



Culture, Heritage and Libraries Committee

Date: MONDAY, 7 JULY 2025
Time: 2.00 pm
Venue: COMMITTEE ROOM 2 - 2ND FLOOR WEST WING, GUILDHALL

Members:

Brendan Barns (Chairman)	Deputy Helen Fentimen OBE JP
Suzanne Ornsby KC (Deputy Chair)	Leyla Boulton
Munsur Ali	Sophia Mooney
John Foley	Jamel Banda
Deputy Emily Benn	Melissa Collett
James St John Davis	Elizabeth Corrin
Jason Groves	Karina Dostalova
Alderman Professor Emma Edhem	Stephen Hodgson
Alderman Bronek Masojada	Adam Hogg
Wendy Mead OBE	Florence Keelson-Anfu
Anett Rideg	Vasiliki Manta
David Sales	Tessa Marchington
Alethea Silk	Robertshaw
Mark Wheatley	Stephanie Steeden
Deputy Dawn Wright	Matthew Waters
Irem Yerdelen	Alderman Sir William Russell (Ex-Officio Member)
Deputy Caroline Haines	

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

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes of the previous meeting held on 09 May 2025.

For Decision
(Pages 5 - 12)

4. **FORWARD PLAN**

Members are asked to note the Committee's forward plan.

For Information
(Pages 13 - 16)

5. **BARBICAN AND COMMUNITY LIBRARIES BUILDING PROJECTS UPDATE**

To receive the report of the Executive Director of Community and Children's Services.

For Information
(Pages 17 - 28)

6. **CULTURE & THE LONDON ARCHIVES - BUSINESS PLAN 2025-26**

To receive the business plans for Culture and for The London Archives.

For Information
(Pages 29 - 54)

7. **THE MONUMENT UPDATE 2024/25**

To receive the report of the Executive Director Environment.

For Information
(Pages 55 - 64)

8. **THE MONUMENT CONSERVATION MANAGEMENT PLAN**

To consider the report of the Executive Director Environment.

(Appendices in separate pack)

For Decision
(Pages 65 - 68)

9. **REVENUE OUTTURN - 2024/25**
To receive the report of The Chamberlain, Deputy Town Clerk, and Executive Director of Community and Children's Services.

For Information
(Pages 69 - 74)

10. **CITY ARTS INITIATIVE - RECOMMENDATIONS TO THE COMMITTEE**
To consider the report of the Head of Profession for Culture and the Principal Planning Officer, Environment.

Appendices in separate pack

For Decision
(Pages 75 - 82)

11. **DEVELOPING THE CULTURAL STRATEGY - PROGRESS UPDATE APRIL TO MAY 2025**
To receive the report of the Deputy Town Clerk.

Consultation Findings in separate pack.

For Information
(Pages 83 - 96)

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 09 May 2025.

For Decision
(Pages 97 - 98)

16. **THE MONUMENT - MANAGEMENT OVERSIGHT**

To consider the report of the Deputy Town Clerk.

For Decision
(Pages 99 - 106)

17. **GUILDHALL LIBRARY CENTENARY FUND (206950) - PORTRAIT OF COLONEL SAMUEL WILSON, LORD MAYOR 1838, BY SIR WILLIAM JOHN NEWTON ON IVORY (HARBINGER PORTRAITS)**

To consider the report of the Acting Managing Director of City Bridge Foundation

For Decision
(Pages 107 - 116)

18. **ART TRANSPORT FRAMEWORK - PROCUREMENT STAGE 2 AWARD REPORT**

To receive the report of the Interim Managing Director, Barbican

For Information
(Pages 117 - 124)

19. **NON-COMPLIANCE WAIVER FOR GAG PROCUREMENT:**

To consider the report of the Deputy Town Clerk and the Head of Profession for Culture

For Decision
(Pages 125 - 134)

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

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

CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Friday, 9 May 2025

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Committee Room 2 - 2nd Floor West Wing, Guildhall on Friday, 9 May 2025 at 2.00 pm

Present

Members:

Brendan Barns (Chairman)
Suzanne Ornsby KC (Deputy Chair)
Munsur Ali
John Foley
James St John Davis
Alderman Bronek Masojada
Wendy Mead OBE
Anett Rideg
Alethea Silk
Mark Wheatley
Deputy Dawn Wright
Irem Yerdelen

Deputy Helen Fentimen OBE JP
Leyla Boulton
Sophia Mooney
Melissa Collett
Elizabeth Corrin
Karina Dostalova
Adam Hogg
Vasiliki Manta
Tessa Marchington
Robertshaw
Stephanie Steeden

In Attendance

Common Councillors:

Chief Commoner Henry Pollard
Deputy Oliver Sells KC

Officers:

Elizabeth Scott	- Head of Guildhall Art Gallery
Rob Shakespeare	- Keats House, Environment
Jayne Moore	- Town Clerk's Department
Emma Markiewicz	- London Archives, Head of Profession (Culture)
Omkar Chana	- Interim Culture Director
Andrew Buckingham	- Media Officer
Mark Jarvis	- Chamberlain's Department
Laurie Miller-Zutshi	- Head of Offer (Culture)
Joanna Parker	- Environment
Sarah Walters	- Things Made Public
Chris Murphy	- Things Made Public
Tim Cutter	- Avison Young

1. **APOLOGIES**

Apologies were received from Alderman Edhem, David Sales, Matthew Waters and Jamel Banda.

These two Members observed the meeting online: Deputy Caroline Haines, and Jason Groves.

These Common Councillors observed the meeting online: Chief Commoner Henry Pollard, and Deputy Oliver Sells KC.

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

There were no declarations.

3. **ORDER OF THE COURT**

The Committee noted the Order of the Court setting out the membership and Terms of Reference of the Committee for the 2025-26 period.

Members made the following points on the Terms of Reference:

- Paragraph (B) should be “oversight/scrutiny of” (or similar) rather than “management”;
- Paragraph (J) (City of London Police Museum) – there is a lack of clarity around its oversight particularly given that the contents are not currently available for viewing;
- Paragraph (L) “following consultation” should be replaced by “in consultation” with Policy & Resources Committee; and
- Paragraph (M) the pocket book – Members commented that an updated electronic version should be more readily available internally and that a print copy can be ordered.

Members heard that a report on the CoL Police Museum is expected to be brought to the CoL Police Authority Board to consider further options, and that changes can be proposed on the wording to the Court of Common Council (noting that the Terms of Reference are reviewed in autumn ahead of their approval by the Court of Common Council in April each year).

Members commented on the limitations around advertising Square Mile cultural events and assets in public spaces.

4. **ELECTION OF THE CHAIR**

Two expressions of interest having been received (Munsur Ali and Brendan Barns) a ballot was held, and Brendan Barns was duly elected Chairman.

The votes were as follows:

Munsur Ali – 4

Brendan Barns – 19

Spoilt ballot – 1

The Committee congratulated Brendan Barns on his election.

The newly-elected Chair thanked the Committee for their vote, and thanked former chairman Munsur Ali as well as past Deputy Chairs John Foley and John Griffiths. New Members were welcomed, and the newly-elected Chair articulated his interest in raising the status of the Committee, boosting partnerships and further publicising the City's cultural assets, and set out three priority areas:

1. Progress on the cultural strategy;
2. An effective working relationship with Destination City; and
3. Close monitoring of the Committee finances.

5. **ELECTION OF THE DEPUTY CHAIR**

A single expression of interest being received, Suzanne Ornsby KC was confirmed as the Deputy Chair for the ensuing year.

The newly-elected Deputy Chair thanked the Committee for their confidence and trust.

6. **APPOINTMENT OF SUB-COMMITTEES**

The Committee considered the report of the Clerk.

RESOLVED, That these two representatives of the Committee be appointed to the Keats House Consultative Committee (in addition to the Chair and Deputy Chair):

John Foley
Wendy Mead

RESOLVED, That the following four Members be appointed to the City Arts Initiative (in addition to the Chair and Deputy Chair):

John Foley
Tessa Marchington
Gaby Robertshaw
Deputy Dawn Wright

7. **MINUTES**

RESOLVED, That the minutes of the meeting of 10 February 2025 be approved as an accurate record of the proceedings, subject to an amendment to the website links given to ensure the integrity of the minutes.

8. **FORWARD PLAN**

The Committee received the forward plan noting that a full-year rolling plan is expected to be developed.

9. **ACHIEVEMENTS AT KEATS HOUSE 2024/25, INCLUDING RISK MANAGEMENT UPDATE**

The Committee viewed a presentation on Keats House on the 100th anniversary of its opening as a Museum.

The Committee considered the report of the Executive Director, Environment updating Members on the achievements at Keats House for the period April 2024 – March 2025 together 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.

Noting the connections between Keats House/Monument and the Environment Department, a Member commented on the importance of water fountains in the City as cultural assets, noting also the discussions in other CoLC committees (including Port Health and Environmental Services) about their placement.

In response to a question on why Keats House does not open on Saturdays, and noting the discussion on that set out in the draft minutes of the meeting of 02 May 2025, the meeting heard that staffing costs and other weekday events precluded the House from being open on Saturdays though the issue is under review.

RESOLVED, That Members of the Culture, Heritage & Libraries Committee confirm, on behalf of the City Corporation as Trustee, that the register appended to the report satisfactorily sets out the key risks to the Keats House charity and that appropriate systems are in place to identify and mitigate risks.

10. **MINUTES OF THE MEETING OF THE KEATS HOUSE CONSULTATIVE COMMITTEE**

The Committee noted the draft minutes of the meeting of the Keats House Consultative Committee held on 02 May 2025.

11. **CITY ARTS INITIATIVE – RECOMMENDATIONS TO THE COMMITTEE**

The Committee considered the report of the Deputy Town Clerk presenting the recommendations of the City Arts Initiative (CAI) which met on 3 April 2025, where the following three proposals were considered: 1. Sculpture in the City 14th Edition Shortlist 2. Fleet Street Heritage Wall Proposal 3. Salisbury Square Court Building – poetry and lighting updates.

Members noted the Fleet Street Heritage Wall proposal noting that the CAI panel does not support the current proposal, recommending that the applicant reapply taking on board feedback around inclusion, accessibility and content.

Members noted the Salisbury Square Court Building Designs, noting that the City of London Corporation's Capital Buildings Board (CBB) expressed support for the lighting and poetry at its meeting of 05 February 2025. Members also noted that the applicant has indicated amendments to the poetry selection (to be referred back to the CBB).

Members noted that the final list of sculptures will be available by 01 June 2025 and will be circulated to the Committee.

A Member asked when the current artworks will be fully decommissioned. The meeting noted that the artworks will be deinstalled during June 2025, with new artworks from July 2025 (noting the public communication initiatives to that effect).

In response to comments and queries related to publicity, Members noted that a PR agency for Sculpture in the City was recently appointed which would lead to the development of further communications relationships, including with publications such as Time Out.

RESOLVED, That the Committee approve the Sculpture in the City 14th edition shortlist for the onward delivery of that edition to be delivered by the Culture Team.

12. DRAFT BUSINESS PLAN 2025/26 – THE LONDON ARCHIVES (INCLUDING THE CULTURE TEAM)

The Committee considered the report of the Deputy Town Clerk presenting the high-level Business Plan for The London Archives, including the Culture Team, for 2025/26.

Members noted the factors taken into consideration in compiling the Business Plan.

A Member asked for further information on the timeline for the London Archives proposed relocation. The meeting noted that an operating model is expected to be presented by December 2025 on the accommodation plans with a view to entering the Gateway 3 process in early 2026. In response to a question on new premises, the Committee noted that new premises have not been identified.

A Member asked whether a full-time Head of Profession for Culture appointment would be made. The meeting heard that no commitment has been made to a full-time Head of Profession for Culture appointment, and that the role is now a 0.5FTE role, up from 0.2FTE.

A Member asked where public programmes (historical/cultural information) were considered. The meeting heard that public realm and wayfinding initiatives sit within the Destination City hub, its implementation being supported by the Culture team subject to the definition of the Culture Strategy.

Members noted that the London Archives sits within the orbit of the CoLC's cultural realm and commented that the plan did not appear to take into account the City's other cultural assets and wider responsibilities around Culture and the Cultural Strategy in any meaningful way, commenting also that a separate plan for the entire cultural realm is expected to be developed alongside one for the London Archives. Members also noted that the current draft plan acts as a

bridge to a more overarching plan that would cover the City's wider cultural realm (noting that Keats House, as a separate charity and with a reporting line to the Environment Department, has a separate business plan expected to be submitted to the Committee in autumn 2025).

Noting the transition phase in the City's culture framework, Members agreed that a revised Business Plan is to be presented to the Committee at its July meeting taking into account the points made by Members.

Members commented that a map or organigram of the City's cultural assets and their accountability lines would be welcome.

13. DEVELOPING THE CULTURAL STRATEGY – PROGRESS UPDATE: FEBRUARY TO APRIL 2025

The Committee received the report of the Deputy Town Clerk that provided an update on activity between February and April 2025 on the development of the Cultural Strategy together with a forward look for the delivery plan to January 2026, and viewed a presentation by Things Made Public on the cultural strategy's vision, definition, processes, and KPIs.

Referencing section 1 of the report (Culture Strategy Consultation Plan), Members commented on the international nature of the City of London and asked why there appeared to be so few international stakeholders (such as embassy contacts). The meeting heard that a focus group dedicated to global exchange had included embassies within the City alongside international touring and cultural organisations and that the international strand is expected to be further developed.

A Member sought clarification on the extent of resident engagement, noting in particular the importance of engaging with residents' associations. The meeting heard that a local residents' focus group had taken place that included under-represented resident representatives and that work is ongoing to involve hard-to-reach residents to ensure a balanced residents' view. In response to a question on the kinds of questions being asked (as a way of supporting the process with constituents), the meeting heard that a report outlining the key questions and responses will be submitted to the Committee, alongside the online and hard-copy survey available to Members and the public.

Members commented on the importance of creating space for additional target audiences as part of the cultural strategy alongside optimising for the existing target audience, as well as incorporating the City's Global City of Sport strategy and nurturing a wide range of partnerships such as Visit England and tour operators in order to realise the scope of the 'World in One City' ambition (together with exploiting any cross-marketing initiatives). In response to a question on the extent to which the Cultural Strategy was aligned with UK Government strategies, the meeting noted that the Corporation is in active dialogue with national-level bodies such as the Arts Council and Historic England as well as reaching out to the Department for Digital, Culture, Media and Sport. Members noted that a range of existing and future partnerships are being cemented and established. In response to a question on whether all

opportunities for international outreach have been exploited, Members heard that further areas are still being explored but that resources are being carefully targeted.

In response to a question on the advertising of City cultural assets in the public realm, the meeting heard that such advertising is currently restricted by planning policies although a new working party was established at the Corporation on 08 May 2025 to discuss income generation via advertising.

Referencing section 8 of the main report ('Where Culture Means Business'): 'Change perceptions of culture in corporate environments and generate cultural life to attract workers': a Member commented that engagement modes would differ depending on whether those workers were being invited to stay longer in the City or visit the area at the weekends.

14. REPORT OF ACTION TAKEN: WILDLIFE SCULPTURE AT PATERNOSTER SQUARE

The Committee noted the report of action taken.

15. CITY ARTS INITIATIVE - RECOMMENDATIONS TO THE COMMITTEE - LONDON FESTIVAL OF ARCHITECTURE 2025

The Committee considered the report of the City Arts Initiative on the London Festival of Architecture 2025, noting that the recommendations were due to be approved under the CAI delegated authority as agreed by the Committee in May 2024. The Committee noted that on this occasion the timing was such that the approval process is quicker via the conventional committee process rather than via the delegated process and that the documents were submitted to the Committee as late papers so that approval could be secured earlier than would otherwise be the case, lowering the risk to the delivery timeline.

RESOLVED, That the following be approved:

- a. Whispers by Oskar Zieta at Ludgate Hill for a duration of 3-4 months;
- b. Unheard Voices of the City at Bartholomew Hospital Courtyard for up to 1 month; and
- c. Aldermanbury Summer Activation for a duration of 3 days.

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

A Member asked for further information on the links between the Committee and the Remembrancer's Office, and whether the Remembrancer's Office could support the Committee with developing relationships with embassies – particularly in respect of events in 2026 to commemorate the 250th anniversary of American independence. The meeting noted that the relationships would be further explored.

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

There was no other business.

18. **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 3.50pm

Chairman

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

Forward Plan for Culture Heritage & Libraries Committee

	22 Sep. 2025	03 Nov. 2025	08 Dec. 2025	19 Jan. 2026	23 Mar. 2026	18 May 2026	20 July 2026
Meeting specific Agenda Items	<ul style="list-style-type: none"> - Confirm CHL dinner details - Review ToRs - Libraries update - update on LM state coach ahead of LM Show on 08 Nov. 2025 - update on cultural strategy - Update on London Archives accommodation strategy 	<ul style="list-style-type: none"> - Q2 budget monitoring - mid-year updates on Monument & KH - budget allocations - submission of draft cultural strategy 	<ul style="list-style-type: none"> - Finalise Terms of Reference for submission to P&R - Guildhall Art Gallery accreditation resubmission (inc. collections policies for approval) 	<ul style="list-style-type: none"> - Libraries update - draft business plans - Budget estimates - Q3 budget monitoring - Decision on cultural strategy 	<ul style="list-style-type: none"> - end-of-year charities updates - Monument and KH fees & charges 	<ul style="list-style-type: none"> - election of Chair/DChair - end-of-year updates on KH& Monument - KH activities plan 	<ul style="list-style-type: none"> - revenue outturn
Standing Agenda							
	CAI recommendations - as applicable						
	LM State Coach – as applicable						
	London Archives (premises) – as applicable						

Not previously handled on a routine basis:

Updates (annual or bi-annual) on Guildhall Art Gallery/Amphitheatre, London Museum, also CIC and Roman Baths

Terms of Reference

To be responsible for:-

- (a) the City Corporation's activities and services in the fields of culture, heritage and visitors including the development of relevant strategies, reporting to the Court of Common Council as appropriate;
- (b) the management of the City's libraries and archives, including its functions as a library authority in accordance with the Public Libraries and Museums Act 1964 and all other powers and provisions relating thereto by providing an effective and efficient library service (other than the Small Business Research Centre (SBREC);
- (c) the management of the Guildhall Art Gallery and all the works of art belonging to the City of London Corporation;
- (d) the management and maintenance and, where appropriate, furnishing of the City Information Centre, the Monument, the Roman Villa and Baths (Lower Thames Street);
- (e) the upkeep and maintenance of the Lord Mayor's State Coach, the semi-state coaches, the Sheriffs' Chariots and State Harness;
- (f) London's Roman Amphitheatre and the City of London Heritage Gallery (under Guildhall Art Gallery);

- (g) the City of London's Outdoor Arts Programme;
- (h) the City Arts Initiative – approving recommendations for artworks in the public realm and applications to the City's Blue Plaque Scheme;
- (i) the Guildhall Yard Public Programme and Aldgate Square Public Programme (event content only);
- (j) the City of London Police Museum;
- (k) Except for those matters reserved to the Court of Common Council or which are the responsibility of another Committee, the Committee will be responsible for all aspects of the Guildhall Library Centenary Fund [206950] and Keats House [1053381] day-to-day management and administration of the charities. The Committee may exercise any available powers on behalf of the City Corporation as trustee under delegated authority from the Court of Common Council as the body responsible for exercising the powers of the City Corporation as trustee. This includes, but is not limited to, ensuring effective operational arrangements are in place for the proper administration of the charities, and to support expedient and efficient delivery of the charities' objects and activities in accordance with the charities' annual budgets, strategies and policies;

- (l) making recommendations to the Court of Common Council regarding the Cultural Strategy, the Visitor Strategy and other corporate strategies, statements or resolutions relating to any of its functions, following consultation with the Policy & Resources Committee;
- (m) responsibility for the production and publication of the official City of London Pocketbook;
- (n) responsibility for the oversight of a City of London rolling cultural events calendar;
- (o) appointing such Sub-Committees and/or Consultative Committees as are considered necessary for the better performance of its duties including the following areas:-
 - Keats House
- (p) to be responsible for grants in relation to the 'Inspiring London Through Culture' programme for culture and arts from funds under the Committee's control.

City of London Corporation Committee Report

Committee(s): Culture, Heritage and Libraries Committee Community and Children's Services Committee	Dated: 7/7/2025 17/09/2025
Subject: Barbican and Community Libraries Building Projects Update	Public report: For Information
This proposal: <ul style="list-style-type: none"> • Delivers Corporate Plan 2024-29 outcomes: <ul style="list-style-type: none"> - Diverse Engaged Communities - Dynamic Economic Growth - Vibrant Thriving Destination • Provides business enabling functions 	
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: Judith Finlay- Executive Director of Community and Children's Services	
Report author: Rachel Levy- Head of Barbican and Community Libraries	

Summary

This report is an update on the current Barbican and Community Libraries building projects: Barbican Community Meeting Room (The Bostock Room), Barbican Library Refresh and Shoe Lane Library temporary move and redevelopment.

There have been delays to the Barbican Library projects due to financial and staff resourcing, but the support of the Barbican Renewal Team has enabled both projects to progress.

Work on the Bostock Room is due to start in August this year and is expected to be completed by October/November. The new, simplified, design is dependent on

changes to the area at the front of the library, so out of hours access will not be available until the refurbishment in this section is completed. This is expected to be by summer 2026.

Allies and Morrison have collaborated with the library service team to redesign the layout of all sections of Barbican Library, in order to improve study space and increase the flexibility. This design is expected to be completed in July 2025 and will then require listed building review and consent. It is anticipated that the refurbishment work will be completed by December 2026.

The Section 106 agreement for the redevelopment of Hill House has been signed off by the City of London Corporation's planning team and Landsec, and work has begun to adapt units at One New Change to the specification for the temporary library. Shoe Lane Library will be moving to One New Change in November 2025 and is expected to reopen there by January 2026.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

Barbican Library Community Meeting Room (The Bostock Room)

1. In 2023, The Barbican Association and the Department of Community and Children's Services were awarded £449,550 from the Community Infrastructure Levy Neighbourhood Fund to construct a community meeting room in Barbican Library. This room will be available to hire, substantially increasing library service income. Local community groups will be able to pay a lower hire charge, resulting in an increase in community activities for residents in the area. The library service will also use the room to enhance its programme of events and activities for library users, as well as for study/reading space when the room is not hired out.
2. Construction was anticipated to begin in Autumn 2023. However, although listed building consent was given for the original design of the space to include a newly constructed access corridor and doors for out of hours use, this ultimately proved untenable within the project budget. Construction was therefore postponed whilst alternative solutions were sought.

Barbican Library Refresh Project

3. Barbican and Community Libraries were awarded £775,812 of Community Infrastructure Levy (CIL) funding to make modernising improvements to Barbican Library.
4. The aim of the improvements is to create a space that is more flexible, more welcoming and works better for customers and staff. This will be done through reducing the redundant areas of staff desk space and redesigning the layout of the main library, children's library and music library.
5. The project was approved by Culture, Heritage and Libraries, Policy and Resources and Resource Allocation Sub in September 2023. Staff resource issues caused delays to the start of the project. The support of the Barbican Renewal Team has enabled the project to go ahead now.

Shoe Lane Library Temporary Move and Redevelopment

6. Shoe Lane Library is located in the basement of Hill House, an office building owned and managed by the property developer Landsec. Planning permission to redevelop Hill House was granted in 2024, with specific requirements regarding the library stipulated in the Section 106 agreement. These are:
 - The library shall be provided at the temporary library location (One New Change) until such time as the permanent library within Hill House has been completed to the City's satisfaction and is available for occupation. This must be within five years of moving to the temporary library.
 - A draft permanent library inventory and specification will be appended to the Section 106 agreement, which will be revised until 6 months prior to completion of the new space.
 - Landsec will construct, fit out and furnish the new library at the Hill House site in accordance with the approved inventory and specification at its own cost to the reasonable satisfaction of the Planning and Development Director Environment and Director of Community and Children's Services. This library will be of high specification and will anticipate the needs of current and future library users.
 - Following completion of the fitting out works, Landsec will facilitate the relocation of the temporary library to the Hill House site. Costs for this relocation will be covered by Landsec.
 - Landsec cannot occupy the development until the library is completed to the City's satisfaction and is available to move into.

7. Additionally, to maximise social benefit from the redevelopment for the local community, the planning team negotiated the following additions to the current library provision:
 - A Changing Places toilet which provides sanitary facilities for people with multiple and complex disabilities who have one or two assistants with them.
 - An Apprentice Hub/Affordable Workspace for small and medium-sized enterprises (c.5,200 sq. ft) in the space adjacent to the library mezzanine. The City of London Corporation will have the option to manage this space to provide a potential income stream for the library service.
 - Access to the rooftop community space for library and other community events. This includes fortnightly access for the Dragon Café in the City, four weekends (Friday-Sunday) a year for library events and the option to apply for weekend use for an additional 22 weeks per year for library or community related activities.

Current Position

Barbican Library Community Meeting Room (The Bostock Room)

8. Through collaboration with Allies and Morrison, the Barbican Renewal architects who are supporting the Barbican Library Refresh Project, it has been possible to simplify the design of the community meeting room. This new design does not require an additional out of hours door and corridor to be constructed in the library entrance. Instead, a mesh security curtain will be installed, allowing access to the front of the library (see appendix 1) through the existing front doors without access to the rest of the library.
9. Other simplifications have also been made to the AV and sound-proofing specifications. Funds are being held in reserve to ensure these can be enhanced if issues arise. The modifications to the design have resulted in the price for construction of the room being considerably reduced and is now within budget.
10. The change to the design will result in out of hours access only being available once the area at the front of the library has been refurbished. This is anticipated to be completed by summer 2026.
11. Skyes and Son Ltd have been awarded the contract for the works and are expected on site in August 2025, subject to the manufacture of specialist materials required to meet listed building conditions which may take up to 12 weeks to supply.
12. It is estimated to be a 10-week programme, with completion expected in late October/early November. Following completion, an official opening of the room would be anticipated to be in early 2026.

13. The Barbican and Community Libraries team are currently scoping pricing for the room hire, benchmarking against other local and equivalent rooms for hire.

Barbican Library Refresh Project

14. Barbican and Community Libraries are collaborating with the Barbican Renewal team to ensure that the project fits with the redesign of the Centre as a whole. An architect and a designer from Allies and Morrison have been assigned to the project, and they are collaborating with the library team to develop the redesign drawings.
15. The design is expected to be finalised in July 2025 and then will require planning review for listed building compliance. The tender process for supply of the furniture will begin in autumn 2025.
16. The Barbican Renewal Team have offered to supply project management- (with cost from within the project resource)- and are reporting the project on CORA, the Corporation's new project and programmes management system.
17. It is anticipated that the refurbishment work will begin in spring 2026, with completion by December 2026. There will be a phased approach to the work to ensure that there is minimal disruption to library users and that at least some parts of the library can remain open throughout the majority of the project.

Shoe Lane Library Temporary Move and Redevelopment

18. The section 106 agreement was completed by the planning team and Landsec at the end of March 2025. The terms that affect the library are as listed above.
19. Through the Section 106 agreement process, the Planning Team secured a meeting room space for the new library at Hill House. This is an addition to the original footprint and will be on the same lease terms as the library.
20. The specification and design for the temporary library has been agreed with Landsec (appendix 2). This includes two new hireable meetings rooms, to increase library income.
21. Landsec are currently fitting out the units in One New Change according to the specification. It has been agreed that the move will take place in November 2025, although the exact timeline for the move has yet to be finalised. It is anticipated that the library will be closed for 4-6 weeks. It is expected that library will reopen in early January 2026, given that the move will coincide with the Christmas period.
22. The full terms of One New Change are still be finalised, although they are expected to mirror the existing library terms, as previously agreed with Landsec.

23. Work on the specification for the new library at Hill House will continue once Shoe Lane Library has been relocated to One New Change.

Proposals

24. Members are asked to note the contents of this report.

Key Data

25.

- £449,550 awarded from CILNF for Barbican Library community meeting room. Completion expected October/November 2025
- £775,812 awarded CIL for Barbican Library refurbishment. Completion expected December 2026.
- Shoe Lane Library will move to One New Change in November 2025.

Corporate and Strategic Implications

Strategic implications

26. These projects align to the following Corporate Plan 2024—2029 outcomes:

Diverse Engaged Communities – providing space for more community activities

Dynamic Economic Growth – increasing library income

Vibrant Thriving Destination – designing spaces with greater appeal for a wide variety of users and building in flexibility for increased cultural use.

Financial implications- none

Resource implications- none

Legal implications- none

Risk implications- none

Equalities implications – An equalities impact assessment will be carried out on the move of Shoe Lane Library to One New Change and any necessary mitigations put in place.

Climate implications- none

Security implications- none

Conclusion

27. Although financial and staffing constraints have affected the timeline for the two projects in Barbican Library, the support of the Barbican Renewal Team has enabled them both to move forward over the last 6 months. The Barbican Library Community Meeting Room is on track for completion by late autumn 2025 and the Barbican Library Refresh Project is expected to be completed by December 2026.

28. Following the completion of the Section 106 agreement, Landsec have worked with the library team to finalise the specification for the temporary library at One New Change. Work has begun to convert the units at One New Change to the library requirements. Shoe Lane Library will move there in November 2025 and is expected to reopen in January 2026.
29. The hire of meeting rooms at Barbican Library and Shoe Lane Library will increase the income for the library service. The rates for hire of these spaces are currently being scoped by the Barbican and Community Libraries team, benchmarking to local, equivalent, provision.

Appendices

- Appendix 1 – Community Meeting Room Drawings
- Appendix 2- Shoe Lane Library @ One New Change Drawing

Background Papers

- Barbican and Community Libraries Update September 2024
- Barbican Refresh Project
- Shoe Lane Library Hill House Redevelopment Terms
- Shoe Lane Library Hill House Relocation
- Barbican Library Community Space

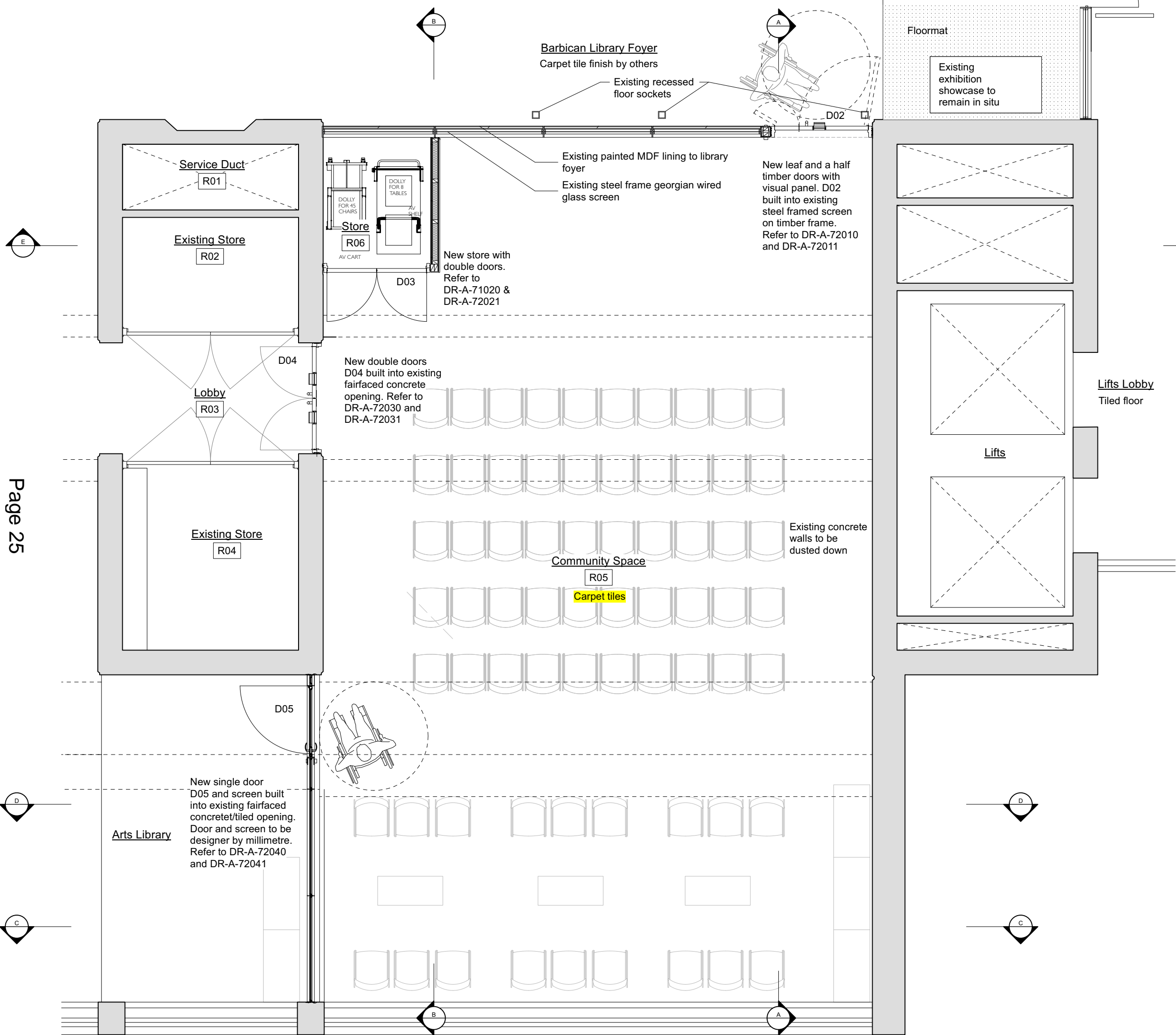
Rachel Levy

Head of Barbican and Community Libraries

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E: rachel.levy@cityoflondon.gov.uk

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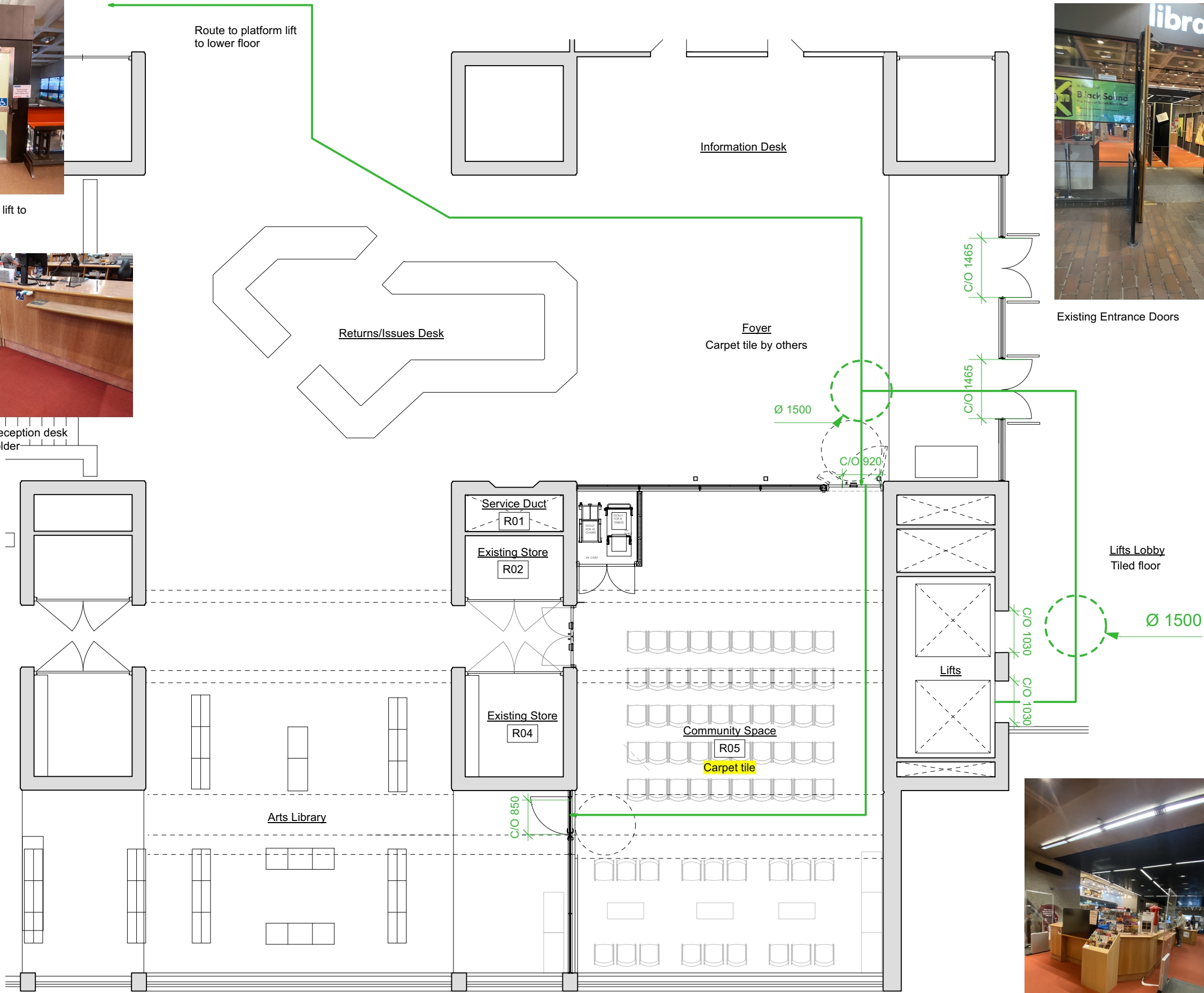
T02	05.06.25	MM	Draft Issue
T01	01.04.25	MM	Draft Issue
No.	Date	By	Comments
Revisions			
TENDER DRAFT			
Drawing Status			
SYKES&SONS BARBICAN LIBRARY COMMUNITY CENTRE			
Dannatt, Johnson Architects Unit 1 The Wireworks, 77 Great Suffolk Street, London SE1 0BU Telephone (020) 7357 7100 Fax (020) 7357 7200			
Drawing Title Proposed Plan			
Drawing Number 602r-DJA-DR-A-11001			
Drawn MM	Checked SP	Scale 1:50 @A3	Date March 2025
Revision T02			



Existing platform lift to lower level



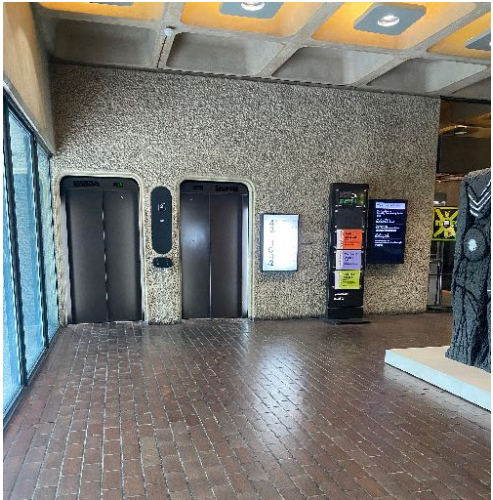
DDA compliant reception desk & Walking Aid holder



Existing Entrance Doors



Foyer



Lifts Lobby



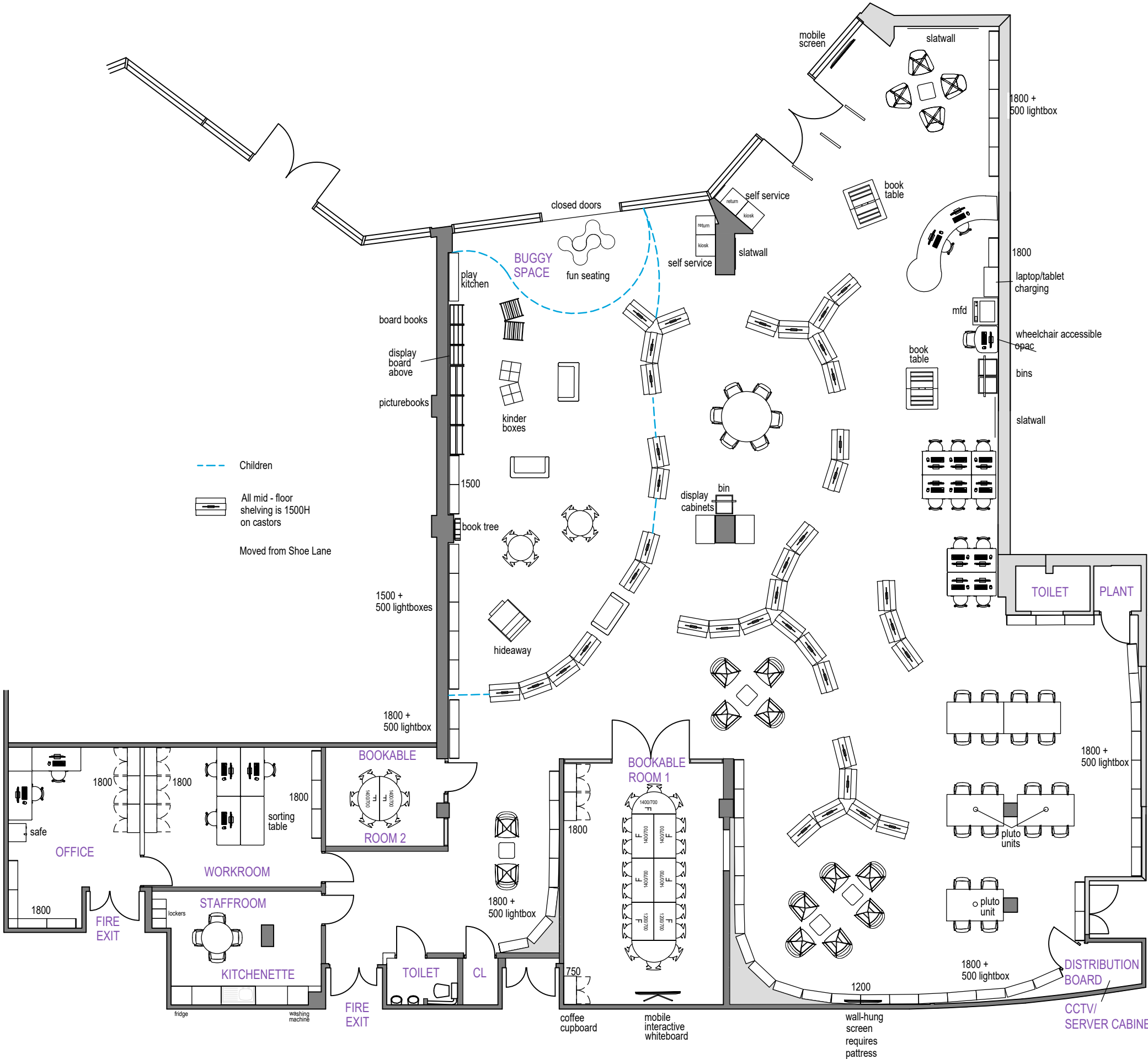
Existing Returns desk

Route from lift to community space is level

0 1 2 M



No.	Date	By	Comments
T01	05.06.25	MM	Draft Issue
Revisions			
TENDER DRAFT			
Drawing Status			
SYKES&SONS BARBICAN LIBRARY COMMUNITY CENTRE Dannatt, Johnson Architects Unit 1 The Wireworks, 77 Great Suffolk Street, London SE1 0BU Telephone (020) 7357 7100 Fax (020) 7357 7200			
Drawing Title Access Plan			
Drawing Number 602r-DJA-DR-A-19002			
Drawn JN	Checked SP	Scale 1:100 @ A3	Date May 2025
Revision T01			



Drawing No.	Amendment	Date
V5	Amends after feedback	11.03.25
V4	Slatwall/display board added	16.01.24
V3	Amends after meeting	06.01.24
V2B	Amends after meeting	20.12.24
V2	Amends after meeting	18.12.24
V1	Initial layouts	15.03.24

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CULTURE BUSINESS PLAN 2025/26

About us: Our purpose, aims and impacts

Summarise the purpose of the department, why it does what it does, who for and what it achieves. Reference stakeholders, customers, partners as applicable. Describe impacts, outcomes and achievements in the past year.

Culture has been in a transition year. Crucially, the development of a new Cultural Strategy is underway which will redefine the long-term vision and plan for the next five years.

In May 2024, the Court of Common Council confirmed that a future Head of Profession for Culture would be appointed to progress the cultural strategy and be accountable to the Culture, Heritage & Libraries Committee. In August 2024, Emma Markiewicz, Director of The London Archives was appointed as the Senior Responsible Officer and Head of Profession for Culture. On 1 October 2023, operational handover for the Culture team (formally known as the Destination City team) took place.

After the “Destination City – Independent Review in 2024/25” the team have maintained a strong programme of existing and new projects whilst managing the move from the Department of Innovation & Growth to Town Clerk’s.

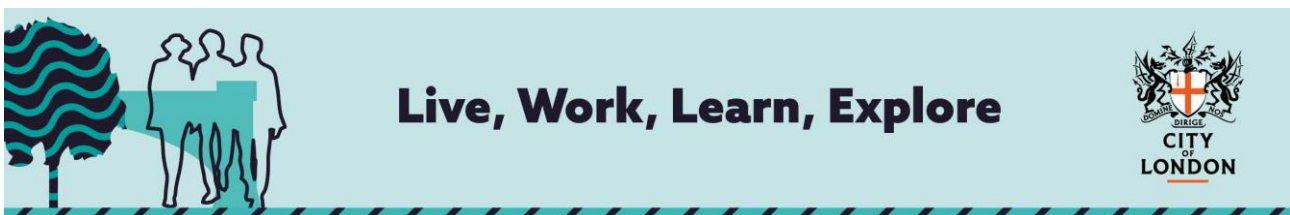
Highlights include: Open House, Beerfest, educational and family focused activity, seasonal events, Sculpture in the City, City Festival of Music Innovation and Knowledge, Thames Day, promotion via our website and social media channels, programme and promotional partnerships (e.g. Visit London and grant-funded learning and engagement delivery (e.g. Reimagining Londinium and The Big Picture) and opening the Anne Desmet exhibition in the Art Gallery including its educational activities and the acquisition of two works by Anne ‘Colosseum Kaleidoscope’ and ‘Fires of London’, and lending 14 artworks to 5 different venues nationally and internationally.

The team continued to operate key assets, including the Guildhall Art Gallery and City Corporation’s artwork across its estate including Mansion House and Old Bailey, the Amphitheatre, the Roman Bathhouse and the City Information Centre. It led the City Corporation’s work to ‘Retain and Explain’ the Beckford and Cass statues.

Our key objectives and priority workstreams and major projects

Provide an overview of key objectives for FY2025/26. Include cross-cutting themes e.g. EEDI, transformation, brilliant basics, collaboration, statutory duties, risk, key strategies, and major projects.

Delivering the new Cultural Strategy will be a major directional project which will define how existing and new strands sit together and are to be delivered by the Culture team. The first three phases of strategy development (desk-based review, external audience



analysis and stakeholder engagement) are due on 31 March 2025, after which the timetable for the co-creation of the Cultural Strategy would be established.

The Cultural Strategy may alter the areas of focus for the remainder of the year so priority workstream detail may change. This business plan will be updated on completion of the strategy. At this point, the plan is to continue where there are existing and established delivery commitments. This means that the Culture team would continue with the following:

Our Strategic Objectives:

1. **Always On Digital Marketing** – manage visitor facing promotion for the City Corporation via our website, e-news, social media channels.
2. **Events Promotion and Seasonal Campaigns** – marketing and promotion for the Culture team owned programmes and supported partner activities, including Guildhall Art Gallery exhibitions and activities, the learning and engagement programme, Sculpture in the City, events programme and partnership activity.
3. **Visitor Services and Experience** – visitor facing services and cultural assets including tours and all year-round activity. This encompasses 7-day opening of the City Information Centre and the Guildhall Art Gallery and Shop, and weekend public tours of the Billingsgate Roman House and Baths (April to November). Ensure the long-term care and display of our collections and heritage assets, and improving access to them, through interpretation and programming that engages and connects with a broad audience.
4. **Cultural Engagement Programme** – deliver a programme of cultural engagement events and activities (i) exhibitions, events and programmes at Guildhall Art Gallery (ii) learning and engagement programme including school and family activity (iii) heritage tours and events promoting our cultural heritage assets (iv) seasonal cultural events (v) public art programmes.
5. **Partnership Programme and Engagement** – enable and facilitate external partners to deliver cultural programmes, events and activities across the Square Mile (including Destination City).



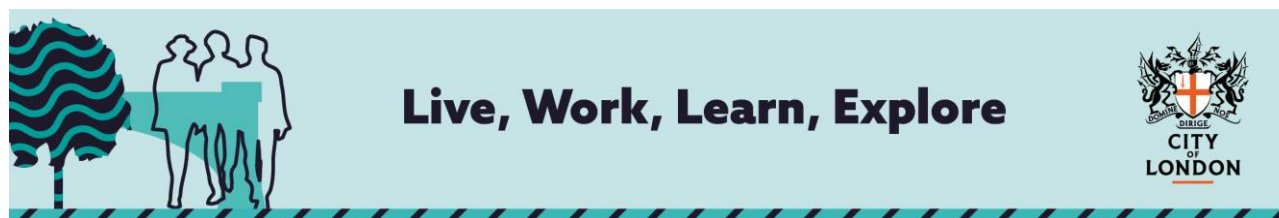
Live, Work, Learn, Explore



Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<i>Add the workstream name and list the key 2025/26 deliverables. Note activities and milestones and give the date these will be achieved. Note if these have a different duration to the FY (shorter or longer).</i>	<i>Estimate the % (of the total 100%) budget that will be allocated¹</i>	<i>Estimate the % (of the total workforce) that will work on this²</i>	<i>List all the CP outcomes this workstream contributes to</i>	<i>CP 2024-2029 Performance Measures should be shown in bold</i>	<i>State what will be different</i>
1. Culture Strategy A major project to reshape and define the delivery priorities for the next five years. Key activities as follows: <ul style="list-style-type: none"> a) Research and insight, including audience analysis b) Consult and engage stakeholders c) Co-create and strategy development d) Review, approve and launch (early 2026) 	14%	14%	Diverse Engaged Communities Leading Sustainable Environment Providing Excellent Services Vibrant Thriving Destination Flourishing Public Spaces	The previous Destination City (phase 1) performance measures are no longer valid. New measures will be developed as part of the Cultural Strategy.	Clear and ambitious plan for the next five-years, developing synergies across the cultural ecosystem with demonstrable outcomes.

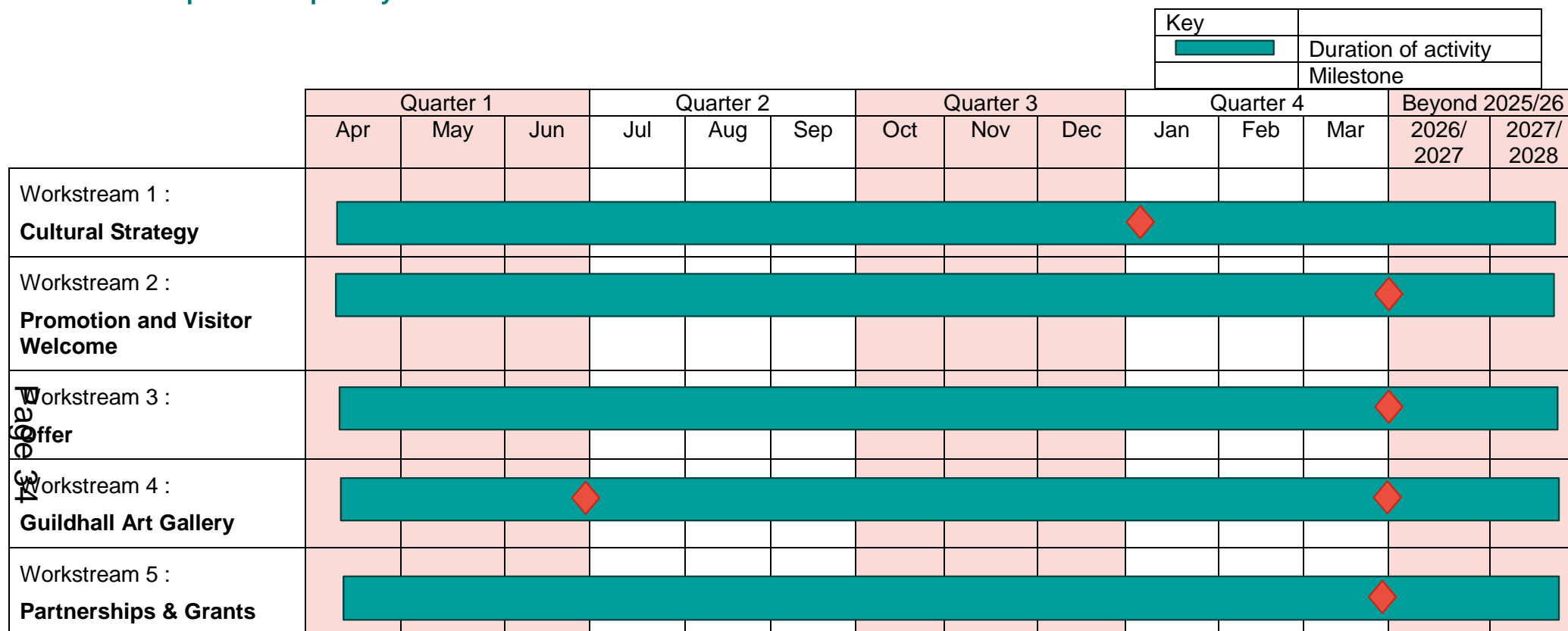
¹ Does not account for budget is allocated to 'BAU' activities and/or is unprogrammed for emerging or unexpected activities that arise in-year.

2. Promotion and Visitor Welcome <ul style="list-style-type: none"> a) Brand, creative and website development to deliver on the strategy, develop brand identity and make improvements to the website functionality including a calendar view (in partnership with Destination City, Communications team and New London Architecture). b) Always-on-digital promotion of cultural, heritage and leisure offer in the City. c) Event specific and seasonal campaign marketing. d) Day-to-day operations of the CIC (and Roman Bathhouse), including the CIC and GAG shops. 	25%	24%	Diverse Engaged Communities Providing Excellent Services Vibrant Thriving Destination	To be developed as part of the Cultural Strategy.	Revised approach to the website and branding that combines the efforts of existing partners. Continue to deliver promotional activity for culture team led programmes, provide amplification and promotional support for partner activity across the Square Mile and run our assets to provide a welcome offer to visitors.
3. Offer (including what was previously called the Outdoor Arts Programme) <ul style="list-style-type: none"> a) Sculpture in the City 14th edition b) City Arts Initiative c) Beerfest (which is our contribution to the Guildhall Yard Public Programme d) Open House 2025 e) Learning & Engagement activity (including, school and family activity and heritage tours) across several workstreams. 	38%	28%	Providing Excellent Services Vibrant Thriving Destination Flourishing Public Spaces	To be developed as part of the Cultural Strategy.	Continue to deliver comprehensive programming across a broad range of events and activities to support business, heritage, education, tourism, and community engagement.



4. Guildhall Art Gallery a) Beckford & Cass Statue Plaques – Revealing the City's Past b) Exhibitions & events: Evelyn De Morgan and planning for the follow-on and other exhibitions. c) Accreditation project d) Conservation and collections care Acquisition and loans	22%	22%	Diverse Engaged Communities Providing Excellent Services Vibrant Thriving Destination	To be developed as part of the Cultural Strategy.	Continue to deliver benefits across cultural, community, educational and social dimensions. The long-term care, display and development of the City Corporation's collections.
5. Partnerships (p) & grants (g) a) Supporting partner activity funded by Inspiring London Through Culture programme (p) b) Collaborating with partners on Culturally Speaking and Young City Poets schools programme (g, subject to approval) c) Collaborating on Mudlarkers exhibition and Roman Quest event (p) d) Banksy relocation (p) e) Supporting the facilitation and enabling of partnership activity planning for 2026: Duckie Folk Fayre (g, subject to approval); Turning the Tide (g); London Landmarks Half Marathon (p); Open Iftar (p); Fabric events (p); Vibrance Light Festival (p)	0%	12%	Diverse Engaged Communities Vibrant Thriving Destination	To be developed as part of the Cultural Strategy.	Continue to deliver a broad range of programming through joint and externally funding streams to raise our profile with cultural bodies, education institutions, and community groups.

Timeline planner of priority workstream activities and milestones



Enablers

People

See the HR for data for your department. State your workforce numbers and demographics State your staff survey score and key actions in your departmental actions plan.

At 30/09/2024 (source: HR Dashboard, data accuracy unconfirmed)

- Headcount – 22
- FTE – 20
- Joiners RYTD – 4
- Leavers RYTD – 6
- FTE Expire 3 Months – n/a
- Average age – 40 years
- Average LOS – 16 years

Gender

- Male 0%, Female 100%

Diversity

- 11.1% Ethnic Minority
- 0% Disability
- 13.6% LGBTQ+

Staff Survey Score – 55%

Departmental Actions - Department: Town Clerk's Department (DTC Functions)

Learning & Development

- To improve the way in which we communicate opportunities and prioritise time for learning
- To empower individuals to seek out opportunities and build their own plan (in consultation with managers)

Workplace attendance - review and introduce measures to improve physical environment

- Work and meeting spaces
- Fixtures and fittings to improve office décor
- Departmental get togethers to interact/meet and liaise with work colleagues
- Cross working at Deputy Town Clerk sites

Equity, Equality, Diversity and Inclusion

List your top 3 priorities in your EEDI action plan / Let's Talk About Racism actions / Tackling Racism taskforce recommendations (as applicable).

Specific examples of how you contribute to delivering the COLC Equality Objectives – internally and externally?

1. Ensure EEDI informs our cultural programme and is embedded in the way we run and proactively manage our activities.
2. Develop better awareness on EEDI and audience informed decision making.
3. Improve knowledge and stay relevant on current topics. Ensure staff receive training on EEDI issues.

Owing to the transition, the Culture team has not had the opportunity to develop on EEDI Action Plan. In the following year, an integrated plan adding to TLA's workstreams will be developed.



Live, Work, Learn, Explore



Finance

State your budget estimate £ and say how it is made up -e.g. local risk, central risk, recharges, CIL, income generation, rates and grants.

Visitor Services and City Information Centre

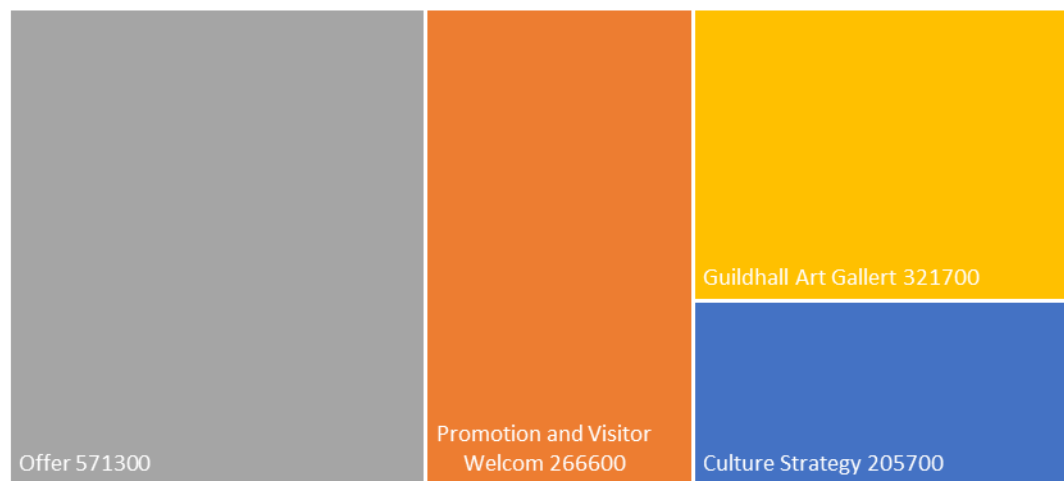
- Local Risk = £1,954,000
- Income Target = £350,000
- Total = £1,604,000**

Guildhall Art Gallery

- Local Risk = £341,000
- Income Target = £32,000
- Total = £309,000**

Estimated forecast spend in respect of the priority workstreams

Culture estimated budget allocation to workstreams



Priorities and plans being considered in the medium term

What Medium Term action is required? (e.g. New legislation, services, projects, automation)	When? 2026/27	When? 2027/28	Is this Funded or Unfunded?
Repositioning the Monument to be under remit of the Head of Profession for Culture.	✓		Budget to be identified for the current funding gap as part of the transfer.
Cultural Strategy implementation	✓		Strategy development is funded by PIF and local risk budget. Implementing the recommendations will need further consideration depending on the appetite and ambition.

Risks

Add all Corporate Risks where your Chief Officer is SRO or joint SRO, and your departmental red risks.

Health & Safety

List up to three priorities for 2025-26



Live, Work, Learn, Explore



Add a narrative if there are themes related to other risks e.g. linked to resources, transformation etc

Within the Culture are there is one key departmental risk: IG-DC-01 - Major Incident at a programme (e.g. terrorist, vandalism, economic incident). Note that this risk will be renamed when the system is updated as Culture no longer sits in IG. The risk score is 12.

An initial Health & Safety survey was completed at the time the business plan was originally developed. Given the broad variety of services, additional mini surveys were needed for the different assets under management. The surveys are now complete and top three priorities in the GAG and CIC are:

1. Ensure risk assessments are in place and up to date.
2. Health and Safety inductions for new staff and managers so everyone is up to date, with procedures in place.
3. Introduce training where needed.

Operational Property

All operational properties have been assessed as utilised, part utilised, or not utilised, and confirmation has been provided to the City Surveyor's Department. **Yes** (if answer is no, explain the reasons for this)

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THE LONDON ARCHIVES 2025/26 BUSINESS PLAN

About us: Our purpose, aims and impacts

Summarise the purpose of the department, why it does what it does, who for and what it achieves. Reference stakeholders, customers, partners as applicable. Describe impacts, outcomes and achievements in the past year.

We are London's archive service, collecting, preserving, sharing and celebrating the stories of London and Londoners, covering the greater London area, and with local, national and international audiences. We are the second largest archive in the UK with over 100km of extraordinary collections, providing services to researchers, school children, students, community groups and leisure audiences. We are part of the Deputy Town Clerk's Department, reporting to the Culture, Heritage and Libraries Committee, and provide information services to City Corporation departments and officers. We deliver the Guildhall Library service (which provides access to over 200,000 books on the history of London) and the City of London Records Management Service.

Our highlights from 2024/25 include a major programme to rename and rebrand our service, changing our name from London Metropolitan Archives to The London Archives (TLA), with a vibrant new brand and website. As part of our mission to grow and diversify our audiences, we launched a new programme for London's schools with an engaging set of primary and secondary sessions which aim to connect more children across the capital with the archives and history in the care of the City Corporation, and a new public events program. Our outdoor exhibition focussed on Victorian photography and engaged 37,000 visitors at Aldgate Square and St Paul's Churchyard, working with Destination City and Surveyors to contribute to a vibrant, thriving destination. At Guildhall Library our Whittington exhibition celebrated a key figure in the City Corporation's story. Our funded project to catalogue the archive of The Africa Centre concluded and work on the Whitechapel Bell Foundry was completed, making both collections available to researchers for the first time, and we reached agreement with the Institute of Race Relations to add their archive to the collections.

Our key objectives and priority workstreams and major projects

Provide an overview of key objectives for FY2025/26. Include cross-cutting themes e.g. EEDI, transformation, brilliant basics, collaboration, statutory duties, risk, key strategies, and major projects.

Our statutory duties to preserve and make accessible for research public records as a place of deposit designated by DCMS will be underpinned by review and development of our collections management work and research services, ensuring that a brilliant basics approach is in place to deliver a high-quality service.

We will continue our work to grow and diversify our audiences in 2025/26 as a key strategic aim, with a first full year for our new events programme at (embedded within our EEDI action plan) and schools programmes at TLA, leading on our commitment to open our services to a wider audience. The TLA volunteer programme will expand with a focus on engagement with young people. We will commission a review of our work with London's communities with the aim of transforming our programme with new objectives, strategy and delivery structure.



Live, Work, Learn, Explore



The London Archives Accommodation Project will be our major development programme this year as we progress towards a major decision point on the future location of the service.

Our work to transform the Guildhall Library service will continue, through consultation with key partners, service users and staff, with the aim of developing a vibrant, thriving destination which engages diverse communities in the heart of Guildhall.

We expect our partnership project with RIBA to launch in May 2025, bringing the RIBA library into The London Archives under a commercial arrangement which opens an innovative new channel of income and support our strategic aims to develop our spaces and grow our audiences.

Our corporate records management service will continue to collaborate with City Corporation departments, ingesting and providing access to hardcopy departmental records, and providing advice and guidance on sustainable and responsible retention of information.

Our Strategic Objectives (2023/24 – 2028/29):

1. **Building and Spaces** - We will reimagine the public spaces, creating a welcoming and inspiring environment to open the archive to more people, and encourage new ways of using our collections. (Workstreams – a) Accommodation Project c) Research Services e) Guildhall Library Development Programme f) Commercial Development i) Buildings and Repositories
2. **Audiences** - We will develop innovative events, learning programs and exhibitions to engage existing, new and bigger audiences; We will expand our digital offer to open up our collections to a wider audience. (Workstreams – b) Audience Development d) Engagement Programme e) Guildhall Library Development Programme f) Commercial Development)
3. **Services** - We will develop better and more coherent strategies for promoting TLA to significantly raise our profile and increase engagement with our services and create a clear and engaging brand and identity. (Workstreams – b) Audience Development c) Research Services d) Engagement Programme g) Records Management)
4. **Collections** - We will diversify and expand collections, building an archive which reflects London today, rethinking how we catalogue and modernising our systems for digital and physical collections. (Workstreams – b) Audience Development d) Engagement Programme h) Collections Management and Care)
5. **Colleagues** - We will embrace cross team working to enhance skills development, grow our services collaboratively and encourage knowledge sharing. (Workstreams – d) Engagement Programme g) Records Management h) Collections Management and Care i) Buildings and Repositories)



Live, Work, Learn, Explore

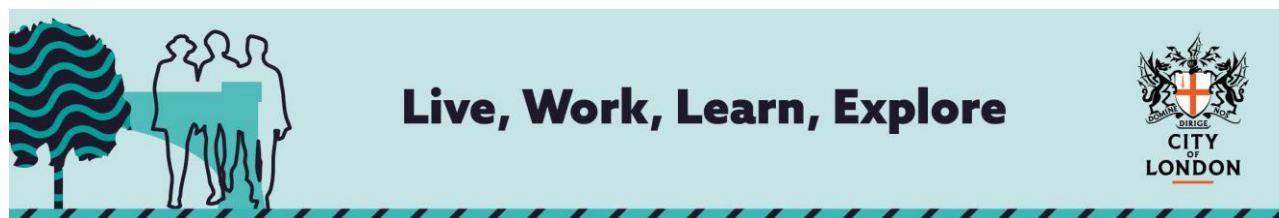


Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<i>Add the workstream name and list the key 2025/26 deliverables. Note activities and milestones and give the date these will be achieved. Note if these have a different duration to the FY (shorter or longer).</i>	<i>Estimate the % (of the total 100%) budget that will be allocated¹</i>	<i>Estimate the % (of the total workforce) that will work on this²</i>	<i>List all the CP outcomes this workstream contributes to</i>	<i>CP 2024-2029 Performance Measures should be shown in bold</i>	<i>State what will be different</i>
1. The London Archives Accommodation Project A major project to define the future location and business model of The London Archives ahead of lease expiry on the current site in 2035. 1. Complete gateway 3 options appraisal process. Confirmation of decision no later than Q4 2026.	1.3%	2%	Diverse Engaged Communities Leading Sustainable Environment Providing Excellent Services Vibrant Thriving Destination Flourishing Public Spaces	Evidence base will be the following milestones, updates to be provided in narrative: Progress reports to CHL Committee (dates TBC)	Decision on the G3 options appraisal will provide a clear direction for the next phase of the project.

¹ Does not total 100% because some departmental budget is allocated to 'BAU' activities and/or is unprogrammed for emerging or unexpected activities that arise in-year.

² Unlikely to total 100% or more because some people resource is allocated to 'BAU' activities and it could indicate a reliance on additional working time to deliver activities.

2. Audience Development Growth and diversification of our audiences, through services provided to visitors to The London Archives, Guildhall Library, users of our digital services and our touring and offsite exhibitions. Ongoing work, reviewed quarterly. <ol style="list-style-type: none"> 1. We attract visitors to our sites at The London Archives and Guildhall Library to engage with the City's excellent services and collections. 2. We engage visitors on City streets and in other locations, raising the profile of our services (e.g. outdoor exhibition) 3. We engage with digital service users, locally and internationally, raising our profile through our websites, and widening access and generating income through digital content we have published to commercial and non-commercial websites. 4. Growing and diversifying our audience through social media engagement, publishing content across our channels. 	15%	22%	Diverse Engaged Communities Providing Excellent Services Vibrant Thriving Destination	1. Number of onsite visitors - % above/below previous Q (target 7000 per Q) 2. Number of offsite visitors - % above/below previous year (annual) (target 20,000) 3. Number of digital service users - % above/below previous year (target 11 million, annual) 4. Social media engagement – number of engagements - %	Audience numbers will increase on site and online, and we will continue to improve the quality of our offer.
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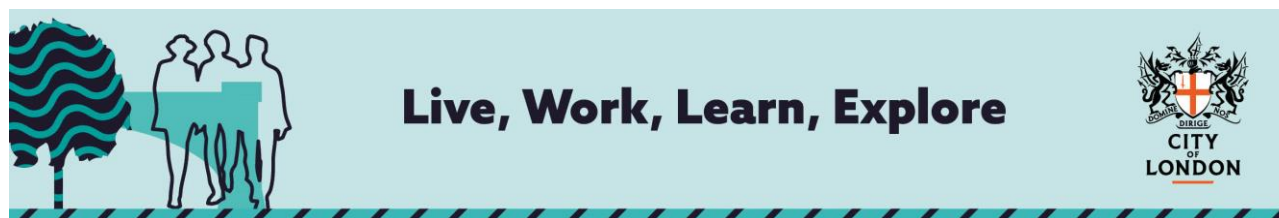


5. Checking our progress, overall satisfaction rating received from annual survey of visitors.				above/below previous Q (target 300,000 per Q)	
				5. Visitor Survey - % satisfied with service received (90% target)	
3. Research Services Services provided to research visitors at The London Archives and Guildhall Library, providing manuscripts, photos, books maps etc from the repositories and responding to research enquiries received. Ongoing work, reviewed quarterly. <ol style="list-style-type: none"> 1. Archive documents and reference books requested by researchers, to use in our research rooms. 2. Enquiries received from City officers, researchers and members of the public concerning items in our collections on a wide range of themes including City precedents and history, family and community history, academic research, adoption enquiries, planning and inquiries. 	14.5%	18%	Providing Excellent Services Vibrant Thriving Destination	1.Items provided to researchers - % provided within KPI (1 hour / 24 hours / 48 hours) 2.Research enquiries - % answered within KPI (10 days / 20 days)	New and returning researchers will receive ongoing high-quality support and they use our services

<p>4. Engagement Programme Our public programmes offer a range of events and activities linked to our collections, supporting the growth and diversification of our audiences. Our new schools programme at The London Archives will focus on sharing the City's collections with London school children on site. We will review and redevelop our community work, supporting our aim to reach bigger, diverse audiences across London and to develop a service that reflects the diversity of London today. Ongoing work, reviewed quarterly, or target noted.</p> <ol style="list-style-type: none"> 1. Delivering a busy agenda of engagement events at The London Archives, Guildhall Library and third party venues through our adult programmes. 2. Engaging London's primary and secondary school children with the City's collections and history, through on-site school learning sessions. 3. Checking progress of the new schools programme through evaluation. 4. Developing our community programme, starting with a benchmarking review and consultation. 	15%	18%	<p>Diverse Engaged Communities</p> <p>Providing Excellent Services</p> <p>Vibrant Thriving Destination</p>	<p>1. Number of people attending - % above / below target for Q.</p> <p>2. Number of children attending - % above / below target for Q.</p> <p>3. % satisfied with service received (90% target)</p> <p>6. Onsite and digital volunteer hours contributed, - % above / below target for Q.</p> <p>Evidence base will be the following milestones, updates to be provided in narrative:</p>	<p>New visitors and service users engage with us, diversifying and growing our audiences</p> <p>We will increase the number of onsite visitors, putting educational activity at the heart of our research spaces.</p> <p>New vibrant community and volunteer programmes will bring new visitors and service users,</p>
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<p>5. Creating a new community programme strategy and targets.</p> <p>6. Providing a range of opportunities to volunteers who give up their time to support our services, both on-site and on-line.</p> <p>7. Creating a new a youth volunteering project to increase the number of young people engaging with our services, diversifying our audience.</p>				<p>4. Review complete, Dec 2025</p> <p>5. Strategy complete, Mar 2026</p> <p>7. Project launched, Mar 2026</p>	diversifying our audience.
<p>5. Guildhall Library Development Programme</p> <p>The development programme aims to develop Guildhall Library as a service and destination, engaging with delivery partners to celebrate the City's story and growing and diversifying our audiences. This phase complete by Mar 2026.</p> <p>1. Create and consult on development vision.</p> <p>2. Research partnerships and funding models for development work.</p>	1.3%	2%	<p>Diverse Engaged Communities</p> <p>Providing Excellent Services</p> <p>Flourishing Public Spaces</p>	<p>Evidence base will be the following milestones, updates to be provided in narrative:</p> <p>1. Vision complete, Dec 2025</p> <p>2. Research complete, Mar 2026</p>	The framework will provide a clear pathway for the development programme and the research piece will inform the next steps.
<p>6. Commercial Development</p> <p>Generating new income streams to support the sustainability and development of the services.</p>	2%	3%	Providing Excellent Services	1. Income total and performance	Commercial income targets and

<p>Ongoing work, reviewed quarterly / RIBA to Aug 2028</p> <ol style="list-style-type: none"> 1. Image sales – increasing income from the London Picture Archive and on site. 2. Conservation product sales – developing new products for sale via website. 3. Room hire – at Guildhall Library. 4. RIBA service delivery partnership – a key onsite partnership at The London Archives with income streams. 			<p>Dynamic Economic Growth</p>	<p>against quarterly target</p> <p>2. Income total and performance against quarterly target</p> <p>3. Income total and performance against quarterly target</p> <p>Evidence base will be the following milestones, updates to be provided in narrative:</p> <p>4. Partnership agreement complete, service opens at TLA</p>	<p>partnerships support attainment of income and visitor targets.</p>
<p>7. Records Management Services provided to City departments to manage hardcopy business records in</p>	<p>2.6%</p>	<p>4%</p>	<p>Providing Excellent Services</p>	<p>1. Files processed - % within KPI target</p>	<p>Hardcopy departmental business</p>



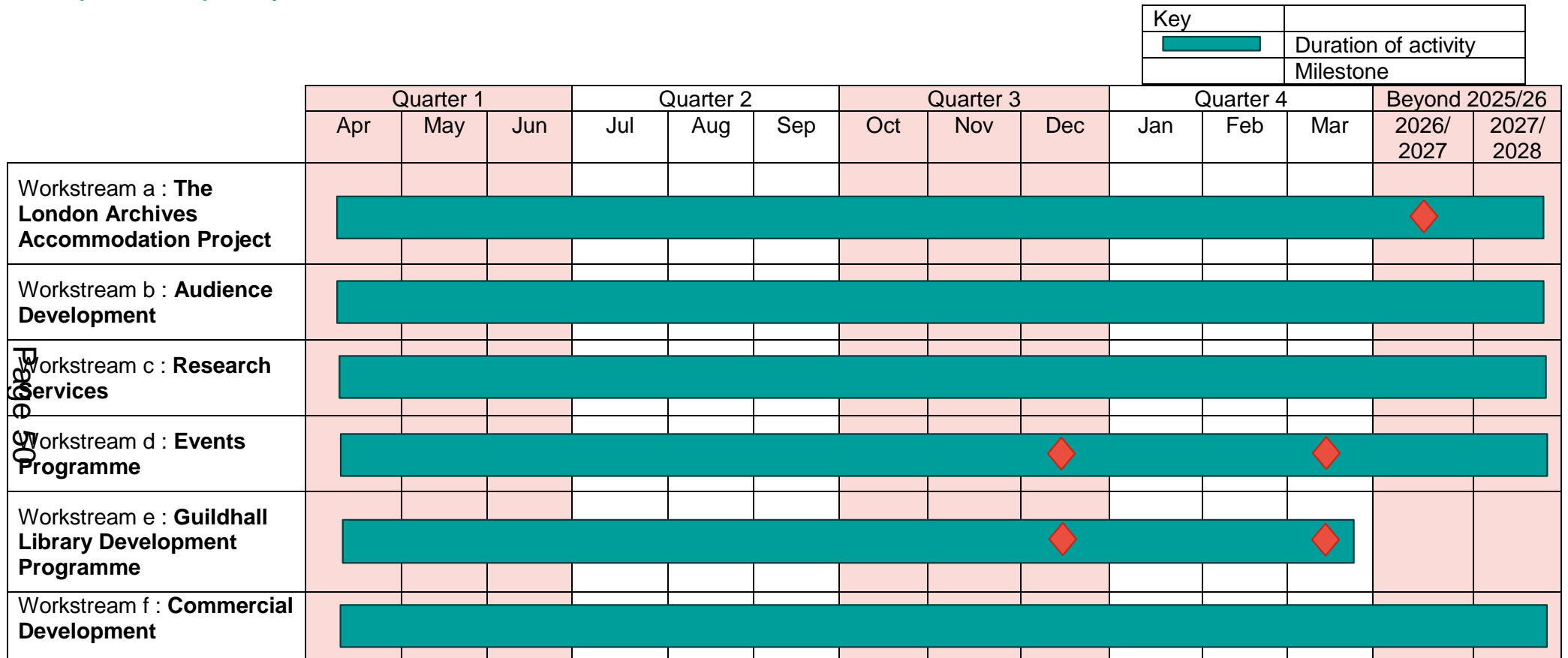
<p>accordance with business requirements and data regulations. Ongoing work, reviewed quarterly.</p> <ol style="list-style-type: none"> 1. Number of departmental files removed from office storage and ingested into system. 2. Number of files requested by departmental users for retrieval. 			<p>Leading Sustainable Environment</p>	<p>(10 days)</p> <p>2.Files retrieved - % within KPI target (Same Day/Next Day)</p>	<p>records no longer required day to day are stored economically and sustainably, and returned to offices for use quickly and efficiently.</p>
<p>8. Collections Management and Care Core development work to support our business model, managing collections and assessing current practice, processes and systems.</p> <ol style="list-style-type: none"> 1. Management software replacement project – review of products, procurement and implementation of new system 2. Assessment of deposited collections and benchmarking complete for future deposited collections management model 3. Acquisitions Strategy and Policy – Review and diversify our collection 	<p>9.3%</p>	<p>16%</p>	<p>Providing Excellent Services</p>	<p>Evidence base will be the following milestones, updates to be provided in narrative:</p> <ol style="list-style-type: none"> 1. System is procured and operational, staff are trained and supported, Mar 2026 2. Assessment and benchmarking 	<p>Customer experience will improve and valuable collection and data assets will be safeguarded. We will achieve efficiencies in our ways of working and open a new income channel, and support our</p>

<p>policy and develop a new collecting strategy</p> <p>4. Preserving and caring for our collections, through active preservation and conservation treatment programmes.</p>				<p>complete, Dec 2025</p> <p>3. Policy and strategy complete, Mar 2026</p> <p>4. Annual report on programmes, Mar 2026</p>	<p>work to grow and diversify audiences.</p>
<p>9. Buildings and Repositories</p> <p>The ongoing management of our buildings and repositories, working in collaboration with City Surveyor's department. Ongoing work, reviewed quarterly, with project dates below.</p> <ol style="list-style-type: none"> 1. Light touch refurbishment of office spaces 2. Repository management and moves, rationalising storage. 3. The London Archives buildings management and maintenance (local and capital budget). 4. Managing risks associated with archival storage including security, pests, fire, flood and changing environmental conditions. 	<p>37.6%</p> <p>Note – includes central risk and TLA site costs</p>	<p>8%</p>	<p>Vibrant Thriving Destination</p> <p>Providing Excellent Services</p> <p>Flourishing Public Spaces</p> <p>Leading Sustainable Environment</p>	<p>Evidence base will be the following milestones, updates to be provided in narrative:</p> <ol style="list-style-type: none"> 1. Complete by Dec 2025 2. Complete by Dec 2025 3. Quarterly buildings review 4. Quarterly risk 	<p>Conditions in our repositories and buildings will improve, protecting and preserving the City's assets and cultural heritage. Visitors facilities, access and staff spaces will all improve, creating a</p>

<p>5. Review of public facilities and implementation of improvements to ensure that accessibility standards are met and best practice achieved wherever possible, creating public spaces which are welcoming and open to everyone</p> <p>6. Site works including replacement of environmental control chillers and improvement of heating, lighting and sprinkler systems.</p>				<p>management review</p> <p>5. Complete by Mar 2026</p> <p>6. Complete by Mar 2026 (subject to agreement and budget)</p>	<p>welcoming and sustainable environment.</p>
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THE LONDON ARCHIVES 2025/26 BUSINESS PLAN

Our timeline planner of priority workstream activities and milestones



Workstream g : Records Management															
Workstream h : Collections Management															
Workstream i : Buildings and Repositories															

Enablers

The London Archives	
<p>People <i>See the HR for data for your department. State your workforce numbers and demographics State your staff survey score and key actions in your departmental actions plan.</i></p> <p>At 30/09/2024 (source: HR Dashboard, data accuracy unconfirmed)</p> <p>Headcount – 76 FTE – 71 Joiners RYTD – 11 Leavers RYTD – 6 FTE Expire 3 Months – 3</p> <p>Average age – 47 years Average LOS – 15 years</p> <p>Gender Male 46.1%, Female 53.9%</p> <p>Diversity 13.2% Ethnic Minority, 11.8% Disability, 11.8% LGBTQ+</p> <p>Staff Survey Score – 61%</p> <p>Departmental Actions - Department: Town Clerk's Department (DTC Functions)</p> <p>Learning & Development</p> <ul style="list-style-type: none"> To improve the way in which we communicate opportunities and prioritise time for learning To empower individuals to seek out opportunities and build their own plan (in consultation with managers) <p>Workplace attendance - review and introduce measures to improve physical environment</p> <ul style="list-style-type: none"> Work and meeting spaces Fixtures and fittings to improve office décor Departmental get togethers to interact/meet and liaise with work colleagues Cross working at Deputy Town Clerk sites 	<p>Equity, Equality, Diversity and Inclusion <i>List your top 3 priorities in your EEDI action plan / Let's Talk About Racism actions / Tackling Racism taskforce recommendations (as applicable). Specific examples of how you contribute to delivering the COLC Equality Objectives – internally and externally?</i></p> <ol style="list-style-type: none"> 1. Re-examining Collecting Policies to preserve the diversity of London's archives 2. Educating ourselves and staying relevant 3. Developing a workforce and audience that reflects London's diversity <p>Our local EEDI Action Plan includes the following:</p> <ol style="list-style-type: none"> 1. Events Programme – reviewing and refreshing our LGBTQ and disability history programmes, opening 'hidden' parts of the collections to new audiences, reviewing events accessibility. 2. Exhibitions – making a commitment to present content that reflects Londoners today and supporting onsite community exhibitions. 3. Collections – Identifying gaps around underrepresented histories, publishing community content to our digital platforms, addressing offensive or harmful language in the collections, acknowledging legacies of discrimination and colonialism in the collections. 4. Digital – Reflecting London's diverse heritage and communities on the London Picture Archive platform. 5. Projects and Partnerships – Friends of the Huntley Archive, National HIV Story Trust, The Africa Centre, University of London, Conservation for Wellbeing. 6. Public Facilities – Undertaking an access review, providing period care products, augmenting site access information on our website. 7. Training – Internal and external training for all staff supporting understanding of EEDI in relation to our roles, new strategies for internal sharing of EEDI work, developing trauma informed guidelines to support staff and visitors.



Live, Work, Learn, Explore



Finance

State your budget estimate £ and say how it is made up -e.g. local risk, central risk, recharges, CIL, income generation, rates and grants.

The London Archives

- Local Risk = £3,850,000

- Central Risk = £717,000

Total = £4,567,000

Income Target = £391,000

Estimated forecast spend in respect of the priority workstreams

Estimated budget allocation to workstreams (Total estimated budget £4.57M, local and central, ex income target)



Note – spend estimate outlined here has been calculated on rough estimates of staff time allocated to the 12 workstreams above (usually part of their time). Spend on anything other than staff time is dependent on income.

Priorities and plans being considered in the medium term

What Medium Term action is required? (e.g. New legislation, services, projects, automation)	When? 2026/27	When? 2027/28	Is this Funded or Unfunded?
Accommodation Project – confirming and configuring future accommodation for service	✓	✓	Initial scoping work is funded -but substantial project is currently unfunded
Working Space Refurbishment – light touch refurbishments to improve working areas	✓		Funded, although partly dependant on success against income targets.
Collections Management Model Development – implementing new ways of working with depositors including commercial terms	✓		Funded locally, although partly dependant on success against income targets.

Risks

Add all Corporate Risks where your Chief Officer is SRO or joint SRO, and your departmental red risks. Add a narrative if there are themes related to other risks e.g. linked to resources, transformation etc

We do not manage Corporate Risks but have eight risks registered on the corporate risk management platform. The most significant in terms of score (12) is the risk of not confirming future accommodation for the service in the next 2 to 3 years at the latest. The risk of damage or loss to the unique collections we manage has the next highest score and this is subject to expected risks in our context such as fire, flood and pests, but also risks such as contractors working on site and not following site rules. Risks associated with our ability to operate the service, providing access to collections and generating income for example would have a significant impact on our business functions. The remaining registered risks, which score 4 or less relate to people and practice on site, including staff health and safety, work with school groups and building security.

Health & Safety

List up to three priorities for 2025-26

1. Managing risk of fire, theft, pests and flood
2. Managing and making accessible a large public building, including school visits on site
3. Managing our staff accommodation and wellbeing, including off site and drivers

Operational Property

All operational properties have been assessed as utilised, part utilised, or not utilised, and confirmation has been provided to the City Surveyor's Department. **Yes** (if answer is no, explain the reasons for this)



Live, Work, Learn, Explore



City of London Corporation Committee Report

Committee(s): Culture, Heritage and Libraries	Dated: 07/07/2025
Subject: The Monument update 2024/25	Public report: For Information
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.
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 outlines achievements at The Monument to the Great Fire of London between April 2024 and March 2025, including information on visitor numbers, income achieved and other initiatives which contribute to Corporate outcomes.

Recommendation(s)

Members are asked to:

- Note the contents of the report.

Main Report

Background

1. The Monument to the Great Fire of London (The Monument) is a Grade I listed building (1950) and scheduled monument (1951), the governance, asset management and operation of which is the responsibility of the City of London Corporation, with Member oversight provided by the Culture, Heritage & Libraries (CHL) Committee.
2. Throughout 2024/25, and pending a decision about its medium to long-term future, the day-to-day operation of The Monument was undertaken by the Tower Bridge team within City Bridge Foundation (CBF), with officers from the Natural Environment Division (NED) acting as the client team and City Surveyor's Department providing asset maintenance.
3. In 2024/25, the staffing budget of £265k was met by a City's Estate budget held by the Environment Department. This is apportioned in part across 93 posts at Tower Bridge (equivalent to 5.7 FTE posts), including management, security, learning, technical and welcome host staff. It also accounted for a proportion of the salary costs of two Natural Environment officers, acting as the client team.

Current Position

4. Between 1 April 2024 and 31 March 2025, The Monument was advertised as open to the public daily, 9.30am – 1pm and 2 – 6pm, with the exception of the annual three-days closed over the Christmas period. It was, however, unable to open on a further 38 days due to staffing issues.
5. During that time a total of 102,966 people visited The Monument, generating total income of £367k (£352k from admissions and £15k from sales). This represents a 2.8% increase on the number of visitors in 2023/24 (100,123) and an 8% decrease on income (down from £401k) from admissions and sales in the previous year.
6. In 2024/25 therefore, The Monument achieved a c.60% recovery in visitor numbers compared to the 169,367 recorded in 2019/20, the last (almost) full year prior to the pandemic. The Association of Leading Visitor Attractions (ALVA) have reported an average 3.4% growth in visitors in 2024 and a 91% recovery.
7. Following concerns raised by Members about the number of days in 2023/24 on which The Monument was forced to close to the public due to shortages of staff, the Tower Bridge team took steps to ensure a more resilient staffing model for The Monument. As a result, the number of full days on which The Monument has had to close due to staffing shortages has reduced from 85 in 2023/24 to 38 days in 2024/25.
8. Admissions charges to The Monument were last changed in 2023/24, when a £6 adult, £4.50 concession, and £3 child aged 5 – 15 charging structure was introduced. This coincided with a new three-year agreement with Go City who operate the London Pass scheme. Under this agreement £2.52 / adult and £1.26 / child is paid to the operator for anyone showing a valid pass at the point of entry. In 2024/25, 3,588 adults and 641 children visited The Monument using a

London Pass.

9. The Monument is theoretically capable of receiving up to 740 visits / day, when assuming: opening hours of 7.5 hours / day; 33 people at any one-time due to safety restrictions; and a c. 20-minute visit duration. However, this has never been achieved, even pre-pandemic, and is not desirable as it would place a great strain on the historic fabric of the building. In 2024/25, an average of 318 people / day visited The Monument. If the Monument had been open on all 362 days as advertised and maintained this average, visitor numbers would have exceeded 115k and income achieved would be c.£410k. It is notable that this would still not have been sufficient to achieve the 2024/25 local risk net income budget for The Monument.
10. Increasing admission prices is a future option but would be limited by visitor appetite and the perceived value of the experience. The current agreement with Go City is in place until March 2026, providing an opportunity to review, recommend and approve admission prices for The Monument for 2026/27 onwards. This could be done in the context of other City Corporation heritage and visitor attractions within the London Pass scheme, which include Tower Bridge, Guildhall Art Gallery, Keats House, along with independent attractions such as St. Paul's Cathedral and Dr. Johnson's House.
11. The Monument continues to be a popular destination for teacher-led school group visits, as it is studied at Key Stage 1 and Key Stage 2. Since September 2023, the Tower Bridge team have introduced an advance booking system for schools, allowing them to admit pre-booked school groups even when The Monument may have to close to the public due to unplanned absences. The number of school students visiting in pre-booked school groups from April 2024 to March 2025 was 2,591, who were accompanied by 493 adults. Advance school group bookings for the 2025 summer term are quieter, but this follows a predictable trend as the Great Fire of London is usually studied in the autumn and spring terms. Good levels of bookings are predicted for Autumn 2025 and are likely to be arranged by teachers later in the summer.
12. The Monument supported The Lord Mayor's Connect to Prosper initiative, by hosting a series of vibration experiments looking at the viability of The Monument as a telescope, with the findings celebrated through an event at Guildhall on 31 October 2024.
13. The Heritage Estate Section within City Surveyors have completed a Conservation Management Plan (CMP) for The Monument. The new CMP is recommended as a resource to guide maintenance and management decisions and is presented as a separate paper for endorsement by your Committee.
14. Officers have modelled an operational budget for The Monument in 2025/26 within the allocated local risk resource base of £216k net income. However, to achieve this an 'unidentified savings' line of £195k exists within the local risk budget for The Monument after accounting for projected income of £365k for The Monument in 2025/26. If this is not met by an increase in the resource base or additional income, there will be a corresponding budget shortfall in 2025/26,

which, at present, will impact on the Executive Director Environment's City's Estate local risk budgets.

15. As approved by your Committee on 04/11/2024, officers continue to negotiate with the potential developer of an adjacent site with the aim of providing an enhanced visitor offer and sustainable operation of The Monument in three to five years' time.
16. Officers continue to explore alternative governance and operating models for The Monument but the presentation of options to Members is contingent on a number of wider issues, including, but not limited to CBF's Tower Bridge Long Term Development Plan (Tower Bridge in Motion), and the consultation on and any recommendations or decisions arising from the City Corporation's new Cultural Strategy.

Options

17. Options for the future governance and operations of The Monument are expected to be presented to this Committee.

Proposals

18. Members are asked to note the contents of this report.

Key Data

19. Please see Appendices 1 & 2.

Corporate & Strategic Implications

Strategic implications – Achievements at The Monument support Corporate Plan outcomes: Diverse Engaged Communities; Vibrant Thriving Destination; Flourishing Public Spaces; and Providing Excellent Services. They also support the emerging Cultural Strategy and The Monument's contribution to KPIs for visitors to heritage attractions and asset management targets.

Financial implications – the inability of The Monument to meet its net income budget impacts at present on the Executive Director Environment's City's Estate local risk budgets.

Resource implication – None arising from this update.

Legal implications – None arising from this update.

Risk implications - The proactive management of risk, including the reporting process to Members, demonstrates that the department is adhering to the requirements of the City of London Corporation's Risk Management Framework. 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.

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.

Operational risks at The Monument are currently managed by TB / CBF and reported to the NE client team / other relevant Departments.

Equalities implications – None arising from this update.

Climate implications – None arising from this update.

Security implications – None arising from this update.

Conclusion

The Monument is open to the public and continues to be a popular visitor attraction and a focus for school visits.

Despite the positive steps taken, it still has to close on occasions when there are insufficient trained staff to ensure it can safely open to the public. As a result of this and other factors, it has yet to recover to pre-pandemic levels of visitors or income and is not currently able to meet its net resource base budget.

The Monument therefore showed an overspend on its local risk budget for 2024/25, which was a pressure on the Environment Department's / Natural Environment Division's local risk budgets. The department was underspent overall for 2024/25 after accounting for the overspend on The Monument's local risk budget.

The Monument's ability to meet its strategic outcomes is contingent on resolving its future governance, operations and resource base.

Appendices

- Appendix 1: Key data for The Monument 2019/20 & 2022/23 - 2025/26
- Appendix 2: Monthly breakdown of visitors to The Monument, 2023/24 & 2024/25.

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Appendix 1: Key data for The Monument, 2019/20 (for pre-pandemic comparison) & 2022/23 – 2025/26

	2019/20		2022/23	2023/24	2024/25 actual [budget]	2025/26 budget
Visitor Numbers:	169,367		92,899	100,123	102,966	110,000
Total Income:	548,495		346,356	400,660	366,666 [551,000]	365,000
Operating costs:						
Employees	315,270		236,626	258,906	263,230 [267,000]	265,000
Premises	44,810		52,458	37,212	38,398 [35,000]	40,000
Transport	0		7	19	77 [1,000]	1,000
Supplies & services	48,326		15,317	45,572	12,698 [38,000]	38,000
Total costs:	408,406		304,408	341,708	314,402 [341,000]	344,000
Operating profit:	140,088		41,948	58,952	52,264 [210,000]	21,000
Net income budget:	218,000		205,000	196,000	[210,000]	216,000
Overspend:	77,912		163,052	137,048	157,736 [0]	195,000

n.b. Financial data included in the table refer to local risk items only and exclude recharges and repairs and maintenance budgets managed by the City Surveyor.

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Appendix 2: Monthly break down comparison for visitors to The Monument, 2023/24 & 2024/25.

Month	Visitors	Days Closed		Month	Visitors	Days Closed
Apr-23	13,239	7		Apr-24	8,219	9
May-23	7,410	9		May-24	8,873	7
Jun-23	7,448	4		Jun-24	6,720	4
Jul-23	10,341	4		Jul-24	8,962	3
Aug-23	15,079	2		Aug-24	12,393	1
Sep-23	5,212	5		Sep-24	6,611	3
Oct-23	9,074	8		Oct-24	12,086	1
Nov-23	2,973	17		Nov-24	7,550	2
Dec-23	3,088	15*		Dec-24	6,767	5*
Jan-24	4,806	12		Jan-25	6,498	2
Feb-24	12,804	0		Feb-25	9,867	2
Mar-24	8,649	5		Mar-25	8,420	2
2023/24	100,123	88*		2024/25	102,966	41*

* Includes three scheduled days, 24-26 December inclusive.

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City of London Corporation Committee Report

Committee(s): Culture, Heritage and Libraries	Dated: 07/07/2025
Subject: The Monument Conservation Management Plan	Public report: For 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
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 presents a Conservation Management Plan for The Monument to the Great Fire of London. The Monument Conservation Management Plan provides guidance to aid long-term decision making about the conservation and management of The Monument, which is a grade I listed building and scheduled monument.

Recommendation(s)

Members are asked to:

- **Endorse** The Monument's Conservation Management Plan as a resource to guide maintenance and management decisions.

Main Report

Background

1. The Monument to the Great Fire of London (The Monument) is a Grade I listed building (1950) and scheduled monument (1951), the governance, asset management and operation of which is the responsibility of the City of London Corporation, with Member oversight provided by the Culture, Heritage & Libraries (CHL) Committee.
2. The Monument has the highest significance in terms of its historical, aesthetic and communal value. It was commissioned by King Charles II to commemorate the Great Fire of London, the most famous disaster in London's history. It was

designed by Christopher Wren and Robert Hooke and was constructed between 1671 to 1677. It survives remarkably intact and its early use as a public viewing gallery continues, giving it communal value derived from the impression received by its visitors.

3. The Monument is maintained as a heritage asset by the City Surveyor's Department, with the previous Conservation Management Plan (CMP) dating from 2016. The production of a new CMP was overseen by the Heritage Estate Section (City Surveyor's Department). The Heritage Estate Section is responsible for CMPs for the CoLC's heritage assets. Other CMPs currently in production include the Mansion House and the Queen Elizabeth Hunting Lodge.
4. The aim of producing the CMP is to provide guidance to aid long-term decision making about the conservation and management of The Monument. It is envisaged to be primarily an internal document, which will benefit those involved with managing the site.
5. Julian Harrap Architects were commissioned to prepare a CMP review for The Monument in consultation with colleagues from the Environment and City Surveyor's Departments, City Bridge Foundation and Historic England as the key external stakeholder. This report outlines the new CMP prepared by Julian Harrap Architects, which incorporates recommendations for the future maintenance, management and operation of The Monument.

Current Position

6. The purpose of the CMP is to:
 - a. Act as a convenient and accessible repository of information about the site's history and development;
 - b. Provide a balanced assessment of the heritage significance of the site which will underpin future decisions about change;
 - c. Develop a consensus amongst stakeholders about the significance of the site;
 - d. Guide the future conservation, management and maintenance of the site;
 - e. Provide guidance for the management team;
 - f. Suggest actions and projects that the City of London could take forward to meet its vision for the site; and
 - g. Help to clarify consent procedures for works to the listed building and immediate surrounds.
7. The CMP assesses the issues, opportunities and policies under twelve key headings: Purpose and Approach; Approach and Adoption; Repairs and New Works; Maintenance; Management and Staffing; Access and Visitor Experience; Events; Health and Safety; Services; Sustainability; Records Management; and Interpretation.
8. Volume 1 of the CMP sets out the site's history and chronological development (in Section 2). Section 3 assesses what is significant about The Monument in heritage terms of its historic, aesthetic, communal and setting values. Section 4 identifies

the Issues and Opportunities associated with the building and its immediate setting and which underpin the Conservation Policies. Section 5 contains an Action Plan with the summary of the key activities, associated urgency and costs.

9. Volume 2 consists of the Quinquennial Condition Survey (including brief assessment of the nearby Pavilion) and Structural Survey. It found that The Monument is generally in good condition, except for some identified cracking in the viewing platform and stone steps that requires a programme of regular monitoring to better understand the causes. This programme has already been put in place.
10. Volume 3 includes the Management and Maintenance Plan (MMP) which provides a robust framework for the ongoing management and maintenance on a day-to-day basis for The Monument.
11. Volume 4 compiles the most relevant literature and reports.

Further Work

12. The document lists 48 'policies', including several that recommend the further investigation of proposals to enhance appearance and visitor experience. These would be subject to consultation with the relevant stakeholders and applications to the appropriate programme for the required funding and resources.
13. Within the CMP there is an Action Plan. Once the CMP is adopted, officers will focus on prioritising these actions and, together with the identified MMP activities, will build a sustainable funding strategy to sit alongside the plan to facilitate its long-term implementation.

Proposals

14. Members are asked to endorse the contents of this report.

Key Data

15. Please see Appendix 1 - 4.

Corporate & Strategic Implications

16. Strategic implications – The Monument CMP supports Corporate Plan outcomes: Diverse Engaged Communities; Vibrant Thriving Destination; Flourishing Public Spaces; and Providing Excellent Services. It will also support the emerging Cultural Strategy and helps The Monument's contribution to KPIs for visitors to heritage attractions and asset management targets.
17. Financial implications – there are no additional financial requirements arising directly from this report.

18. Resource implications – the maintenance of The Monument is met from City Surveyor's budgets and its operation is currently met from a local risk budget currently held by the Environment Department.
19. Legal implications – the Monument is dual-designated as a listed building and Scheduled Monument. As the older legislation, only Scheduled Monument Consent (SMC) is required for works and not Listed Building Consent (LBC). Additionally, Planning Permission may be required for external works such as changes / additions of lighting and signage etc to the Monument.
20. Risk implications – The Monument Conservation Management Plan considers and provides options to mitigate risks which could have an impact on the achievement of business and strategic objectives. This supports the management of risks, which are identified, assessed and managed through the Corporate Risk Management Framework.
21. Equalities implications – The Monument CMP identifies access and equalities issues, therefore supporting compliance with the Equality Act 2010.
22. Climate implications – sustainable management and maintenance of The Monument has been considered within the CMP.
23. Security implications – security issues have been considered within the CMP.

Conclusion

24. The Monument is generally in good condition and the Conservation Management Plan and incorporated Management & Maintenance Plan (Appendix 3) will help guide the maintenance of, and future decision making for, this important heritage asset for the foreseeable future.

Appendices

- Appendix 1: The Monument CMP vol 1 - Conservation Plan.
- Appendix 2: The Monument CMP vol 2 - Quinquennial Inspection Survey.
- Appendix 3: The Monument CMP vol 3 - Management & Maintenance Plan.
- Appendix 4: The Monument CMP vol 4 – Appendices.

Rob Shakespeare

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Committee(s)	Dated:
Culture, Heritage and Libraries	7 th July 2025
Subject: Revenue Outturn – 2024/25	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1-4, 7-12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Chamberlain Deputy Town Clerk Executive Director of Community and Children's Services Report Author: Mark Jarvis, Head of Finance, Chamberlain's Department Declan Greaves – Finance Business Partner, Chamberlain's Department	For Information

Summary

This report compares the revenue outturn for the services overseen by your Committee in 2024-25 with the final budget for the year. It also details the carry forward requests which are yet to be approved.

The outturn presented in this report are for the services summarised below:

- i) **Deputy Town Clerk** – The London Archives, Culture, Guildhall Library & CHL Central Management.
- ii) **Executive Director of Children's & Community Services** – Barbican and Artizan Street Libraries.
- iii) **Executive Director of Environment** - Monument & Keats House.
- iv) **City Surveyors** - Lower Thames Street, Mayoralty & Shrievalty.

Overall total net expenditure during the year was £23.611m whereas the budget was £23.362m representing an overspend of £0.249m on all risks as summarised below. The local risk overspend was £0.047m.

	Final Agreed Budget 24/25 £000's	Revenue Outturn 24/25 £000's	Variance (Worse)/Better against Final Budget
Chief Officer			
City Surveyor	(0.206)	(0.218)	(0.012)
Deputy Town Clerk	(18.655)	(18.536)	0.119
Director Of Community and Children's Services	(3.936)	(4.066)	(0.129)
Executive Director Environment	(0.565)	(0.791)	(0.226)
Net Expenditure	(23.362)	(23.611)	(0.249)

Expenditure and unfavourable variances are presented in brackets.

The overall outturn represented an overspend of £0.332m comprising of variations across several service areas detailed in paragraphs 3 & 4 of this report. The main variations are:

- **Executive Director of Community & Children's services- overspend of £0.129m** – Driven largely by an overspend of £0.109m related to repairs and maintenance.
- **Deputy Town Clerk – underspend of £0.119m** - Following the Destination City review in 24/25, the Culture team went through a restructure, moving from IG to Town Clerk's Department under the Head of Profession for Culture. Through this transition, some staffing vacancies have been carried.
- **Executive Director of Environment – overspend of £0.226m** – overspend predominately due to income shortfalls at Monument £0.184m and net overspend on City Surveyors CWP £0.090m.
- **City Surveyor – overspend of £0.012m.**

Recommendations

Members are asked to note the:

- Revenue outturn for 2024/25 shows an overall adverse variance to final budget of £0.249m; and
- Yet to be agreed carry forward requests of local risk budgets of £0.057m to 2025/26 which relates to Destination City within the Deputy Town Clerk.

In Report

Budget Position for 2024-25

1. The 2024-25 budget for the services overseen by your Committee was £23.362m.

Revenue Outturn for 2024-25

2. As indicated in the table in the summary, actual net expenditure for your Committee's services during 2024-25 totalled £23.611m compared to a budget of £23.362m, resulting in an overspend of £0.249m. A comparison of the final

budget with the revenue outturn by Chief Officer is shown in the Summary and is analysed by risk in the table below.

Summary of Outturn by Chief Officer and Risk	Final Agreed Budget 24/25 £000's	Revenue Outturn 24/25 £000's	Variance (Worse)/Better against Final Budget
Local Risk			
City Surveyor	(0.057)	(0.063)	(0.006)
Deputy Town Clerk	(5.719)	(5.544)	0.175
Director Of Community and Children's Services	(2.752)	(2.715)	0.037
Executive Director Environment	(0.003)	(0.161)	(0.158)
Total Local Risk	(8.531)	(8.484)	(0.047)
Central Risk			
City Surveyor	(0.006)	(0.006)	0.000
Deputy Town Clerk	(6.807)	(6.961)	(0.154)
Director Of Community and Children's Services	(0.283)	(0.277)	0.006
Executive Director Environment	(0.022)	(0.008)	0.014
Total Central Risk	(7.118)	(7.252)	(0.134)
Cyclical Works Programme	(1.121)	(1.397)	(0.246)
Capital and Support Services	(6.592)	(6.489)	0.103
Committee Total	(23.362)	(23.611)	(0.249)

Expenditure and unfavourable variances are presented in brackets.

3. The main reasons for the variation in the **local risk budgets** are:

- i. **The Deputy Town Clerk – £0.175m underspend** – Driven predominantly by staffing underspends due to natural staff attrition across Destination City and income exceeding budgeted income targets.
- ii. **Executive Director of Community & Children's Services - £0.037m underspend** – Driven by an underspend in staffing due to vacancies in Barbican & Lending Libraries establishment.
- iii. **Executive Director of Environment - £0.158m overspend** – Mainly due to income targets not being achieved. £0.367m in admissions fees and sales against a target of £0.551m.

4. The main reasons for the variation to the **central risk budgets** are:

- i. **The Deputy Town Clerk - £0.154m overspend** – The driver behind the increased expenditure is business rates and rental cost increases in The London Archives (£0.076m). Employee costs within Destination City also added to this but was recognised and balanced against an underspend on staff costs within services local risk budgets. As of 1 Oct 2024, the Destination City team transferred to the Head Profession for Culture and this year was a transition to implement the recommendations from the Martin Review.

Carry Forwards to 2025-26

5. There are local risk budget carry forward requests to the total of £0.057m and are all in relation to Destination City. Details of the Carry Forwards are set out in Appendix 1.

Year-end position and financial pressure in 2025/26

6. Looking forward to 2025/26
 - The London Archives and Guildhall Library inflationary pressures to central risk non-staffing budgets: The London Archives is forecasting a £0.200m pressure on central risk budgets due to Rents and Rates costs.

Appendices

- Appendix 1 – Proposed Carry Forwards to 2025/26

Contact:

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Declan Greaves

Finance Business Partner

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Appendices

- Appendix 1

PROPOSED CARRY FORWARD			
Fund	Division of Service	Purpose	Amount £'000
City Fund	DBV90 Visitor Services and City Information Centre	As part of developing the Culture Strategy, there is a complimentary piece of work in relation to understand our audience and identifying opportunities in the GHL. The contract was ready to go in March 25 and provider was identified considering their previous engagement on preliminary work so we were limited on finding a consultant with the right background skillset. However, due to prior commitments, the consultant was unable to start the work when planned and this work was delayed.	£15,000
City Fund	DBV40 Guildhall Art Gallery	Budget is requested for the development of our public facing brand identity and digital channels (the CityofLDN website). This work was planned for after the Destination Review. However, there was an additional requirement to work with external organisations such as the NLA, to streamline various COL funding arrangements. This work has now taken place so the work that was originally planned can now commence.	£30,100
City Fund	DBV40 Guildhall Art Gallery	<p>The Beckford and Cass Statue plaques launch event (Revealing the City's Past) was due to take place 30 September 2024. However, the event had to be postponed whilst the online content went through governance to be approved by Members. The external team had not factored this into the timetable.</p> <p>The event is now planned on 30 June 2025, with the budget covering catering, speakers fees, AV equipment hire, photographer, security, cleaning, etc. The carry forward request to enables some of the delayed event costs to be covered without further impact on Gallery budget.</p>	£11,900
Total			£57,000

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Committee(s): Culture, Heritage and Libraries – For Decision	Dated: 07/07/2025
Subject: City Arts Initiative – Recommendations to the Committee	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	<ul style="list-style-type: none"> • Vibrant Thriving Destination • Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of: Gregory Moore, Deputy Town Clerk	<ul style="list-style-type: none"> • For Decision – Butterfly for Tea, St Magnus House Artworks • For Information - Peggy Jones Statue, City Views Project
Report author: <ul style="list-style-type: none"> • Emma Markiewicz, Head of Profession for Culture • Joanna Parker, Principal Planning Officer, Environment 	

Summary

This report presents the recommendations of the City Arts Initiative (CAI) which met on 12 June 2025. At this meeting CAI considered the following proposals:

1. Butterfly for Tea (for decision)
2. St Magnus House – Chronos Artworks (for decision)
3. Peggy Jones Statue (for information)
4. City Views Project (for information)

Recommendation(s)

CAI recommends that members of the Culture, Heritage and Libraries Committee do not support:

1. **Butterfly for Tea:** A proposal for a seated bronze sculpture of a gentleman drinking tea.

CAI recommends that members of the Culture, Heritage and Libraries Committee support:

2. **St Magnus House Artworks:** The designs for Chronos at St Magnus House, noting CAI feedback on the public art planning condition.

CAI recommends that members of the Culture, Heritage and Libraries Committee are informed on the following:

3. **Peggy Jones Statue:** The initial designs and plans for a bronze statue commemorating the local mudlarker Peggy Jones. Noting that this will be brought back to the committee when location and designs are finalised.
4. **City Views Project:** The designs for wayfinding sculptures commissioned by City of London Corporation and the Eastern Cluster Bid which map the City's public rooftops.

Main Report

Background

1. The CAI met on 12 June 2025 to review the proposals outlined below. CAI is a group made up of City Corporation Officers, external arts experts and City of London Members.
2. At the Culture, Heritage and Libraries Committee meeting on 20 May 2024, Members approved the CAI's recommendations on the delegated authority criteria for CAI applications. Items 1 and 2 require referral to the CHL Committee for a decision and item 3 will be brought back to the CHL Committee. Item 4 has been included for information to provide members with an update on CAI feedback on the City Views public realm project.
3. Members should note that the CAI process will be reviewed in line with the forthcoming Cultural Strategy to further improve the delivery of public art in the City and ensure greater cross-collaboration with other key corporation departments.
4. Further background information is available in appendices below. Full details of all the applications to the CAI are available on request from the Cultural Policy & Partnerships Officer (katie.whitbourn@cityoflondon.gov.uk).

Proposals

Butterfly for Tea (for decision)

5. The CAI panel received an application for 'Butterfly for Tea' from the artist Richard Neergaard. The proposal is for a bronze seated sculpture of a gentleman drinking tea to be placed at Paternoster Square or Festival Gardens for a period of 12 months from October 2025.
6. The proposed potential locations are on City of London Highways and City Walkway. These would require planning permission, and an application has not been submitted.
7. The artwork, installation and maintenance costs would all be self-funded by the artist.

8. The artwork would be an interactive piece designed to attract tourists for photo opportunities and connect them to the heritage of London, in this instance Saville Row tailors. Artwork designs can be viewed in appendix 1.
9. The CAI panel noted that the aesthetic and narrative of the piece is not contextually appropriate for the City of London, noting Saville Row is based in Westminster. The proposed locations are of high townscape value with historic connections to the Cathedral and partly within the St Paul's conservation area.
10. The panel members also noted potential negative connotations of the tea element and possible connections to the City of London's colonial history and the tea trade. The panel also noted a desire for something more contemporary which reflected a broader audience.
11. In terms of the proposed locations, CAI noted that both Paternoster Square and Festival Gardens are significant and popular locations in the City which already host artworks and activations and therefore would not be able to host this artwork.
12. The panel were unanimously not in support of the application and have recommended the applicant pursues other London locations which are more contextually appropriate.

St Magnus House Artwork (for decision)

1. At the CAI meeting on 12 June 2025, CAI reviewed the public art planning condition for a permanent artwork to be installed at St Magnus House on 3 Lower Thames Street. The public art wall at Fresh Wharf presents a significant opportunity to make a lasting visual impact. It is in a prominent location on private land which can be viewed by passersby from across the Thames along London Bridge.
2. The artist, George Henry Longly, a renowned London based artist, has been commissioned directly by Buckley Gray Yeoman and Shoreditch Arts.
3. The artwork Chronos fuses historic architectural references with a contemporary aesthetic. The primary material used in the artwork is marble which are integrated with metal inlays and engravings to add a playful element to the piece to engage the public. Further information about the designs can be found in appendix 2.
4. The CAI have provided feedback on the artwork planning condition including a request for more information about what will be happening at ground level and to review the heights of the mirror balls to ensure there would be no obstruction to the public. The panel also noted that there could be an opportunity to engage with the Royal Society for Blind Children which is situated close by, due to the tactile and interactive nature of the piece.

5. The CAI panel has also requested further information on maintenance responsibility as well as information around interpretation and engagement.
6. Subject to the clarification of the matters raised the panel were supportive and would recommend the panel supports the application. Overall, the dynamic style of the proposals was considered to be compatible to the modernist Richard Seifert Building and the mirrors and granite were reflective of materiality of the overall building.

Peggy Jones Statue (for information)

7. On 12th June 2025, the CAI reviewed the initial plans for a permanent life and a quarter sized bronze statue of the early 19th century mudlark and City local Peggy Jones (c.1765-1805), who scavenged for coal on the foreshore of the River Thames at Blackfriars as her only means of economic survival.
8. The story of Peggy Jones has been revived in the recent decades by modern London mudlarks. The applicant, Lara Maiklem (an acclaimed mudlarking author) notes that her determination to survive in desperate circumstances made her a local legend during her lifetime, she is emblematic of the millions of mostly anonymous people who built the City through hard work and sacrifice. There are relatively few statues of women in London and even fewer which honour the ordinary working poor.
9. The applicant has been working with British life sculptor Denise Dutton who is known for the crowd funded statues of Mary Anning and Annie Kenney. The design would incorporate representations of archaeological artifacts recovered from the Thames foreshore. Specialist architecture firm Renzio & del Renzio (who installed Anthony Gormley's 'Another Time' in Margate) have been lined up to assist with planning and installation. Initial design details can be viewed in appendix 3.
10. The aim is to fund the project through crowdfunding and grants, with the vision that the statue should be funded by the people and not by a single business or donor. This will be done via publicity and a social media campaign. Lara Maiklem has over 350k highly engaged social-media followers and has already garnered support for the statue.
11. The proposed location is east of Blackfriars Bridge on the north bank of the Thames. The intention would be to place the statue as close to the river wall as possible to emphasise Peggy Jones' connection to the river, since it is where she worked and died.
12. The City Arts Initiative panel and Highways team have advised the applicant about the constraints of this location in terms of weight restrictions and pedestrian flow. Furthermore, they have advised that the Thames Tideway project will be opening in that location later this year and the site will not be available. The applicant is now seeking potential alternative river-based

locations supported by City of London officers and will come back to both the CAI panel and the Committee once this has been secured.

13. It is not expected that the installation of the statue would take place until 2027-28 to allow time for a location to be confirmed, crowdfunding, design and manufacturing.
14. The City Arts Initiative advised the applicant that they need to provide a maintenance plan as to how the statue will be maintained as well as who will be responsible.
15. The CAI also requested more detail about the communications and engagement strategy for the project including how Peggy Jones' story would be shared and potential educational opportunities for the wider public.
16. The CAI unanimously supported this proposal, considering it to be of high artistic merit with a unique narrative compared to other statues which exist in the City. The proposal has been brought to committee for information to seek member views at this initial stage and will be brought back for approval when final details have been confirmed.

City Views Project (for information)

17. On the 12th June, CAI reviewed the plans for the City Views wayfinding trail by architects Bamidele, Farouk & Livia with Red Collective who were commissioned by Eastern City BID and the City Corporation after a design competition run by London Festival of Architecture.
18. The wayfinding trail connects four public viewing galleries, including The Garden at 120, Horizon 22, The Lookout and The Sky Garden. It aims to enhance the visibility of the four viewing platforms at street level and highlight that they are free for public access. The CAI acknowledged the importance of the award-winning free viewing terraces negotiated through planning which are now central to City placemaking.
19. A key part of the project is the inclusion of seating in the designs which are placed around pillars which have changeable panels with text and patterns which include directions to the different viewing platforms. Further details on the designs can be found in appendix 3.
20. The project is due to be installed for a period of 12 months from late July and will be reviewed to ensure the quality of the structures are maintained. The City Corporation will be responsible for the maintenance. It has been confirmed that planning permission will not be required due to the undercroft locations.
21. The CAI have requested further information on the dimensions of the structures and how they will impact pedestrian flow as well as further detail

on the height of the structures and the readability/content of the signage elements. The CAI highlighted accessibility as an important consideration and asked if there would be a QR code included for alternative interpretation.

22. The CAI also agreed that ongoing monitoring and evaluation would be important for this project so the impact on the City's rooftops and success of the wayfinding project could be measured. The CAI have requested more information on how this data will be collected.

23. The CAI considered this was a wayfinding and seating project rather than public art. This is being shared with the committee as a record of CAI feedback. The panel were concerned about some of the deficiencies of this EC BID/Corporation installation and that there is limited control as the installations are outside of the need for planning. To maintain some level of scrutiny the CAI have requested further information on legibility, access and maintenance. In addition, CAI have requested there is an update on the success of the project in 6 months post installation.

Strategic implications

24. Financial implications – Funding for CAI projects/installations are all fully funded. Funding for the City Views Project has been funded partly through the City's Community Infrastructure Levy Fund.

25. Resource implications – Apart from officer time handling enquiries, providing applicant support and managing the installations, there are no resource implications other than where specifically noted.

26. Legal implications – No legal implications have been identified.

27. Risk implications – No risk implications have been identified.

28. Health & Safety implications – The City Arts Initiative has Health and Safety representation on the panel and is consulted with further where necessary. The RAMs for specific projects will also be reviewed by planning and Highways teams if these permissions are required.

29. Equalities implications – The City Arts Initiative has an access officer present on the panel, and the panel reviews applications in terms of accessibility and inclusivity. The panel's access officer noted the potential opportunity for the Chronos artwork to interact with the nearby Royal Society for Blind Children.

30. Climate implications – No climate implications have been identified.

31. Security implications – No security implications have been identified.

Conclusion

32. This report summarises the discussions of the City Arts Initiative. It presents recommendations in relation to the public art applications considered on 12 June 2025.

Appendices (in separate pack or via this link: [CAI](#))

- Appendix 1 – Butterfly for Tea Proposal Design
- Appendix 2 – St Magnus House – Chronos Artwork
- Appendix 3 – Peggy Jones Statue Designs
- Appendix 4 – City Views Plans

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Committee(s): Culture, Heritage and Libraries – For Information	Dated: 7 July 2025
Subject: Developing the Cultural Strategy – Progress update April to May 2025	Public report: For Information
This proposal: <ul style="list-style-type: none"> • Delivers on Corporate Plan 2024-29 outcomes 	<ul style="list-style-type: none"> • 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?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Gregory Moore, Deputy Town Clerk
Report author:	Emma Markiewicz, Head of Profession (Culture) Omkar Chana, Interim Culture Director

Summary

This report provides an update on activity between April and May 2025 on the development of the Cultural Strategy and outlines next immediate steps.

Recommendation(s)

Members are asked to receive the content of this report for information.

Main Report

Background

1. In May 2025, Members of Culture, Heritage and Libraries Committee (CHL) received an [update report](#) on Cultural Strategy progress between February and April 2025. The report also contained a forward look on the development process to the launch of the strategy in early 2026.

Current Position

2. This report provides an update on continued activity between April and May 2025 as outlined in the forward look. Focusing on the delivery of the Consultation Plan. A detailed Consultations Findings Report is available in Appendix 1.
3. Consultation and stakeholder engagement started in March. With a strong and inclusive process at the core of the work to capture insights from those who engage with culture in the City. Gathering input from a diverse range of voices, ensuring the strategy is co-created with the people and organisations it will serve. It has been designed to be accessible, engaging and representative, using a combination of creative engagement, structured dialogue and collaborative workshops.
4. Activity to date includes engaging with:
 - 178 participants through 10 themed focus groups
 - 741 responses to a public survey
 - 19 stakeholder conversations at a City, London and National level
 - 40 City residents and community members taking part in creative workshops
 - 45 street life interviews with the public
 - Culture City Question Time with 100 residents.
5. The outcome of this work is detailed below.

Public Creative Consultation

6. Creative consultation with the public in the form of two artist residencies (creative workshops and street life interviews) in the City to 'meet people where they are' and engage in conversation to provide a qualitative snapshot of perceptions of the City cultural provision and aspirations. Findings and results to come.

Public Cultural Strategy Survey

7. A public Cultural Strategy Survey with 741 responses. This short, light touch survey asked 13 questions providing quantitative and qualitative details of respondent's demographics; affiliation to the City; current levels of engagement in cultural activity in the City; feelings about the current City identity and cultural offer; and preferences for future cultural activity.
8. The survey was distributed through City Corporation and partner digital channels and networks of 500k+ subscribers including the Corporation's Corporate and visitor facing channels, City resident channels (newsletters, WhatsApp, City Living), City business networks (City Belonging/BIDS/SBREC/CHARN), and pan London partners (London and Partners). Printed copies distributed to City venues and attractions (CIC, Guildhall Art Gallery, City Libraries, community centres, housing estates etc).

9. Details of who responded to the survey including City affiliation, age, gender, ethnicity and cultural attitudes and where the survey was distributed can be found Appendix 1.

10. From respondent's answers a summary of learnings has been developed:

- **Frequency of engagement** – 55% engaged in cultural activity in the City at least once per month suggesting high frequency of engagement.
- **Current cultural experiences** – Exhibitions (71% of respondents), Theatre/Ballet/Opera (53%), Film (46%) and Live Music (45%) were the most common artforms people access in the City.
- **What people want more of** – Live Music (53%), Exhibitions (50%), Theatre/Ballet/Opera (48%), Arts Festivals (45%) and Literature Events (35%) were the most common artforms requested.
- **Gaps in provision** – A comparison between the cultural activities people said they access in the City and the activities they'd like to see suggests the biggest gaps in current provision are live music, street art events, comedy and fashion events.
- **Barriers to access** – Lack of awareness (51%), Timing (45%) and Cost (36%) were the most common stated barriers to engaging in culture in the City.
- **Importance of culture** – 57% of respondents agreed culture is very important to the identity of the City. 52% also agreed culture is very important to the economic future of the City.
- **Identity of the City** – Words associated with the City reflected a strong lean towards history, heritage and tradition. Terms like corporate, business and finance highlight the central role of commerce to the City's identity. Barbican was a common response emphasising its central cultural role. Common negative associations included expensive/elitist/exclusive; confused/unclear; hidden; and dull/boring/staid. More positive terms included diverse/varied; rich; interesting; and vibrant.

11. The Consultation Findings Report in Appendix 1 breaks down the results and learnings in more detail for City workers, residents and visitors.

12. Providing a set of key takeaways from the survey results:

- **Culture Matters** – People in the City place a high value on culture in their lives and sense of identity.
- **Tapestry of Audiences** – Despite being united by a high interest in culture, there is no single audience type for culture in the City. The cultural identity of the City needs to be fluid enough to allow it to be many things for many people.
- **Generational shifts** – Age appears to be a defining factor of cultural attitudes within City audiences. It will be important to ensure the City's cultural offer evolves to cater for these shifting tastes.

- **Communicating with audiences** – The main barrier for audiences appears to be knowing what is going on. Building familiarity and loyalty over time appears to be key, not relying on one-off marketing pushes.
- **Broadening the definition of culture** – There is a desire for greater diversity in the cultural offer. Achieving this could combat the more negative perceptions of the City as dull, boring and staid.
- **Cultural creators not just consumers** – There is an audience of highly creative people. Tapping into this latent creativity can enhance the cultural life of the City and give it distinctiveness without always needing to ‘put on’ culture or buy it in.

Themed Focus Groups

13. Ten themed focus groups with 178 participants designed to engage targeted sector groups (including residents; City workers; young people; place, leisure and tourism; global exchange; creative enterprise; culture; heritage; cultural investment; and property development) in structured discussions to gather detailed information, test emerging themes and recommendations and build relationships with partners.
14. The Consultation Findings Report in Appendix 1 details the questions asked, the participants and key findings from each group.
15. A summary of the key findings from the Focus Group are:
 - **People want culture that feels relevant to them** – Cultural experiences that feel personal, relatable, and connected to their lives. People want to feel part of the story, not just observers of it.
 - **People want ‘in’** – More space, more visibility and more opportunities to shape the City’s cultural life. Culture isn’t just something you go and see – it’s something you do.
 - **The Corporation should enable, not control** – Communities and creators want ownership and permission to lead, with support.
 - **Make room for the messy, the bold and the unexpected** – The City can be overly cautious, polished, and risk-averse – leaving little room for spontaneity or experimentation. Be brave enough to try, fail, and try again.
 - **Culture must feel safe, accessible and human** – Cultural spaces should be designed with affordability, physical access, inclusive environments and safety at the heart.
 - **Reframe heritage for today** – Bring the City’s extraordinary heritage to life in ways that are honest, relevant and resonant today.
 - **People want to celebrate what’s already here** – The City is full of cultural life, but it is not well known. People don’t just want new things, they want to value and elevate what’s already happening and working.
 - **Communication is a major barrier** – Improved marketing and communications with simpler ways to find out what’s on would unlock a huge untapped audience already here.

- **Culture should be visible in the everyday** – cultural experiences in public spaces embedded into the everyday life of the City are key to making the City feel alive and welcoming.
- **The rhythm of working life has changed** – timing is a crucial factor to how people engage with culture. A culture offer needs to fit into people's lives and schedules in a way that works for them.
- **The weekend gap is real** – There is opportunity to rethink how public space is used across the full week to invite a more diverse audience into the City.
- **The cultural identity is unclear** – The offer feels fragmented and hard to define. The City should embrace its contradictions of old and new. Serious and Playful. Global and hyperlocal. It can be all of these at once if the story is told well and with conviction.

One to One Conversations

16. A series of one-to-one conversations with 19 cultural sector professionals including funders, programmers, educators, civic leaders and changemakers based in and outside of the City.
17. The Consultation Findings Report in Appendix 1 details the organisations spoken to so far.
18. From the conversations key takeaways have been drawn from what was heard:
 - **Tell a people-first story** – The City has a rich cultural identity, but it often gets told through architecture, heritage and status. The story of the City should centre the people who've shaped it. A more inclusive narrative would help the City feel relevant, relatable and rooted in lived experience.
 - **Celebrate what already exists** – Celebrate and amplify what already exists. Rather than building new, the opportunity lies in connecting, curating and activating what's already here.
 - **Make it easy to be part of** – There are barriers to getting involved currently, complicated and unclear processes which make the City feel difficult to navigate. Simple access to space, more visible points of contact, clearer routes into commissioning would help people to deliver their own cultural activities. Supporting culture isn't just about funding, attitude and structure is also important.
 - **From audiences to collaborators** – Move away from passive cultural experiences to ones where people have been active in shaping them. Establish platforms that empower local voices, ensuring that programme designed is informed by those who experience culture in the City.
 - **Real partnership means co-authorship** – The strategy should be built from the ground up, with ongoing involvement from all sectors.
 - **Use tech to open doors** – There is huge potential for the City to use digital tools more meaningfully. Better digital infrastructure could make the City's cultural life easier to navigate and easier to belong to.

- **A strategy shouldn't sit on a shelf** – The strategy should be a living document, practical and adaptable – something partners can use, shape, and see reflected in action.
- **Experimentation builds trust, not risk** – Try things, test ideas and show workings. This invites others in and shows that culture in the City is something that is being built in partnership.
- **Culture is a way of working** – Culture is often seen as a separate strand of policy. However, a tool for improving health, strengthening local identity, tackling inequality and driving regeneration and growth. It should be embedded across education, planning, public realm and healthcare.

19. In addition to the above a Culture special City Question Time took place in May, where residents heard an update on the progress of the Cultural Strategy and key findings from the resident focus group were shared. There was an opportunity for residents to ask questions, leave their suggestions, complete the survey and sign up for future engagement opportunities.

Aligning with Emerging Themes

20. The consultation has provided the opportunity to test, challenge and deepen understanding of the seven emerging themes from the Insights and Research phase. Alignment with the themes is detailed in Appendix 1, highlights include:

- **Where Culture Means Business** – Culture is seen as part of the City's appeal to talent and investment – but only if it is visual, accessible and relevant. Work patterns, generational shifts, diversity of workforce need to be considered, and cultural offer needs to adapt.
- **Seeding a Creative Ecosystem** – Make space for emerging creative talent, enabling cultural creators and contributors not observers. Balance the cultural landscape by supporting the new and the existing. Don't be afraid to try new things to develop the cultural offer.
- **City of Firsts** – Support young people's creative development through skills development from childhood to early adulthood, with consistent engagement, that activity involves them, not just one-off presented experiences.
- **Old City, New Stories** – History is the most potent attraction for visitors, but they don't know how to access it and do not feel it is relevant to them. People want to hear about hidden narratives, lesser-known histories, marginalised voices and overlooked places with a human narrative. The City should embrace its complexity with old and new and not be afraid to experiment and take risks.
- **The World in One Square Mile** – Strong international partnerships with a wider range of voices, representing stories from all over the world, creating a bold, distinctive and open offer that matches the City's global status is called for.
- **Building for the Next Century** – Critical mass in key cultural focus areas should be the focus. Creating flexible public realm space at ground level that brings culture on to the streets and into everyday life. It's not all about big new buildings, it is critical to better use and support what already exists.

- **Culture that Cares** – The City is a high pressured and paced place and culture is a tool for connection, joy and mental health for all City communities.

21. This alignment provides a clear narrative, helping to build the evidence base and acting as the foundation to establish the key priorities of the Cultural Strategy in the next phase of work.

Audience Insights

22. Following on from the Phase 1 insights findings which were presented to CHL in May. The Audience Agency have developed a proposal for Phase 2 primary research based on the following analysis.

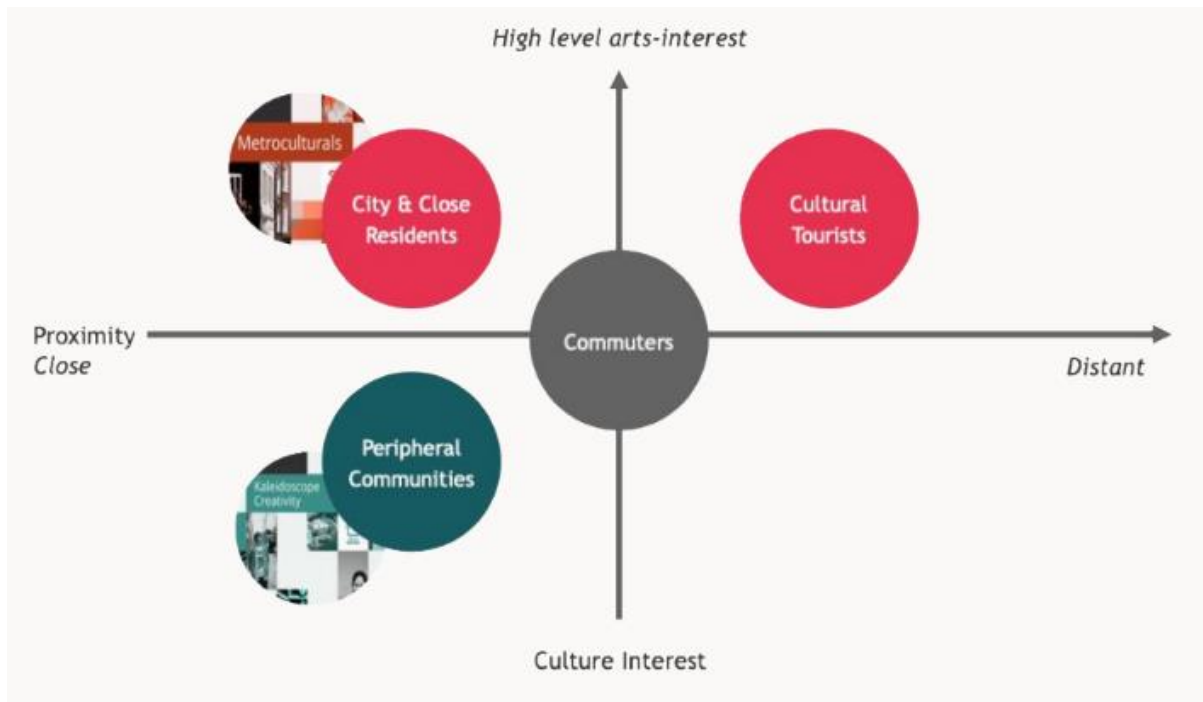
23. Meta-analysis of previous research suggests the City attracts a largely London/ home counties audience, though with a significant number of overseas audiences.

24. City workers do make use of the cultural offer, though there is limited understanding of how and when.

25. Demographically, audiences are mixed but look much like those for venues and activities all over London.

26. Surveys suggest that an increased cultural offer has potential, both in terms of driving visits and changing perceptions of the City, and more likely to have these positive benefits than retail or an expansion of the food and drink offer. In fact, significant proportions of survey respondents think that more culture and events would make the City a better destination. One factor that does stand out was the appeal of the City's unique heritage – in some surveys, nearly half the audience cited this as a factor.

27. Phase 1 research backs up a working hypothetical segmentation, based on proximity and level of cultural interest. This proposes 4 high-level audience groups as the basis of an audience strategy (see diagram below) and remains a key framing for the research.



28. **City & Close Arts-engaged Residents** - Analysis demonstrates the importance of this available audience of arts-interested audiences with eclectic tastes in and around the City area. This large group is the dominant market for the existing offer and likely to be critical to the success of the cultural strategy. The challenge will be to get the City and its new cultural offer on the “map” for busy, active [Metroculturals](#) who participate across London.
29. **Cultural Tourists** – The City attracts day and other visitors – from the South/East of England and internationally. Other research suggests that tourists interested in culture are frequently looking for offers which specifically relate to the place they are exploring – in terms of content or their iconic associations.
30. **Peripheral Less-Engaged Communities** – Analysis shows that average 16% of cultural users are from local, less engaged communities around the outside of the City, especially those in the [Kaleidoscope Creatives](#) segment.
31. **City Workers & Commuters** – Analysis suggests that City workers do engage with the cultural offer – though little is known about their preferences, interests and behaviours, nor about how this relates to commuting habits, or how times of the day and week might affect interest.
32. The phase one report identified several key gaps in understanding important to the development of the Strategy overall. Much of the Strategy looks to transform perceptions of the City and its cultural offer and build on its existing strengths – whether that be in the minds of prospective businesses, employers, creatives, investors, local audiences or visitors from further afield. In this context, it will be useful to understand more about audience’s current perceptions, habits and opportunities to understand how far the dial would need to shift to encourage engagement. There are also overall questions relating to all four audience groups:

- Quantification of potential market size
 - Perceptions of the City as a place for leisure, culture, tourism
 - The significance of different aspects of City's cultural offer in those perceptions
 - Competition: where/ what else do people turn
 - Relevance of and interest in the City as a place for cultural engagement
 - An exploration of creative risk-taking/ risk-aversion and the interplay with audiences
 - Impact of cultural institution flagship moments i.e. re-opening of London Museum, Barbican Renewal and Migration Museum on attention and perceptions
33. From the gap analysis and identification of four key audience groups, Phase 2 of the audience insights work is proposing two primary research areas.
34. The first focused on a panel survey for London, peripheral communities and cultural tourists. The target area for the survey is London and the surrounding local authorities from which TAA expect audiences to be drawn. The panel survey will describe the domestic market for the City's cultural offer within those areas which are likely to account for most UK-resident visitors to the City.
35. The total sample size will be 1,000 respondents who are in the market for culture in the City of London, plus up to 500 who are not in the market and will cover:
- Screeners – Demographics; Location; Openness to offer
 - Previous engagement with arts/culture in London – What; Where
 - Desired outcomes of different arts/leisure activities
 - Time-of-activity/day-of-week context
 - Testing different City zones, based on preferences
 - Existing connection to the City
 - Recognition of the current offer
 - Testing potential activity types by intended experience and outcome
 - Audience Spectrum segment
36. The second focused to be explored is an on-street survey for City workers to determine demographics of the workforce; what makes the cultural offer interesting; how might they be segmented into audience groups; the influence of working patterns on cultural activity and visa versa; and how best to consider inclusiveness and diversity in cultural programming.
37. As this piece of research would be relevant to Destination City and other external partners, Officers are exploring the potential of this being a collaborative shared piece of research.
38. The surveys will explore the overall issues identified and a number of the perception/ competition questions relating to each of the seven cultural strategy themes, including:
- Overall perceptions the city and its offer
 - % open to the City as a place for arts/culture?
 - What would they consider doing? Programme and style preferences

- When would they consider doing it
 - Blockers and persuaders
39. The samples will be representative of the population as a whole and be demographically representative, ensuring the voices of people from groups often marginalised by mainstream arts are included.
40. It will address a number of the questions relating to each theme and develop the strategic segmentation. Responses will be overlaid on Audience Spectrum Groups to estimate the size of different interest groups and sub-segments based on responses.
41. This work will take place between June and September 2025.

Proposal

42. Officers continue to implement the delivery of the remaining consultation plan and move into the co-creation phase of the strategy.
43. Further consultation includes:
- **Go and See visits** open to anyone who would like to feed into the process, delivered on a first come, first serve basis. Advertised on Eventbrite and distributed through our stakeholder consultation list of 400+ and City Corporation networks including resident newsletters and City Belonging. Participants will have the opportunity to explore a place in the City they would not normally have access to with a tour, followed by a creative session, with strategy presentation and Q&A. Three Go and See Visits will be held in June, July and September.
 - Weeklong **Out and About visits** in June where Things Made Public will engage with stakeholders who have been unable to engage through other methods of consultation but have shown a keen interest to involved.
 - Continued **one to one conversations**.
44. The co-creation phase focuses on turning the insights collected into action and developing the strategy together with a wide range of stakeholders. Building on this shared understanding and continuing to ensure the strategy is shaped by those who know the City best. This will be undertaken in three ways:
- **Cultural Strategy Development Group (CSDG)** bringing together a core group from culture, business, education, heritage, and tourism to co-create and refine the strategy through a series of interactive workshops. To ensure cross-sector collaboration and shared ownership of the strategy, creating a framework that is both ambitious and achievable.
 - City Corporation **Officer workshops** to ensure joined up internal collaboration in both the development and delivery of the strategy and that the ambition of the strategy is realistic, achievable, practical and deliverable.

- City Corporation **Member sessions** (including CHL and the Lead Member for Resident Engagement) outside of the committee forum to update on the development of the strategy and provide feedback with a Q&A session in July and September. To ensure Members are kept informed at key points in the development of the strategy and provide the opportunity to input and feedback.

45. These three groups will be involved in the next stages of the strategy's development to:

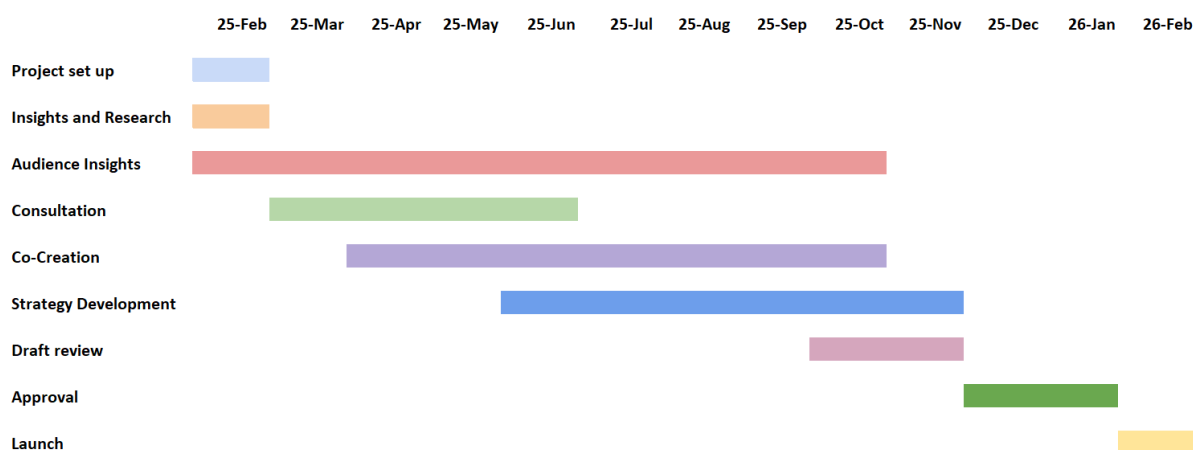
- Establish a definition for Culture in the City of London.
- Develop a manifesto and vision for culture in the City of London.
- Refine and set key priorities for the strategy.
- Create a framework with a set of recommendations to deliver on the priorities.

46. Members will be updated on the above at the next committee meeting in September.

47. All Member engagement sessions are planned for October to provide an opportunity for Members outside of CHL to be briefed on this work and to raise the profile of cultural and heritage activity within the City Corporation and the area which it serves.

48. The overall timeline to develop the strategy is summarised below, with a draft strategy for Members approval in November which will act as the decision point to progress to final approval of the strategy in December, with a public launch in February 2026.

Developing the Cultural Strategy Timeline



Corporate & Strategic Implications

49. As the priorities and recommendations from the strategy emerge the Corporate and Strategic implications will be under constant review:

50. 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.

51. 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.
52. Resource implications – currently being delivered within existing Culture team resource, supported by two external specialist consultants.
53. Legal implications – None identified.
54. Risk implications – None identified.
55. Equalities implications – None identified. Any emerging work with equalities implications would be handled through the City Corporation’s existing equalities-related groups.
56. Climate implications – None identified.
57. Security implications – None identified.

Conclusion

58. The consultation plan for the Cultural Strategy is well underway with key findings developed that lay the foundation, alongside the earlier research and insights findings, for the development of the strategy.
59. The next phase of work is to take the insights and evidence into the first draft of the strategy, by collaborating with key stakeholders to co-create the document. It will also include delivering phase 2 of the audience insights piece.
60. Next steps include developing a definition for culture, cultural manifesto and vision, a set of key priorities and a framework with recommendations on how to implement them.
61. Members will continue to be part of the process, taking part in facilitated workshops and briefings in July, September and October. As well as being updated at Committee.
62. At the November 2025 CHL Committee meeting, Members will review the draft strategy. This will be a key decision point to confirm progress on the Cultural Strategy development, then to approve the final strategy in December 2025. This will enable the Cultural Strategy to be launched in February 2026.

Appendices

- Appendix 1 – Consultations Findings Report available as a separate pack or via this link:

Background Papers

[Developing the cultural strategy - Terms of Reference](#), Cultural, Heritage and Libraries Committee, Monday 9 December 2024

[Developing the Cultural Strategy – Progress update: February to April 2025](#), Cultural, Heritage and Libraries Committee, Friday 9 May 2025

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