public interest in disclosing information:	
3)	Information relating to the financial or business affairs of any particular person or body (including the authority holding that information).
4)	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

Summary

The City Corporation’s commitment to equity, diversity and inclusion is integral to delivering our Corporate Plan and is fundamental to everything we do. As part of this, it is vital that we better understand and make transparent the history of the City

Corporation, and this would include its historic connections to the Transatlantic Trade in Enslaved African People.

Recommendation(s)

Members are asked to approve an application to the Policy and Resources Committee's Policy Initiatives Fund for £34,400 to commission a piece of independent research into the City of London Corporation's links to the historical trade in enslaved African people (detailed further as option 2).

Main Report

Background

1. The University of Lancaster has recently completed a long-term research programme funded by UK Research and Innovation called The Register of British Slave Traders. They aim to publish their research in 2026, a key output of which will be a name-searchable database showing legacies, donations and any direct financial connections of individuals and institutions to the trade in enslaved African people.
2. This is a groundbreaking research project, which will open up new avenues of historical research and enable new discourses about how our society is structured, and the foundations on which it was built.
3. The research will highlight a great many connections with the City of London, its institutions and individuals. It will also highlight how far the financial connections of individuals across the social spectrum benefitted from the trade, and how much of their investments in our key foundational systems and institutions (such as schools) came from financial rewards gained from the trade.
4. Other institutions which have been shown to have significantly benefitted from the trade in African enslaved people, such as the Bank of England and the Church of England have been proactively [explaining their connections to the historic trade in enslaved African people](#).
5. We have the opportunity to delve deeper into the University of Lancaster's research through conducting a bespoke and detailed piece of research specifically into the Corporation's own connections to the historic trade in enslaved African people. The institutional and individual links between the trade and the Corporation will be significant. Proactively commissioning research to uncover and be open about the extent of this will enable the Corporation to develop its own approach to communicating and owning its past.
6. This research will use the University of Lancaster's existing research and publicly available materials in The London Archives to identify all Lord Mayors, Sheriffs,

Aldermen, Common Councillors of the Corporation of London who had direct financial connection between 1640 and 1807.

7. **Rationale:** Better understanding the connections of the Corporation with the trade in enslaved African people will enable us to understand and own our past. It will enable us to develop our narrative to address our history and to devise a communication plan for our staff, members and the wider public. We can, if we wish, promote the work through various positive promotional activities and ensure that a narrative of transparency and understanding can be woven through our corporate story.
8. The project to retain and explain the statues of Beckford and Cass in the Great Hall is ongoing. Whilst this project was a first for the Corporation, we do not consider it to be in isolation and are seeking to build out from this starting point.
9. **Outcomes:** The research will provide a summary and report into the background history on the transatlantic trade in enslaved African people and the established connections between philanthropy and investment in the transatlantic trade in enslaved African people with a focus on the City of London. There will also be a set of promotional and engagement activities on completion of the research such as a meeting with affected Livery Companies, briefings to staff and members, headteachers and governors at the relevant City schools; and a walking tour to place findings into their spatial contexts. For a more detailed set of outputs please see the attached report.
10. **Strategic/Priority Link** This work cuts across the Corporate Plan and the work of all Committees but particularly Policy and Resources, Culture, Heritage and Libraries, Equality, Diversity and Inclusion Sub Committee, Education Committee and Corporate Services Committee in defining the story of our organisation and addressing its difficult past. This research will be the first milestone in developing our understanding and setting out a roadmap for how that history can be addressed, as has been done successfully in cities such as Amsterdam.
11. **Economy:** none identified
12. **Delivery:** The report will be delivered to the project manager, the Director of The London Archives, who will work with colleagues in the Town Clerks Department including the Communications team to develop a set of options for the next steps.
13. **Evaluation:** The Director of The London Archives will work closely with the University of Lancaster during the course of the research to evaluate and monitor progress.
14. **Reporting:** The report will be shared with Policy and Resources Committee, Culture, Heritage and Libraries Committee, Education Committee, and the Equality, Diversity and Inclusion sub-committee.

15. Expenditure: A fee of £34,400 for the University of Lancaster to undertake the research and delivery of engagement outputs (see Appendix 1). Further expenditure may be required to develop the next steps, such as a programme of events and activities to share the story.

16. Benefits: The Corporation will have early understanding of a piece of research which will heavily associate it with the Trade in African enslaved people.

17. Options

There are two options which have been considered to date:

a. Option 1:

18. Do nothing. There is a considerable risk to the reputation of the Corporation if we are unable to show engagement with this topic, and to show transparency and understanding of our past. There is considerable press interest in the topic of the trade in enslaved African people, particularly in its connection with the key government, financial and church institutions which have played a big role in shaping the history of our country.

a. Option 2:

19. Engage the University of Lancaster to undertake a piece of research using the data they have already collected, and the archives held by the City Corporation at The London Archives.

20. The outcome will be a greater understanding of the depth and breadth of the City's connections. This piece of research can be used in conjunction with a report into the origin of the funds of the City Bridge Trust which is nearing completion.

21. The research brief is attached at Appendix 1.

22. Option 2 is the recommended option. Once the report is completed it will be taken to Policy and Resources Committee to be agreed, and to approve next steps.

Corporate & Strategic Implications

23. Strategic implications – The City Corporation's commitment to equity, diversity and inclusion is integral to delivering our Corporate Plan and is fundamental to everything we do.

24. Financial implications – It is requested that an allocation of up to £34,400 be drawn from your 2024/25 Policy Initiative Fund, categorised as 'research into the City of London Corporation's links to the historical trade in enslaved people and charged to City's Estate.

The current uncommitted balance in the 2024/25 PIF is £1,006,103 prior to any allowances being made for any other proposals on this agenda.

25. Resource implications – The research project will be managed by the Director of The London Archives.
26. Legal implications – Not identified for this project. All contractors to be subject to the Corporation’s standard terms and conditions.
27. Risk implications – Doing nothing will put the Corporation at reputational risk if it is not seen to openly and positively engage with this topic. There will be national and international press interest when the University of Lancaster publishes its findings in 2026.
28. Equalities implications – none identified
29. Climate implications – none identified.
30. Security implications – none identified.

Conclusion

31. Option 2 is the recommended option. Once the research report is completed it will be taken to Policy and Resources Committee, Culture, Heritage and Libraries and Corporate Services Committees to be agreed, and to approve next steps.

Appendices

None

Background Papers

None

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Proposal for Research Project Investigating the Historic Connections between the Corporation of London and the Transatlantic Trade in Enslaved African People (TTEAP)

The Project will:

1. Identify all Lord Mayors, Sheriffs, Aldermen, Common Councillors of the Corporation of London who had a direct financial connection to the TTEAP across 1640 to 1807 (the period in which Britain was active in the transatlantic trade in enslaved African people) by crosschecking names of Lord Mayors, Sheriffs, Aldermen, and Common Councillors against the list of confirmed traders in enslaved African people collated as part of the *Register of British Slave Traders* project.
2. Identify all Lord Mayors, Sheriffs, Aldermen, Common Councillors of the Corporation of London who promoted the TTEAP across 1640 to 1807
3. Identify legacies and donations from those in [1] and [2] to the City's Cash across 1640 to 1807
4. Track any institutional investments by funds managed by the Corporation of London into joint-stock trading companies active in the transatlantic trade in enslaved African people
5. Provide evidence of the connections between donations and legacies from those in [1] and [2] to the funds that later facilitated the purchase of open spaces now managed by the Corporation of London
6. Document connections between those in [1] and [2] to material culture (paintings, sculpture, silver etc.) in Corporation of London collections.

The work could commence in January 2025 and draft conclusions will be offered to the Board by the end of July 2025. It will be completed in dialogue with a related study commissioned by the City Bridge Foundation.

Leadership and competence

This work will be completed solely by Professor William Pettigrew who will act as a consultant to the Corporation of London and will work part time on this project alongside his other commitments. As Principal Investigator for and Editor of the *Register of British Slave Traders* project, is a leading historian of British slave traders, slave trading corporations, investment, and merchant philanthropy in the seventeenth, eighteenth, and nineteenth centuries. He has led similar research projects for several other foundations (including Oxbridge colleges, City of London livery companies, *Trust for London*, hospital foundations, and the *City Bridge Foundation* as well as private sector and arts organisations). This work has focussed on writing reports summarising each organisation's connection to the history of the transatlantic trade in enslaved African people for non-experts and framing this research in an accessible, credible, and sensitive fashion for diverse audiences and according to each organisation's requirements. In every case, this work has helped each organisation deepen its commitment to Equity,

Diversity, and Inclusion through expert and transparent engagement with history. Professor Pettigrew has broad expertise and experience in/of completing research projects of this kind, writing reports, and communicating the results to stakeholders from all backgrounds.

Course of Work and Budget

- Identification of relevant materials at the London Archives to finalise lists of Lord Mayors, Sheriffs, Aldermen, and Common Councillors and establish relevant financial and administrative records [2 days]
- Generating and crosschecking these lists of Lord Mayors, Sheriffs, Aldermen, and Common Councillors against lists of names from the *Register of British Slave Traders* database, which establishes direct financial links between individuals and the TTEAP [9 days]
- Establishing which Lord Mayors, Sheriffs, Aldermen, and Common Councillors promoted the TTEAP through cross-checking of names against administrative records of the Corporation of London, parliamentary records, petitions, and Board of Trade minutes [various archives, 5 days]
- Checking financial records for evidence of institutional investment by the Corporation of London in joint-stock trading companies active in the transatlantic trade in enslaved African people (note: these may have been held in the personal name/s of corporation officials) [3 days]
- Recording any benefactions and donations from the list of Lord Mayors, Sheriffs, Alderman, and Common Councillors to the City's Cash who were either/and financially connected to or promoted the TTEAP [4 days]
- Provide evidence of the connections between donations and legacies from confirmed traders in enslaved African people to the funds that facilitated the purchase of open spaces now managed by the Corporation of London (based on research completed for Trust for London). [2 days]
- Document connections between confirmed traders in enslaved African people who were also members of the Corporation of London to material culture (paintings, sculpture, silver, and other material culture in Corporation of London collections. [3 days]
- Writing project report [7 days]

This report will contain:

- An executive summary of the research findings
- A summary of relevant background history on the transatlantic trade in enslaved African people and the established connections between philanthropy and investment in the transatlantic trade in enslaved African people, with a focus on the City of London
- A tabulated list of Lord Mayors, Sheriffs, Alderman, and Common Councillors who had a direct financial connection with the TTEAP and/or promoted TTEAP listing also any donations and legacies to the City's Cash, listing donor, year, and amount.

- A list of any institutional investments by the Corporation of London in the transatlantic trade in enslaved African people.
 - A directory Lord Mayors, Sheriffs, Alderman, and Common Councillors with especially significant financial connections to or promotions of the TTEAP explaining their connection to and role in the history of the transatlantic trade in enslaved African people.
 - A section on connections between the research and schools and open spaces managed by the Corporation of London
 - An inventory of material culture owned by the Corporation of London and connected to the transatlantic trade in enslaved African people
 - A bibliography
-
- Submission of draft report to the Emma Markiewicz for initial feedback and preparation and delivery of a presentation of research findings to the Senior Leadership Team at the Corporation of London [1 day]
 - Promotion of work and findings within the Corporation of London through briefings to staff/members [2 days]
 - Promotion of work and findings through briefings with headteachers/governors/students at schools managed by the Corporation of London [3 days]
 - Promotion of work and findings within the Corporation through preparation and delivery of walking tour of the City of London to place research findings into their spatial contexts [1 day]
 - Responding to queries and suggestions from the Corporation of London and making any alterations to final report [1 day]

Budget

Forty-three days at £800 per day.

Total projected cost: £34,400

Professor William A. Pettigrew, FRHS, 27 September 2024

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City of London Corporation Committee Report

Committee(s): Culture, Heritage and Libraries – For Decision	Dated: 9 December 2024
Subject: Developing the Cultural Strategy – Terms of Reference	Public report: For Decision
This proposal: <ul style="list-style-type: none"> Delivers on Corporate Plan 2024-29 outcomes 	Diverse Engaged Communities; Vibrant Thriving Destination; Flourishing Public Spaces; Providing Excellent Services.
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	PIF, agreed November 2024
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes, via PIF application
Report of: Emma Markiewicz, Head of Profession (Culture)	
Report author: Omkar Chana, Project Director (Culture)	

Summary

This report defines the Terms of Reference and outlines the approach for developing a new Cultural Strategy for the City of London Corporation. Members are requested to approve the Terms of Reference (Appendix 1) which would be used for commissioning the development of the Cultural Strategy.

Recommendation(s)

Members are asked to:

- Approve the Terms of Reference to develop the Cultural Strategy (set out in Appendix 1 of this report).
- Approve that any updates to the Terms of Reference be made under Delegated Authority to the Town Clerk in consultation with the Chair and Deputy Chair of the Culture, Heritage and Libraries Committee.
- Note that during the development of the Cultural Strategy, the Culture team would be limited to projects where there are existing delivery commitments.

Main Report

Background

1. In April 2024, Members of the Policy and Resources (P&R) Committee and the Culture, Heritage and Libraries (CHL) Committee endorsed the 14

recommendations from the Destination City – Independent Review 2024, led by Paul Martin.

2. In May 2024, the Court of Common Council confirmed a recommendation from the Independent Review in terms of governance, that is:
 - *[To] align accountability for the refreshed Destination City Programme to the Policy & Resources Committee while noting that accountability for the Culture Strategy remains with the Culture, Heritage & Libraries Committee.*
3. Also agreed as part of the Destination City – Independent Review 2024, two recommendations in terms of culture, that are:
 - *[To] request the Town Clerk/Chief Executive to consider options for the future Head of Profession for Culture as described and make an appropriate appointment to progress the cultural strategy.*
 - *[To] align the new culture strategy with the Destination City vision in an approach that is collaborative, develops new partnerships and sets its sights on the City of London as an international cultural and heritage destination.*
4. The Martin Review referred to a culture strategy, but the terms of reference of that review did not include its development. The review was asked to “*consider how an Arts and Culture Strategy is both aligned, and distinct from, the leisure offer*”.
5. Since the Martin Review, Destination City has been recast as the Growth Strategy for the Square Mile; our ambition is to position the Square Mile as a magnetic destination – for business, workers and visitors. The programme will be delivered through a centralised hub, reporting to a new Senior Responsible Officer. The Policy and Resources Committee has purview over the strategic direction and funding for the new Destination City programme. Culture – and cultural attractions – is a key component of positioning the Square Mile as a magnetic place.
6. In August 2024, Emma Markiewicz, Director of The London Archives was appointed as the Senior Responsible Officer to lead as the Head of Profession for Culture. The role is to lead the delivery of the Cultural Strategy for the City Corporation, encompassing our institutions as well as other cultural and partner attractions in and around the Square Mile. This is a pivotal role, reporting to the Culture, Heritage and Libraries Committee and links with the Destination City programme.
7. The Destination City – Independent Review 2024 recommended the reframing of Destination City as an opportunity for the City Corporation to create and deliver a world class cultural strategy. The review states “*if any local authority area needs a culture strategy, it is surely the City of London*”, with its unique depth and range of cultural and heritage attractions.
8. The Head of Profession for Culture has a principal task of creating the new Cultural Strategy for the City of London Corporation. This piece of work needs to be undertaken to fill a significant gap which has grown and to support Destination City

as positioning the Square Mile as a magnetic place. It will contribute to the City Plan 2024 and the Corporate Plan objectives, including to develop a vibrant thriving destination. The ambition is that the implementation of the Cultural Strategy will reposition the City Corporation as a leading cultural destination.

9. The previous Cultural Strategy ([public link](#), [internal link](#)) ran from 2018-2022 and has now ceased. It focussed on 10 strategic objectives:
 - a. Transforming City Spaces
 - b. Culture Mile
 - c. Delivering Cultural Excellence
 - d. Championing Cultural Learning
 - e. Unlocking Creative Potential
 - f. Promoting our Strengths
 - g. Widening Audiences
 - h. Engaging with Business
 - i. Cultural Connectivity
 - j. Cultural Leadership.

10. In 2024/25, the Culture, Heritage and Libraries (CHL) Committee received a budget of £21.481m, covering local and central risk across several departments. In 2024/25, the Culture team (previously known as the Destination City team) received £1.617m from CHL's budget for staff, operational and project-related expenditure.

Current Position

11. The investment the City Corporation makes in cultural institutions and heritage assets are of national and international significance – we have the potential to be exemplary. The heart of this is to enable priceless cultural assets within the Square Mile to be used and enjoyed by as many people as possible – Londoners, the wider British public and international visitors throughout the world. However, individual attractions need to be set within a wider context of an area that values, appreciates and cherishes its heritage and culture. The ambition for the new strategy is to elevate culture as an intrinsic tool to achieve the City Corporation's priorities and support and align with the wider vision for the Square Mile as set out in the Corporate Plan, Local Plan, Destination City Review, the Cultural Planning Framework and other key pieces of work.

12. The next five years will present many opportunities and include several unique moments, such as the opening of the new London Museum in 2026 and the Barbican renewal programme. There is an incredible opportunity for the City Corporation to leverage its exclusive position as a convenor across the Square Mile (and beyond) to bring together the different things that already exist and knit them together in a cohesive and cross-sector bond.

13. The Cultural Strategy needs to balance being bold and ambitious in its approach while recognising resource constraints; its recommendations should prioritise and leverage opportunities, while being audience-led.

14. The Culture, Heritage and Libraries Committee will own the governance around the development and implementation of the Cultural Strategy.

Proposal

15. The Cultural Strategy would be developed based on the following approach.

- a. **Scoping** – the development of the Cultural Strategy would comprise,
 - i. desk-based (internal and external) review
 - ii. external audience analysis
 - iii. stakeholder engagement
 - iv. co-creation and development of the Cultural Strategy.

More detail on each is provided in Appendix 1.

- b. **Commissioning/delivery** – the target date for the desk-based review, the audience analysis, stakeholder consultation and an initial outline of the new Cultural Strategy would be 31 March 2025. At this stage the timetable for completion of the strategy would be established.

- c. **Transition to Implementation** – depending on the outcome of the Cultural Strategy, there may need to be a phased approach to get ready for full implementation (this is consistent with the approach post the Martin Review). It will only be possible to plan this once an initial outline of the strategy is available.

16. Members of the Culture, Heritage and Libraries Committee will be given an opportunity to expand on the detail within the scope of the Cultural Strategy at the away day on 12 December 2024. Outputs from this workshop will be provided to the commissioned supplier to support the further shaping of this work.

17. Members are asked to note that during the development of the Cultural Strategy, the team would be limited to projects where there are existing delivery commitments. As the timing to commence the strategy development is coincident with the annual business planning cycle, it is proposed that the annual business plan update would take place after the strategy has been created and approved.

18. The development of the Cultural Strategy will be commissioned through a procurement process inviting written responses for Officer's to consider. To support an effective procurement process, an indicative budget range will be provided to help guide potential bidders when they are designing their approach.

19. The Terms of Reference for developing the Cultural Strategy are provided in Appendix 1.

Corporate & Strategic Implications

20. Strategic implications – the Cultural Strategy spans four areas of the Corporate Plan, Diverse, Engaged Communities; Flourishing Public Spaces; Providing Excellent Services and Vibrant Thriving Destination.
21. For the latter, culture is at its core and our Corporate Plan Outcome states that: *‘Attracting businesses and people to a safe, secure, and dynamic location is vital to our future. **A world-leading culture and leisure offer is integral to creating a vibrant, thriving destination where everyone prospers.**’*
22. The City Plan 2040 states that: *London has long been recognised as one of the world’s great cultural cities. The definition of culture in the context of the City is broad and inclusive; culture exists both in the buildings and heritage of the City’s institutions and in the streets and informal spaces in between. The City of London contains a huge concentration of arts, leisure, recreation and cultural facilities and spaces that contribute to its uniqueness and complement its primary business function. These include buildings, structures and spaces where culture is either consumed (culture consumption spaces) or produced (culture production spaces) such as creative workspaces, arts galleries, studios, museums, theatres, Livery Halls, libraries, music, sports, entertainment and performance venues; and complementary uses which contribute to the primary culture, leisure and recreation function such as restaurants, retail, hotels, open spaces and tourism facilities. The City’s night-time entertainment facilities – such as clubs, bars and event venues alongside traditional historic public houses – play a crucial role as cultural contributors. They enhance the City’s leisure, recreation and cultural offer, providing people with a wholesome experience and a sense of belonging. Community facilities, open spaces, places of worship, and heritage also provide important physical settings for a wide range of cultural.*
23. Financial implications – In November 2024, a bid of £45,000 to the 2024/25 Policy Initiative Fund, categorised as ‘Supporting the development of a Culture Strategy’ and charged to City’s Estate was approved. Any additional budget (for an expanded scope of work or implementation) would be funded from local risk allocations.
24. Resource implications – Based on skills and availability of resource, the approach would utilise a combination of working with the existing Culture team, augmented with external support where necessary.
25. Legal implications – None identified.
26. Risk implications – None identified.
27. Equalities implications – None identified. Any emerging work with equalities implications would be handled through the City Corporation’s existing equalities-related groups.
28. Climate implications – None identified.

29. Security implications – None identified.

Conclusion

30. The development of a new Cultural Strategy is a critical step in reaffirming the City of London Corporation's role as a leader in culture and heritage, both locally and internationally. By developing this strategy, the City Corporation has the opportunity to enhance its cultural offerings, strengthen partnerships, and position the Square Mile as a vibrant, world-class destination. The Committee's agreement to the proposed Terms of Reference and active engagement in this process will be pivotal in ensuring the success of this initiative.

Appendices

- Appendix 1: Developing the Cultural Strategy – Terms of Reference

Background Papers

- Destination City – Independent Review 2024 - Summary of Recommendations, CHL & P&R, 11 April 2024 ([public](#))
- Destination City – Independent Review 2024 – Recommendations, CHL & P&R, 11 April 2023 (available on request)
- Destination City Governance, Court of Common Council, 23 May 2024 ([public](#))
- Departmental Budget Estimates 2024-25, CHL, 29 January 2024 ([public](#))
- City of London Cultural Strategy 2018-2022 ([public](#), [internal](#))

Omkar Chana

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Appendix 1: Developing the Cultural Strategy – Terms of Reference (draft, 9 December 2024)

For context, the [City Plan 2024](#) states that:

- The City’s cultural offer forms an integral part of the Square Mile, alongside its financial and business role.
- The City’s cultural infrastructure is important to the distinctive and historically significant character of the Square Mile. The international reputation and high quality of this cultural activity has a critical part to play in the vibrancy of the working environment and adds to the appeal of the City as a place to do business. It attracts an increasing number of visitors, with consequent economic benefits, and supports the health and wellbeing of the City workers, residents and visitors.

The City of London Corporation is looking for consultancy support to develop a Cultural Strategy. You are invited to:

1. **Propose an approach** that includes the following:
 - a. **Desk-based review (internal and external)** – a review of existing audience data and policies, including that held by City Corporation departments, our assets/institutions and cultural partners. This would include reviewing relevant existing strategies, frameworks and data (e.g. Cultural Planning Framework, BIDs strategies, neighbouring cultural strategies) to understand how the City Corporation’s Cultural Strategy will fit with them. This should encompass a detailed baseline with, for example, asset mapping, a literary review, benchmarking and partnerships in terms of existing and potential new opportunities. It is expected that much of the internal review can be carried out by the in-house team working to an approach that would be agreed as part of this commission.
 - b. **External audience analysis** – a piece of research to gain a comprehensive understanding of the City Corporation’s existing audiences, identify potential growth markets, and uncover opportunities within current audience segments. The City Corporation would like to gain a comprehensive data driven understanding of the existing audiences (for City Corporation cultural assets and wider City of London audiences), identify potential growth markets, and uncover opportunities within current audience segments. The City Corporation would like to use this understanding to develop a pathway to monitor audience perception change and provide clear insights into the behaviour, preferences, and motivations of City visitors, allowing for evidence-based targeted marketing and programming. The expectation is that this work would be cross cutting with several City Corporation departments and programmes. For example: Destination City, Communications (including marketing and the City Belonging work), Surveyors, Environment (planning) and Remembrancers (covering events).

- c. **Stakeholder engagement** – utilise existing outputs from workshops/meetings and conduct additional stakeholder and partner workshops and interviews, ensuring that our staff, institutions, partners and Members can input to this work. The development of the Cultural Strategy will gather and evaluate views of Members, the Executive Leadership Board (includes our institutions), Officers and external stakeholders of the existing programme. The engagement would seek to leverage existing channels and forums (e.g. Livery Companies, Residents Member representative, The City Belonging Project) and other relevant groups in the cultural sphere (e.g. faith-based organisations, City churches, businesses and cultural initiatives). This requires a highly consultative approach with City Corporation Members, staff and partners. The consultation list would be defined as one of the initial pieces at the start of this commission (with up to around 60 stakeholders to be consulted in a combination of 1-1 and group meetings). It is important to have input from a diverse range of stakeholders at an early stage, for co-creation purposes as well as the opportunity to harvest ideas and form new partnerships. The Culture team's involvement in this process is vital, as existing and new relationships are harnessed, and ideas formed will be taken forward and held by the Culture team in the future delivery of the strategy.
 - d. **Co-creation** – the process of consulting and developing the Cultural Strategy. The development of the strategy will take place with oversight from a Senior Responsible Officer, the Head of Profession for Culture. The process would involve both external consultants and an internal working group to ensure co-investment in the strategy across the City Corporation. Internally, the Culture team would be the primary resource that would be dedicated to overseeing the production and delivery of the strategy. Unlike an independent review, the model of co-creation is essential to the development of the strategy, to ensure ownership and actionable recommendations and priorities that will have a demonstrable and measurable impact on our work over the next five years. The strategy must leverage the best and relevant skills, knowledge and expertise internally and externally.
2. **Create a strategy and narrative** that sets out the definition, vision and priorities for culture, and establish the role of the City Corporation and the City's cultural sector and partners in the delivery of the strategy. In this context, the City Corporation's previous definition of Culture referred to what exists in both the buildings and the heritage of our assets, institutions and the informal spaces in between. In addition to the City Corporation's narrative, an outward-in view of the values that underpin the Cultural Strategy should be developed. The strategy should cater for a multigenerational audience. The Cultural Strategy should identify the overarching principles and the specific strategic priorities and quick-wins to focus the outputs and outcomes from the City Corporation and CHL's direction, operating within the existing governance framework.

3. **Deliver a set of recommendations** to how this desired shared outcome can be best delivered (particularly the vision, strategy & implementation plan, and communication & engagement plan), including the proposed priorities. The strategy should include options to utilise the budget allocated from CHL to the Culture team, as well as considerations for the total revenue budget managed by CHL. Recommendations to leverage budget with partners should be included. The recommendations should consider what is in direct control and remit of the Culture, Heritage and Libraries Committee, then the wider City Corporation and its institutions, and finally, cultural partners.
4. **Develop an implementation plan** that will set the scene for how the Cultural Strategy is taken forward to advance the recommendations provided. This must include a clear tangible plan with demonstrable and measurable outcomes (not just scene setting). The outputs should include potential priorities/workstreams to be involved with associated responsibilities, deliverables, KPIs, and interdependencies which contribute to the shared outcome to be achieved through Culture in the Square Mile.
5. **Define a measurement model** to monitor and assess performance and report on results (outputs and outcomes) in a clear, cohesive and consistent manner. This should also include data collection and analysis to measure audience engagement as well as the quality of our outcomes and a process for reviewing and ensuring that the strategy's aims and actions stay relevant.

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City of London Corporation Committee Report

Committee(s): Culture, Heritage and Libraries	Dated: 09/12/2024
Subject: Mid-year update report for Keats House 2024/25	Public report: For Information and Decision
This proposal: <ul style="list-style-type: none"> delivers Corporate Plan 2024-29 outcomes 	Diverse Engaged Communities Vibrant Thriving Destination Flourishing Public Spaces Providing Excellent Services 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:	Katie Stewart, Executive Director of Environment
Report author:	Rob Shakespeare, Head of Heritage & Museums, Natural Environment.

Summary

This report updates Members on activities at Keats House for the period April – September 2024. This update was seen by Members of the Keats House Consultative Committee at their meeting on 11 October 2024.

During 2024/25, Keats House is working to deliver the objectives identified in its annual Activities Plan, which in turn contribute to the achievement of Corporate and Departmental outcomes and priorities.

This report also provides the Culture, Heritage and Libraries Committee with assurance that risk management procedures in place for Keats House are satisfactory and meet the requirements of the Corporate Risk Management Framework and the Charities Act 2011.

Recommendation(s)

It is recommended that:

- a. For Information – Members note the activities at Keats House outlined below.
- b. For Decision – Risk Management: It is recommended that Members confirm, on behalf of the City Corporation as Trustee, that the register appended to this report satisfactorily sets out the key risks to the Keats House charity and that appropriate systems are in place to identify and mitigate risks.

Main Report

Background

1. Keats House is a registered charity (number 1053381) with the City Corporation acting as sole trustee.
2. As a registered charity it is required to submit an annual report and financial statement, detailing its activities and to ensure compliance with the Charities Act 2011. The draft full year report will be prepared and presented for comment and approval to Keats House Consultative Committee and Culture, Heritage & Libraries Committee in spring / summer 2025. This paper updates Members on activities at Keats House between April and September 2024 only.
3. Keats House continues to focus on delivering its core services of opening to the public, delivering school sessions, and devising and promoting a year-round exhibition and events programme. The staff based at the house (currently 2.4fte), supported by the Heritage Team (2fte), are also prioritising a number of key initiatives and longer-term projects to enhance physical access to its premises and virtual access to its collections, as identified in its Activities Plan 2024/25 (included at Appendix 1) and outlined below.
4. Through these it aims to rebuild its core services by increasing audience numbers and engagement, supporting a growth in income and increased contribution to a range of Corporate, Departmental and sector outcomes. It continues to work with internal and external partners to deliver creative and engaging programmes which contribute to a range of priorities, including access to culture, creative learning, wellbeing and community cohesion.
5. Keats House continues to reposition itself to better support the objectives of the Environment Department, the City Corporation and wider cultural sector. The development of a five-year business plan and retention of Museum Accreditation are seen as key to underlining the role Keats House plays in the cultural life of London and the nation, and beyond.

Current Position

6. Keats House is open to the public on Wednesdays, Thursdays, Fridays and Sundays, 11am–1pm and 2–5pm.
7. The Hidden Histories of Keats House exhibition, which opened on 15 May 2024, tells the stories of the people who lived at the house after Keats's departure and before it opened to the public. The exhibition bridges the period and themes of our programming during Keats200 with those for the upcoming Keats House 100 celebrations in 2025. The exhibition will run until March next year and provides the overarching theme for our programming in 2024/25.
8. To date, over 4,200 people have visited the house and Hidden Histories of Keats House exhibition in the first six-months of the year. This is similar to the number of visitors in the same period 2023/24 and remains below pre-pandemic levels.
9. From April to September 2024, a total of 17 different public events have been delivered to date, including poetry readings, talks and literary workshops. In recent months, Keats House have initiated a number of special events for young families, including exclusive opening for parents with children under 5 years old. Over 430 people have attended our 2024/25 events programme to date, with the usual high levels of audience satisfaction shown in feedback forms.
10. The annual Keats Foundation conference was hosted in May and the Shelley Conference 2024 in June. These multi-day conferences are attended by delegates from academic institutions around the world, helping promote Keats House and our collections to specialist audiences and researchers. The organisers of the Shelley Conference co-curated a special display of Shelley related items from our collections for the summer programme.
11. Keats House continues to offer a broad range of learning sessions to teachers and students of all ages (particularly KS4 & 5) visiting in formal education, home-schooled and community groups. Our involvement in delivering three special projects, funded by the City Corporation's Education Strategy Unit (ESU) through their Cultural & Creative Learning Fund, has helped broaden our learning offer, partnership working and learning outcomes (see Appendix 2), and our annual Summer School enables students to immerse themselves in creative writing during four days at Keats House.
12. Between April and September 2024, a total of 26 sessions have been delivered to 566 students from 24 different schools. This includes four sessions delivered for Culturally Speaking at Keats House, which engaged over 100 students from high pupil premium schools in a cultural visit and oracy workshop delivered by Speakers Trust. Summer School 2024, on the theme of 'The Outer Limits' engaged a further 36 students from five schools, three of which were high pupil premium schools which had not visited Keats House in the current year. This four-day programme resulted in 133 instances of engagement with the arts, including two days of workshops with published writers.

13. From April 2024, Keats House increased charges for its core learning offer to bring it in line with the Natural Environment Learning Team's charging structure. We are monitoring the impact of this and mitigating any potential negative impact by offering free sessions funded through the Creative & Cultural Learning Fund and School Visits Fund.
14. Ongoing collections research projects are preparing our catalogue records for online access, informing temporary displays and exhibition development for Hidden Histories of Keats House and Keats House 100 in 2025/26. Updating policies and processes to ensure we are ready for our Museum Accreditation submission, now expected in 2025/26, is also a key focus of our non-public work throughout the year.
15. Volunteers help deliver the outcomes of the team through a variety of roles, including visitor tours, poetry readings and collections care. In summer 2024, Keats House supported a Natural Environment student work experience placement and an under-graduate who supported our front of house offer.
16. Keats House was again able to support local community partner events for Hampstead Summer Festival, which benefits two local charities: Keats Community Library and Hampstead School of Art. The annual Art Fair and Family Garden Party in particular see hundreds of people enjoying their local cultural and community offer, with a knock-on impact on the number of people visiting the house seen on those days. Keats House again took part in Open House Festival 2024, with 387 people visiting the house for free on Sunday 15 September.
17. The garden continues to be maintained by a dedicated group of Heath Hands volunteers, with whom a new agreement has been reached for the ongoing care of this much-admired, small green space. Our involvement in 'Green Changemakers' – an ESU funded project to create a more climate resilient garden – along with planned access improvements to the grounds will also help enhance the heritage of the house and its story and maintain this much-loved, tranquil space for our visitors and local people to enjoy long into the future.
18. We are actively working with City Surveyors to schedule reactive, cyclical and planned preventative maintenance projects for both the Grade I listed house and garden and the Grade II listed Ten Keats Grove (library building). Works to improve the security of Keats House were completed in June, with the house closing to the public for three days, and work to improve safety around entrances and exits to Ten Keats Grove has also been undertaken. Further works to improve security and safety within Ten Keats Grove, which will require a short closure of the buildings to the public, have now been scheduled for January 2025.
19. The new, five-year agreement for Keats Community Library (KCL) to continue to operate their local library service from Ten Keats Grove, as approved by Members of the Culture, Heritage & Libraries Committee on 29 January 2024 has now been finalised for the period until 31 March 2029.

20. 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 2024/25 under the terms of Keats House's premises licence. Hampstead Summer Festival events which involved the sale of alcohol and other licensable activities were covered by TENs obtained by the organisers. Complimentary alcoholic drinks were served at three of the Keats House events referred to above and, at no cost to Keats House charity, at the Keats Foundation and Shelley Conferences, which also made use of the garden in the early evening. One Keats House events which included live music took place in the Nightingale Room within the conditions of the licence. Although these did not involve the sale of alcohol they are reported here for completeness. The Premises Licence for 10 Keats Grove was recently renewed until September 2025 at a cost of £180.00.

Risk Management

21. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. Your Committee is presented with the Keats House Risk Register every six months. This reporting frequency aligns with the City of London's Risk Management Strategy and the requirements of the Charity Commission.

22. The Executive Director assures your Committee that all risks held by the Keats House charity, which is part of the Natural Environment Division of the Environment Department, continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.

23. All risks are regularly reviewed by the Head of Heritage and Museums, with the updates recorded in the corporate risk management information system. Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 3.

24. The Keats House Risk Register contains no RED risks, three AMBER and three GREEN risks which are owned and managed by the Head of Heritage and Museums. For each risk, appropriate mitigating actions are being undertaken, as shown in the detailed register at Appendix 4.

Proposals

25. Members are asked to note the achievements of Keats House between April and September 2024 and approve the risk register at Appendix 4.

Corporate & Strategic Implications

Strategic implications – The activities, projects and works outlined in this report contribute towards the achievement of Corporate Plan 2024–29 outcomes as shown in Keats House Activities Plan, 2024/25 (Appendix 1).

Keats House continues to support the Environment Department to Shape Sustainable Future Environments through its Primary and Supporting Aims and Objectives and contribute to the outcomes identified in the Natural Environment Division’s strategic framework.

The activities of Keats House are also designed to contribute to the aims and outcomes of the City Corporation’s Education, Creative Learning and Skills Strategies, which are currently being reviewed and revised.

Financial implications – None

Resource implications – None

Legal implications – None

Risk implications - Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.

The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental and Divisional Business Plans and relevant Corporate Strategies, such as the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being considered as part of the Natural Environment Divisions’ strategies.

Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed and managed in order to minimise their likelihood and/or impact.

Equalities implications – None

Equality Impact Assessment – None

Climate implications – None

Security implications – None

Conclusion

Keats House is open to the public and has delivered its major exhibition for 2024/25. It continues to devise, develop and deliver a programme of public events, formal learning sessions, special projects, and volunteer opportunities which provide for life-long learning and engagement with arts and culture.

Once developed and approved, the five-year Business Plan and other policies required for Museum Accreditation will allow for a sustainable future for the charity, particularly in the lead up to the 100th anniversary of the house opening to the public, which we will celebrate in May 2025 and is a major opportunity to engage with our current and potential audiences.

Appendices

- Appendix 1 –Keats House Activities Plan, 2024/25
- Appendix 2 – Culturally Speaking Impact Report 2023/24
- Appendix 3 – City of London’s Risk Matrix
- Appendix 4 – Keats House Risk Register, updated November 2024

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Image: Silhouette of Fanny Brawne by Edouart. K/PZ/01/234

Keats House Charity

Activities Plan 2024/25

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

The object of the Keats House Charity is:

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

About Keats House today

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

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

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

In 2023/24, Keats House continued its recovery from the COVID-19 pandemic and subsequent economic and social changes impacting on the cultural and tourism sectors. While most measures showed positive improvement, Keats House is yet to return to pre-pandemic visitor numbers and income.

Important priorities within 2024/25 include the launch of our 2024/25 exhibition – 'Hidden Histories of Keats House', the culmination of the Fanny Brawne to Fanny Keats letters project, work to prepare for the launch of our collections catalogue online and Museum Accreditation application, and planning for the 100th anniversary of the opening of the house to the public in May 1925.

Through these over-arching priorities and its day-to-day operation and activities, Keats House continues to demonstrate how it can **conserve the past while being relevant to the lives of people today**, and work in partnership to make a positive impact on the cultural life of London and the nation.

Our achievements in 2023/24

Between April 2023 and March 2024, we:

- **Delivered the 'Young Romantics in the City' exhibition and events programme**, supported by funding from Cardiff University's 'Innovation for All' programme.
- **Devised two new object displays** in partnership with London Metropolitan Archives, the British Library and Cardiff University, featuring rarely seen material, including the first display in this country of 'The Woman of Colour' and ballad pamphlets in Welsh and English, alongside material from our own collections.
- **Collaborated with London Metropolitan Archives for Folio400**, displaying Keats's treasured facsimile copy of Shakespeare's folio in the Heritage Gallery, Guildhall.
- **Delivered 36 different events**, including poetry readings, talks, book launches, family and literary workshops, **attended by 878 people**.
- **Hosted the Keats Foundation annual conference** in May, on the theme of 'Conversations with Keats', attracting speakers and delegates from all over the world.
- Devised and **delivered Summer School at Keats House, engaging 30 young people aged 16 -19 from six different schools** in four days of creative writing.
- **Supported the learning of 949 students and 131 teachers / assistants**, through 48 taught sessions delivered at Keats House.
- **Collaborated with key partners** including Poetry Versus Colonialism, the Education Strategy Unit, London Metropolitan Archives, Speakers Trust and National Literacy Trust and cultural partner venues to deliver 'Word on the Street' Festival, 'Culturally Speaking' and 'Young City Poets' and.
- **Secured funding from Art Fund to deliver 'The Wild Escape'**, engaging young people with nature through museum collections, including a special event for Earth Day with Hampstead School of Art and the Natural Environment Learning Team.
- **Supported events for Hampstead Summer Festival**, raising funds for two local charities: Keats Community Library and Hampstead School of Art.
- **Supported 713 hours of volunteering by 18 individuals**, who delivered tours and poetry readings for our visitors, as well as helping with front of house, collections care and events.
- **Opened Keats House** to the public on 200 days **receiving 7,338 visits in person**.
- Completed work to migrate our business records and prepare our collections records ready to import into our new Collections Management System – ContentIndex+.
- **Maintained our online engagement**, including social media, web presence and the publishing online of three letters from Fanny Brawne to Fanny Keats.
- **Worked with City Surveyor's to improve the safety and security of our premises**.

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

Our governance and strategic context

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

Our activities are developed within the framework of the City Corporation's Corporate Plan and the Environment Department's business plan. Keats House is managed within the Culture & Projects Section of the Natural Environment Division and helps deliver its vision, mission and four key strategies. We also support wider City Corporation strategies, including for Climate Action and Education, Skills, Cultural & Creative Learning, as well as contribute to a wide range of heritage initiatives, led by organisations such as Arts Council England and the National Lottery Heritage Fund.

Keats House supports all and directly contributes to five of the six outcomes in The City of London Corporation's new Corporate Plan 2024-29:

Diverse Engaged Communities, Dynamic Economic Growth, **Vibrant Thriving Destination**, **Flourishing Public Spaces**, **Providing Excellent Services and Leading Sustainable Environment**.

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

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

The main objectives of Keats House Charity in 2024/25 are to:

- **Implement the projects and activities identified in this Activities Plan for delivery in 2024/25**
- **Deliver maintenance and access improvement projects at Keats House**
- **Develop a five-year Management Plan for Keats House, to ensure the future sustainability of Keats House charity and its operating model.**

The resources we have to deliver our objectives in 2024/25 include:

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

Keats House Supervisor – 1 fte

Interpretation Officer (Programming) – 0.5fte

Interpretation Officer (Learning) – 0.43fte

Visitor Services Officer – 0.4fte plus vacant 0.6fte to be recruited to in '24.

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

Financial:

In 2024/25, the City Corporation will deficit fund Keats House through its City's Estates Fund as follows:

Category:	Annual budget:	Description:
Staff costs:	£250k	Officer salary and on-costs, inc. training.
Revenue costs:	£73k	To pay for the running costs of the premises and our programmes.
Income target:	-£114k	Generated through admissions, shop sales, private hire, events & learning programmes, and licences.
Net budget:	£209k*	* In 2024/25 spend may exceed this amount to fund Keats200 legacy projects and other priorities from the Charity's Reserves.
Other costs covered:	£230k(+)	Support services / maintenance works (+ indicates that additional funds may be available to address the backlog of building maintenance works).

Between April 2024 and March 2025, we plan to support Corporate Plan outcomes by:

Diverse Engaged Communities

- Actively engaging with young people through Cultural & Creative Learning funded partnership projects, specifically 'Culturally Speaking' and 'Change the Record'.
- Continuing to support, develop and diversify our workforce by providing a range of paid and volunteer opportunities, including for young people aged 16 - 18.
- Making our collections more accessible by launching our new collections management database, including an online, searchable catalogue.
- Collaborating with our major partners (The London Archives, Keats Foundation, Poetry Versus Colonialism and Keats Community Library) and establish new partnerships, to enrich and diversify our cultural offer.

Vibrant Thriving Destination

- Delivering the 'Hidden Histories of Keats House' exhibition and three changing displays of rarely seen items from our collections.
- Devising and delivering a year-round events programme, including talks, live interpretation, creative workshops, and special events.
- Publishing online the final letters from Fanny Brawne to Fanny Keats on the 200th anniversary of their writing.
- Researching and developing a new exhibition and events programme for 2025/26, celebrating the 100th anniversary of Keats House opening to the public in May 1925.
- Supporting strategic partners and local community stakeholders to deliver cultural events, including the Keats Foundation Conference 2024 and events for Hampstead Summer Festival.

Flourishing Public Spaces

- Supporting City Surveyor's to improve the appearance, safety and security of our premises at 10 Keats Grove.

Providing Excellent Services

- Working with our governing body and all stakeholders to develop a sustainable and deliverable Management Plan for the period 2024 – 29.
- Reviewing and developing our policies to support applications for Museum Accreditation and Visit England's Quality Assured Visitor Attraction Scheme.
- Developing our retail offer and income streams, including private hires, creative project grants and charitable donations.
- Continuing to support formal learning in primary, secondary and higher education institutions, by providing taught sessions at Keats House and Summer School 2024.

Leading Sustainable Environment

- Conducting research to better understand our climate impact and areas of agency.
- Working with Heath Hands volunteers and the Learning Team to maintain and enhance the garden at 10 Keats Grove and deliver 'Green Changemakers'.

To find out more and follow our progress visit:





City of London Culturally Speaking Annual Report 2023/24

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EXECUTIVE SUMMARY

“Even our most reluctant students were empowered to deliver a speech at the end of the day and all students were filled with pride following the session..”

St Mary Magdalene CofE School

This report highlights the outcomes of Culturally Speaking in the City of London, which is funded through the Cultural & Creative Learning Fund.

Speakers Trust recruits students aged 13-14 from 20 schools with over 25% Free School Meals within the 12 central boroughs to visit one of the City of London's cultural partners. This visit is led by cultural sector staff, who guide young people to explore the venue and identify the themes of the space relevant to them. Following their visit, participants take part in a full day public speaking workshop delivered at school by Speakers Trust, helping them explore and deliver a speech on one of these themes.

Our training helps everyone who takes part in the project to become better communicators, with a greater awareness of cultural spaces and why they are relevant to them. This improves education and employment prospects and instills the desire to use the power of their voice to bring positive change. Once participants see that they can overcome their fear of public speaking and use their voice to effect change, they are empowered to achieve across a range of areas, with benefits spreading to the school, home and workplace, enabling social mobility.

Culturally Speaking In Numbers

5

Cultural venues

20

Cultural visits

423

**Students
participated**

20

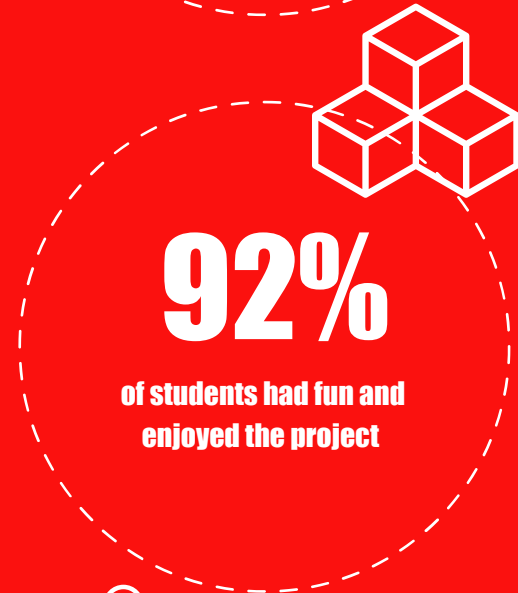
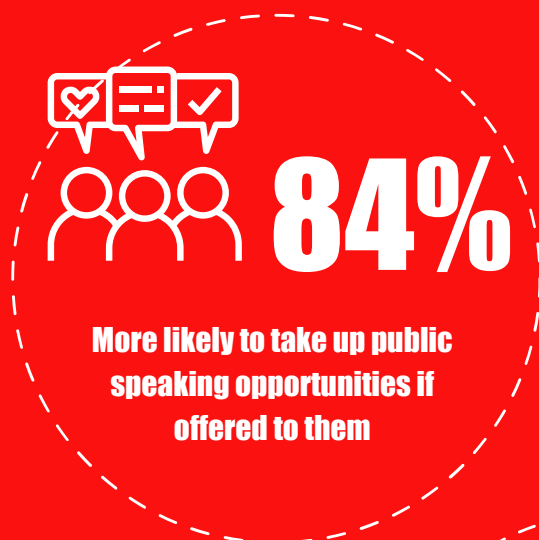
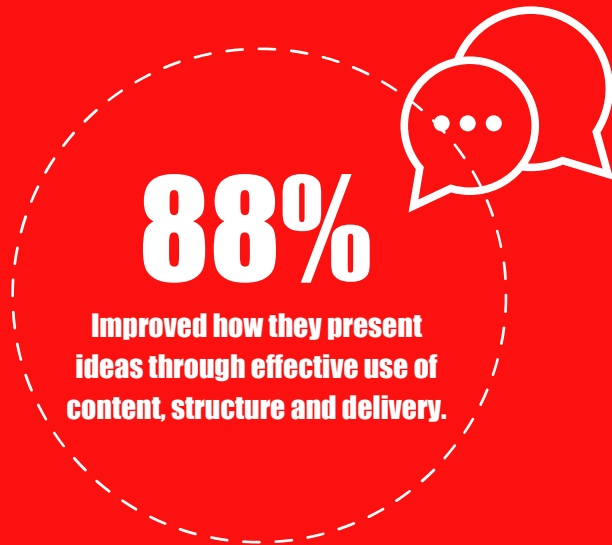
**Workshops
delivered**

20

**Schools
worked with**

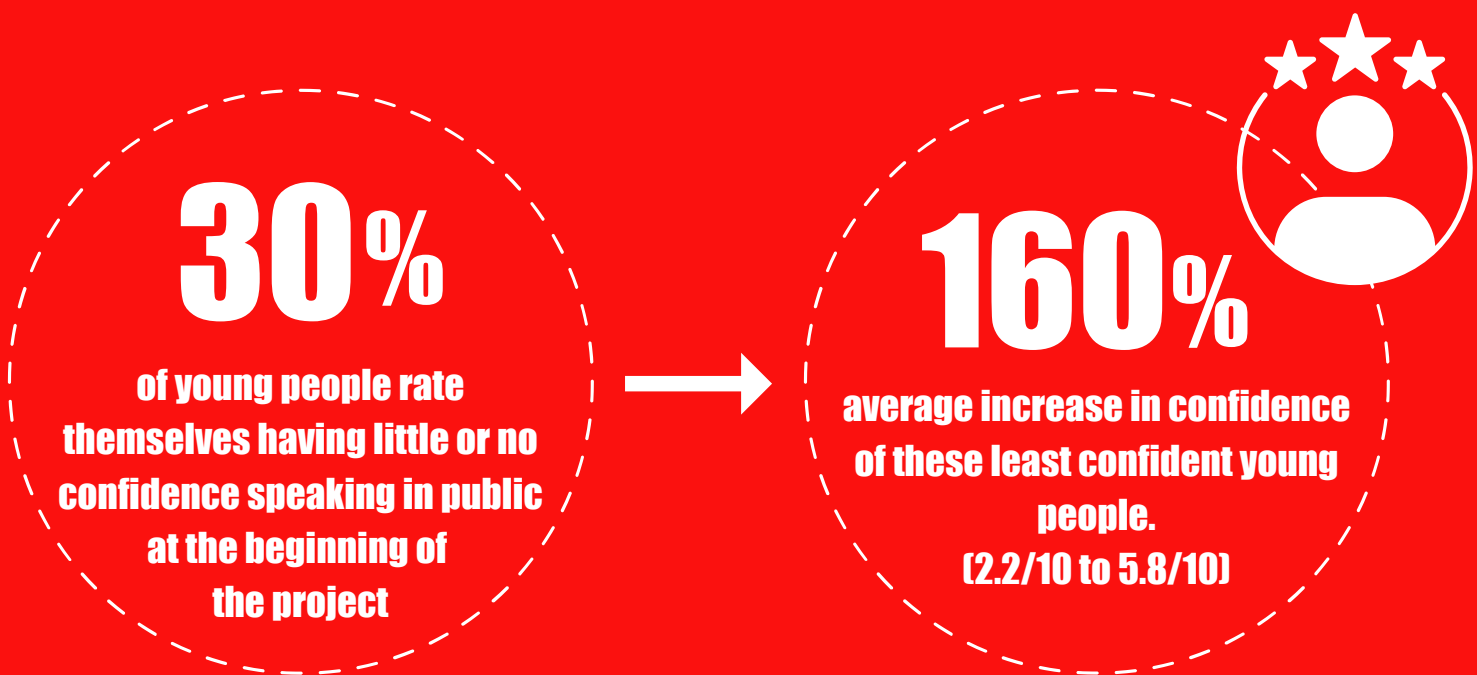
Impact and Evaluation

At Speakers Trust, we focus on making a real difference to young people's lives. We gather this by measuring individual impact data daily. By the end of July, we had received data from all 20 workshops of academic year 2023/34. The outcomes we measured at the end of the workshop were exceptional with participants reporting increases in confidence, empathy and connection to culture, that are significantly higher than we record on similar projects in other regions.



Impact on the least confident students

The confidence of the young people starting the programme was incredibly low, with 30% of young people walking in to the first workshop with little to no confidence in speaking in front of a group. Our data management tool allows us to understand the impact we have on different groups of young people and we are thrilled to see that we make the greatest impact on these young people who walk into the workshop the least confident.



Teachers also saw the benefits of the workshop:

We could not deliver our programme without the support of the teachers in each school. We have been delighted with the feedback received from schools about their experience with the training, please see below some of the feedback we collected from teachers.



Success Stories

We asked teachers to share any moments that stood out to them, this is just some of what they shared.

“L is a very quiet student who has been identified as someone who can get easily lost in a busy classroom. She struggles to make friends and finds social situations tricky. During the visit to the gallery she shared her thoughts on a painting and the look on her face when she realised her voice was being heard was a picture in itself! When I shared with staff that she had stood up in front of the group to share her speech they were so pleased for her and her English teacher said she has since put her hand up more in lessons.” - Aimee, City of London Academy Islington

“One student suffers from a lot of anxiety at school. During the workshop, she was upset and did not think she could speak in front of the others. At the end, with Vanessa's praise and interest in what she had to say, gave her speech from her chair in front of the group. A real success story on the day.” - EGA School

“One student who never speaks in class and can hardly say good morning. She begged me (although even that was non-verbal it was just head shaking!) not to speak but she did it under the gentle guidance of the facilitator and Swanlea staff.. We acknowledged what a huge thing this was at an oracy rewards tea party with the headteacher where she recieved an oracy prize. I've since seen a smile that I've never seen before.” - Swanlea School

Every student who completed the workshop showed incredible resilience powering through their anxieties! The workshop really uplifted the students and in the words of one of our students when asked how they found the workshop 'showed them they were capable of whatever they put their minds to'. Cumberland Community School

Success Stories

The project was delivered in partnership with five of the City of London's cultural partners, the Education Strategy Unit and Speakers Trust

"Working with Speakers Trust has been a fantastic experience. Students enjoyed having the freedom to explore Keats House, forming connections with the house and expressing how Keats's story inspired them."

Michaela, Keats House

"It has been wonderful to see how young people have connected with the spaces and seen themselves in the art, exhibitions and history around us. Their speeches have been so moving and insightful."

Russell Findlay, CEO Speakers Trust

"Our staff have used this project as an opportunity to invite new conversations and perspectives surrounding the narratives told by the historic buildings and collections. It has helped us reconsider our interpretation and ways to make the spaces more inviting and relevant to young people."

Amie, Museum of the Order of St John

Delivery

Participating Schools

Haberdashers Askes Borough Academy
Elizabeth Garrett Anderson School
Saint Mary Magdalene Church of England School
Our Lady's Catholic High School
The John Roan School
William Ellis School
Highbury Fields School
Sacred Heart Roman Catholic Secondary School
Regent High School
George Green's School
The Halley Academy
Plumstead Manor School
Central Foundation Girls' School
St Michael's Catholic College
St Aloysius RC College
Westminster Academy
Trinity Academy Brixton
Saint John Bosco College
Burntwood School

Participating cultural partners

Keats House
The London Archives
London Museum Docklands
Guildhall Art Gallery
Museum of the Order of Saint John

Budget

The project spend was as expected, resulting in a total cost per student of £47.

Item	Cost	Unit	Total	Comment
Speakers Trust Workshop Delivery	£ 750.00	20	£15,000.00	All workshops delivered as projected
Work material design and print	£ 1.50	600	£900.00	Workbooks printed within budget
Venue hosting costs	£ 100.00	20	£2,000.00	Venues claimed this amount
School Costs	£ 100.00	20	£2,000.00	Schools claimed this amount to support with any additional costs of running the project (e.g. additional staff time)
Total project spend			£19,900.00	As per project budget

Legacy

Overall the project was a huge success with all anticipated outcomes achieved and witnessed by participating teachers. In addition to the predicted outcomes additional benefits were also reported such as students participating more in class, students having greater connection with their own cultures and teachers learning oracy and facilitation skills they will implement in their own practice moving forward.

We look forward to delivering this project again in the 2024/25 academic year, when the project delivery model will remain the same. However, we will be adding an additional session for all cultural partners before we begin delivery in schools, to ensure everyone is fully briefed and has all the information that they need. We would also like to add an additional introductory teacher session to share advice and experiences, leading to a network of best practice around oracy and cultural capital.



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

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

(A) Likelihood criteria

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

(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

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

Contact the Corporate Risk Manager for further information.

May 2021

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Keats House Risk Register

Generated on: 20 November 2024

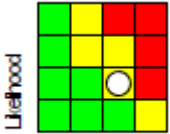
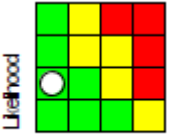



Rows are sorted by Risk Score

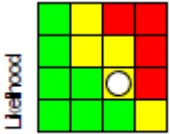
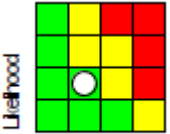
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-KH Health and Safety 07-Apr-2017 Rob Shakespeare	<p>Cause: Poor understanding and/or delivery of H&S policies and procedures; inadequate training; failure to implement results of departmental H&S audits; failure to follow fire and security management procedures; anti-social behaviour; dealing with members of the public.</p> <p>Event: Staff, volunteer or contractor undertakes unsafe working practice.</p> <p>Effect: Death or injury of staff, contractor, member of public or volunteer.</p>	<p>Impact</p>	8	<p>Understanding of health and safety continues to be reinforced through team meetings and adoption of high level and bespoke risk assessments produced for property and specific activities/events. Advice is taken from the Departmental Health & Safety Manager and Health and Safety meetings.</p> <p>Emergency procedures have been updated to reflect current practice.</p> <p>The security system at Keats House has been replaced along with upgraded CCTV. The new intruder alarm for 10 Keats Grove and integrated fire alarm for both buildings is scheduled for January 2025. The current risk rating has been maintained pending their approval and subsequent completion.</p> <p>20 Nov 2024</p>	<p>Impact</p>	4	31-Mar-2025	
							Reduce	

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 001a Participation in Health and Safety meetings	Represent Keats House at Health and Safety meetings.	Keats House is represented at Environment Department Health and Safety Improvement Group meetings and H&S is a standing agenda item at Keats House Team and Culture and Projects Section meetings. This is an ongoing action.	Rob Shakespeare	14-Nov-2024	31-Mar-2025
ENV-NE-KH 001b Fire and security alarm systems	Replacement of fire and security alarm systems.	<p>The Head of Heritage and Museums is liaising with the City Surveyor's Department's (CSD) Project Team to progress fire and security alarm replacement works at both buildings.</p> <p>The security system at Keats House has been replaced along with upgraded CCTV. The new intruder alarm for 10 Keats Grove and integrated fire alarm for both buildings is scheduled for January 2025. Planning permission has been secured and we are awaiting scheduling of works by CSD and contractors.</p>	Rob Shakespeare	20-Nov-2024	31-Mar-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-KH 003 Insufficient maintenance 07-Apr-2017 Rob Shakespeare	<p>Cause: Building deteriorates due to insufficient maintenance.</p> <p>Event: City of London required to carry out maintenance on property which may cause inconvenience to visitors, including closure of building for extended periods.</p> <p>Effect: Reputational damage, poor visitor experience, poor working conditions, long-term survival of the heritage asset compromised, damage to collection due to poor environmental conditions (e.g. in case of heating failure).</p>	 <p>Lifehood</p> <p>Impact</p>	8	<p>Funding has been allocated in the 2024-27 Cyclical Works Programme (CWP) to address current and future maintenance needs. This is being actively scheduled beginning with a full condition survey of both buildings.</p> <p>The current risk score has been maintained at Amber 8 pending the completion of the condition survey and identification of recommended works.</p> <p>14 Nov 2024</p>	 <p>Lifehood</p> <p>Impact</p>	2	31-Mar-2025	
							Reduce	

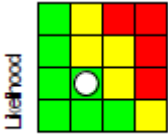
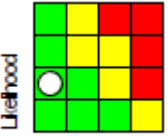
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 003a Relationship management	Keats House to continue developing relationship with City Surveyor's Department (CSD) and attend, when necessary, client liaison meetings.	The Head of Heritage and Museums liaises with the City Surveyor's Department (CSD) on matters regarding Keats House through the Culture and Projects Section. Priority projects have been budgeted for in the 2024-27 CWP Programme. Officers continue to work closely with CSD.	Rob Shakespeare	14-Nov-2024	31-Mar-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-KH 006 Delivery of priority projects 27-Jul-2022 Rob Shakespeare	<p>Cause: Lack of staff capacity and relationships to deliver priority projects beyond the scope of the Keats House team's expertise.</p> <p>Event: Priority projects unable to progress.</p> <p>Effect: Reduced outcomes for Keats House and the City of London.</p>	 <p>Liability Impact</p>	8	<p>Priority projects for 2024/25 are progressing along with planning for a five-year business plan. Priorities include implementation of the Collections Management System and planning for 'Keats House 100' which will take place in May 2025.</p> <p>We aim to reduce the risk further once 2024/25 priority projects are complete.</p> <p>14 Nov 2024</p>	 <p>Liability Impact</p>	4	31-Mar-2025	
							Reduce	

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 006c Deliver approved works	Deliver priority projects identified in the Keats House Activity Plan 2024/25.	The projects are on track for delivery in Spring 2025 when the risk will be reviewed.		14-Nov-2024	31-Mar-2025

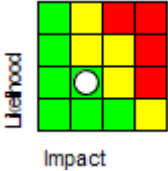
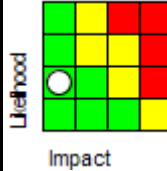
Appendix 4

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-KH 004 Loss of staff expertise 07-Apr-2017 Rob Shakespeare	Cause: Staff move on to new roles. Event: Difficulties in recruitment and new staff not experienced in collection; unable to offer positive visitor experience. Effect: Loss of expertise; recruitment and training costs; short-staffing leading to operational issues.	 Likelihood Impact	4	The new organisational structure has been implemented. Implementation of the Collections Management System is progressing, and is now expected to be completed in Spring 2025. Once staff training and testing has been completed, the risk will reduce to the target score of Green (2). 14 Nov 2024	 Likelihood Impact	2	31-Mar-2025	
							Reduce	

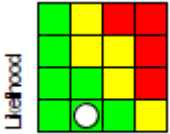
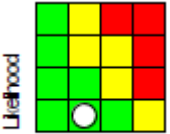

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Item no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 003 Staff training	All staff to be familiarised with the collection and database to ensure retention of collections-related knowledge.	Implementation of the new database is now expected to be completed by Spring 2025 including staff training and public launch.	Rob Shakespeare	14-Nov-2024	31-Mar-2025

Appendix 4

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-KH 005 Financial sustainability 25-May-2022 Rob Shakespeare	Cause: Pandemic recovery. Event: Continued reduction of income from all sources, particularly admissions, sales and hires following the Covid-19 pandemic. Effect: Inability to meet income targets resulting in pressure on the Keats House Charity's Reserves and increased liability of the City Corporation as sole Trustee.		4	The future financial sustainability of the Keats House Charity continues to be actively reviewed. This forms part of the wider Natural Environment Division Income Generation Strategy – this is a priority workstream for the Division for 2024/25. 14 Nov 2024		2	31-Mar-2025 Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 005a Policy and staff development	Develop a five-year Management Plan for Keats House.	Development and approval of a five-year business plan is a divisional priority for 2024/25 to support the Natural Environment Division's aims and vision, Museum Accreditation and the future sustainability of the Keats House Charity.	Rob Shakespeare	14-Nov-2024	31-Mar-2025
ENV-NE-KH 005b Income generation and audience development	Develop and implement income generation and audience development plans.	These two key plans will be developed by March 2025 to support medium to long term audience development and income recovery.	Rob Shakespeare	14-Nov-2024	31-Mar-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-KH 002 Theft or damage 07-Apr-2017 Rob Shakespeare	<p>Cause: Theft by people visiting the museum during opening hours, or a break in when the museum is closed; deliberate or accidental damage to items during museum opening or events.</p> <p>Event: City of London are unable to open the property to the public to show items of interest due to theft of item, or damage caused in effecting theft, and necessity to carry out repair or install new collection.</p> <p>Effect: Loss of or damage to heritage collection items; loss of equipment or personal belongings; reputational damage.</p>	 <p>Liability Impact</p>	2	<p>The current risk score remains Green. Keats House is open to the public with staff in attendance. The Security system has been replaced along with upgraded CCTV.</p> <p>We have now achieved the target score of Green 2 (rare/serious). We accept that we cannot eliminate the risk entirely, but we will work to maintain the lower risk score and will keep the situation under continual review.</p> <p>14 Nov 2024</p>	 <p>Liability Impact</p>	2	31-Mar-2025	
							Accept	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-KH 002a Security maintenance	Maintain effective processes and monitoring.	Keats House and City Surveyor's Department (CSD) maintain effective procedures and regular maintenance and monitoring of an effective security system in the Cyclical Works Programme (CWP).			Rob Shakespeare	14-Nov-2024	31-Mar-2025

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of the Local Government Act 1972.

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