



Culture, Heritage and Libraries Committee

Date: MONDAY, 10 FEBRUARY 2025
Time: 11.00 am
Venue: COMMITTEE ROOM 4 - 2ND FLOOR WEST WING, GUILDHALL

Members:

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

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

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

Ian Thomas CBE, Town Clerk & 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 meeting of 20 January 2025.

For Decision
(Pages 5 - 8)

4. **OUTSTANDING ACTIONS**

To note the report of the Clerk.

For Information
(Pages 9 - 12)

5. **FORWARD PLAN**

To note the Committee's forward plan.

For Information
(Pages 13 - 14)

Strategy

6. **STRATEGY UPDATE**

To include an update on the appointment of consultants

For Information
(Verbal Report)

7. **SCULPTURE IN THE CITY - 13TH EDITION REPORT AND 14TH EDITION DELIVERY PLANS**

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

For Information
(Pages 15 - 36)

8. **UPDATE ON THE MONUMENT**
To consider the report of the Executive Director, Environment

For Decision
(Pages 37 - 50)

9. **THE LONDON ARCHIVES ACCOMMODATION PROJECT**
To receive an update on the London Archives project

For Information
(Verbal Report)

Delivery

10. **KEATS HOUSE INCOME AND EXPENDITURE FOR 2025/26**
To consider the report of the Executive Director, Environment.

For Decision
(Pages 51 - 60)

11. **BECKFORD AND CASS STATUE PROJECT WEBPAGES**
To consider the report of the Head of Profession (Culture).

Please note that the appendices are non-public.

For Decision
(Pages 61 - 126)

12. **DRAFT BUSINESS PLAN 2025/26 - THE LONDON ARCHIVES**
To consider the report of the Deputy Town Clerk.

For Decision
(Pages 127 - 152)

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

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

15. **EXCLUSION OF THE PUBLIC**

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

Item	Paragraph

For Decision

Part 2 - Non-public Agenda

16. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting of 20 January 2025.

For Decision
(Pages 153 - 156)

17. **BANKSY ARTWORK RELOCATION**

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

For Decision
(Pages 157 - 194)

18. **NON-COMPLIANT WAIVERS FOR GAG PROCUREMENT**

For Decision
(To Follow)

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

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

CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Monday, 20 January 2025

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Committee Room 2 - 2nd Floor West Wing, Guildhall on Monday, 20 January 2025 at 11.00 am

Present

Members:

Munsur Ali (Chairman)	Wendy Mead OBE
John Griffiths (Deputy Chairman)	Deborah Oliver
Jason Groves	Deputy Alpa Raja
Jaspreet Hodgson	Anett Rideg
Wendy Hyde	Deputy Dawn Wright
Frances Leach	Alderwoman Elizabeth Anne King, BEM JP
Antony Manchester	Brendan Barns

In Attendance

Officers:

Jayne Moore	- Town Clerk's Department
Emma Markiewicz	- London Metropolitan Archives
Omkar Chana	- Innovation and Growth
Andrew Buckingham	- Town Clerk's Department
Laurie Miller-Zutshi	- Town Clerk's Department
Gregory Moore	- Deputy Town Clerk
Julia Pridham	- City Bridge Foundation
Kevin Colville	- Comptroller & City Solicitor's Dept

1. APOLOGIES

Apologies were received from Caroline Haines, Ian Seaton, Andrew Mayer, David Sales, Amy Horscroft, Irem Yerdelem, John Foley, and Suzanne Ornsby KC.

The following Members observed the meeting online: Caroline Haines, Suzanne Ornsby KC, David Sales, and Irem Yerdelem.

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

There were no declarations.

3. **MINUTES**

RESOLVED, That the minutes of the meeting of 09 December 2024 be approved as an accurate record of the proceedings (subject to the amendment of one Member's attendance record).

4. **TERMS OF REFERENCE**

The Committee discussed the Terms of Reference as set out in the agenda, noting the proposed changes. The following points were made, in response to Member queries:

- The City of London Police Museum does not currently have a home. Options are being considered and will be presented to the Committee during 2025 (including a space at the London Museum), and those contents are currently in secure storage;
- Updates on the CoL Police Museum and the Lord Mayor's coaches would be welcome; and
- There are mechanisms by which the Committee can be sighted on the work of Destination City, including the Deputy Chair's membership of the Destination Advisory Board.

Members noted that the proposed phrase in brackets in (a) that includes the phrase "encompassing Destination City" and "relevant strategy" did not necessarily align with agreements made during 2024 on the governance and accountability around Destination City, could be ambiguous, and could potentially encroach on the territory of other Committees. Members agreed that the phrase could be removed.

A Member commented on the benefits of the Committee being involved in Planning decisions where culture elements are proposed, referencing the Cultural Planning Framework in particular, and that the Committee would benefit from being one of the consultees in respect of any relevant planning application.

In response to a question on why the CoL Police Museum was not expecting to be sited at the Salisbury Square development, the meeting noted that there did not appear to be sufficient space for the Museum at the development.

RESOLVED, That a Forward Agenda be set out that covers updates on every element of the Terms of Reference (in its final agreed form), to be submitted to each meeting.

RESOLVED, That delegated authority be granted to the Town Clerk, in consultation with the Chair and Deputy Chair, to fine-tune the wording in section (a) and make any other amendments as deemed to be relevant.

5. **UPDATE ON MONUMENT**

The Committee received an update on the Monument that included the following information:

- A full update will be presented to the Committee's February meeting to include visitor figures and transition plan proposals; and
- A full transition plan is expected to be available from April 2025 (after the elections).

6. UPDATE ON CULTURE STRATEGY

The Committee received a verbal update on the Culture Strategy, noting the following points:

- Terms of Reference for Strategy proposals were approved in December 2024 and the consultation is currently ongoing;
- Audience analysis projects are also being commissioned; and
- A decision is expected to be reached by the end of January 2025.

The meeting noted the fruitful deliberations of the December 2024 strategy workshop, noting also the need to carefully map resource allocations to any sub-group to further the formulation and execution of the strategy.

The Committee reiterated its strong interest in being involved in the development of the culture strategy around clarification of the scope and remit of any consultation, including involvement in pre-contract discussions with consultants, that would potentially entail Member representation at the project clarification and scope stage.

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

A Member reiterated their disappointment at the absence of submitted documents in respect of updates on the Monument and the culture strategy that could be shared with constituents ahead of the meeting in order to get feedback and seek residents' views.

Members noted that a cross-sectorial Destination City (DC) public-private partnership held its first meeting in December 2024, whose actions included: aligning KPIs and metrics with each priority workstream; building a programme of activities and initiatives; launching a DC partnership fund in collaboration with central grants entities; evaluating the CoLC's online DC presence and consolidating the communications strategy; and identifying progress on external entity partnership activities.

8. ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT

A Member shared information about upcoming events at the new London Museum site.

9. EXCLUSION OF THE PUBLIC

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

The meeting ended at 12.30 pm

Chairman

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

DRAFT

CULTURE HERITAGE & LIBRARIES COMMITTEE
Outstanding Actions (updated Jan. 2025)

Action Number	Date	Action	Responsible Officer	Progress Update
14	18 Mar 2024	Explore opportunities for developing a joint offering of City of London cultural assets for inclusion in a discount pass scheme	DC/Environment	In progress
2	22 May 2023	Cultural calendar to be widely shared, to be updated on a quarterly basis.	DC executive	Circulated May 2024, Members invited to comment and make suggestions on an ongoing basis.
15	04 Nov 2024	Update on Bostock Room	Barbican Library	
16	20 Jan 2025	Explore mechanisms to ensure that CHL is given a voice in projects that involve cultural planning	Clerk	

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MAINELLI, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25 th April 2024, doth hereby appoint the following Committee until the first meeting of the Court in April, 2025
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CULTURE, HERITAGE & LIBRARIES COMMITTEE

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

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

3. **Membership 2024/25**

ALDERMEN

- 2 Bronek Masojada, Sheriff (*also representing the Ward of Billingsgate)
- 3 Jeanette Newman

COMMONERS

3	Anett Rideg.....	Aldersgate
3	Deborah Oliver TD	Aldersgate
3	David Sales	Aldgate
2	*Bronek Masojada, Alderman.....	Billingsgate
8	Andrew Paul Mayer.....	Bishopsgate
10	Wendy Marilyn Hyde.....	Bishopsgate
3	The Hon. Emily Sophia Wedgwood Benn.....	Bread Street
	(Bridge and Bridge Without has paired with Candlewick for this appointment)	Bridge and Bridge Without
3	Antony Geoffrey Manchester	Broad Street
3	James St John Davis	Candlewick
3	John David McLeod Griffiths	Castle Baynard
3	Alpa Raja, Deputy	Castle Baynard
	(Cheap has twinned with Cordwainer for this appointment).....	Cheap
6	Dawn Linsey Wright, Deputy	Coleman Street
2	Amy Horscroft.....	Cordwainer
3	Ian Christopher Norman Seaton MBE.....	Cornhill
2	Elizabeth Anne King BEM JP, Deputy	Cripplegate
3	Frances Leach.....	Cripplegate
12	Mark Raymond Peter Henry Delano Wheatley.....	Dowgate
3	John Ross Foley.....	Farringdon Within
1	Brendan Barns	Farringdon Within
2	Suzanne Ornsby KC	Farringdon Without
10	Wendy Mead OBE.....	Farringdon Without
11	Judith Lindsay Pleasance.....	Langbourn
3	Irem Yerdelen.....	Lime Street
8	Munsur Ali.....	Portsoken
8	Caroline Wilma Haines.....	Queenhithe
3	Jason Scott Groves.....	Tower
3	Jaspreet Hodgson.....	Vintry
2	Alethea Silk.....	Walbrook

Together with one Member in place of the Ward (Bassishaw) not taking up their appointment on this occasion:-

Aaron Anthony Jose Hasan D'Souza

4. **Terms of Reference**

To be responsible for:-

- (a) the City Corporation's activities and services in the fields of culture, heritage and visitors including the development of relevant strategies 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.

Culture, Heritage and Libraries Committee Forward Plan 2025

May	Revenue outturn		
At Keats House	Libraries end of year update		
	CAI recommendations		
	Asset in focus: KH		
	Post-election appointments		
	ToRs for CHL (to receive) and CAI		
July	Asset in focus: GH Library		
At GH Library	DC update		
	Strategy		
September	CAI recommendations		
	Strategy		
November	Budget allocations		
	Strategy		
December	Updates on KH and Monument		
	Strategy		

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Agenda Item 7

Committee(s): <ul style="list-style-type: none"> Culture, Heritage and Libraries 	Dated: <ul style="list-style-type: none"> 10 February 2024
Subject: Sculpture in the City – 13 th Edition Report and 14 th Edition Delivery Plans	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	<ul style="list-style-type: none"> Diverse Engaged Communities Vibrant Thriving Destination Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	Existing local risk budget and external funding
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Emma Markiewicz, Head of Profession (Culture)	For Information
Report author: Omkar Chana, Project Director (Culture)	

Summary

This report provides an update on the success of the 13th Edition (2024) of Sculpture in the City (SITC) and outlines delivery plans for 2025 within a new delivery framework.

As part of the transition and continuation of the programme under the Culture, Heritage and Libraries Committee, in July 2024 Members approved the recommendation for the Head of Profession for Culture to consult with SITC partners to determine the future vision and operating model for the programme (in line with the development of the Cultural Strategy).

The vision work has started and a collectively agreed framework for 2025 has been developed with external partners to enable the delivery of the 14th Edition of SITC alongside further future vision sessions to determine how the programme develops and creates a sustainable model for the future.

Recommendation(s)

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

Main Report

Background

1. In 2024, the Destination City team – whilst transitioning to the Culture team – successfully delivered the 13th Edition of SITC.
2. In July 2024, Culture Heritage and Libraries Committee (CHL) approved the Head of Profession for Culture (HoPC) to determine the future vision and operating model for the programme in consultation with SITC partners and to ensure alignment with the new Cultural Strategy.
3. The HoPC met with the SITC Partner Board in November 2024 and agreed a new framework to enable the delivery of the 14th Edition in 2025, with both City Corporation and partner funding. The framework is based on a reduced model to enable capacity to consider a sustainable future operating model. This approach also reflects the 2025 proposed budget (from local risk and external partners).

Current Position

4. This report provides a summary of the 13th Edition of SITC results and details of plans to deliver SITC in 2025.
5. An evaluation report for the 13th Edition was presented to the Partner Board in October 2024. Appendix 1 has a summary with the following highlights.
6. **PR and Communications** – Flint Culture was commissioned to deliver the PR for the programme for July to September 2024. Results included 78 items of coverage including the Telegraph, Guardian and Elle Decoration, as well as Time Out, BBC Radio London and a segment on ITV News London. The SITC social media accounts performed well, reaching over 10,000 followers on Instagram in December 2024.
7. **Artworks and Artists** – Ten new artworks were selected to feature as well as five 12th Edition works retained and two permanent pieces. The exhibition featured renowned artist, Julian Opie, whose new piece was a world premiere, making its first public appearance in SITC. Hilary Jack's piece Deluge (displayed at The Cheese grater) was recently selected as one of twelve of 'The Best Public Artworks in 2024' in Artsy's annual global list.
8. **Activations Programme** – A programme of 29 activations engaged 300+ attendees, with 75% from a local worker audience. Activations continue until March 2025.
9. **Education Programme** – 36 workshops for nine local schools were delivered. 178 pupils participated in the workshops, supported by 105 volunteers from SITC

partner organisations and the City Corporation. A free family trail map was created, with 3,000 copies distributed across the Square Mile and beyond.

10. **Partnerships** – Ten partners sat on the Partner Board. The majority of which increased their funding contributions to support a funding gap. EC Bid increased their contribution to include activations and promotion. There were eight Patron's in total, four newly secured for 2024.
11. **Budget** – Project expenditure was £572k. With external contributions of £424k and £148k from the City Corporation (CIL funding and local risk budgets from Environment and Culture). Corporation officers also contributed £152k of in-kind staff resource.
12. Following the success of the 13th Edition, partners reaffirmed their support for the programme with a strong desire for the public/private sector collaboration to continue. There is a clear focus on the development and future of the programme, with collective agreement to deliver a scaled back model for 2025 to dedicate time and resource to planning for a sustainable future.
13. We would like to put on record our immense appreciation for our respected Member Wendy Hyde who has provided robust leadership as Chair of the Sculpture in the City Partner Board. The 2024/25 edition was the final edition to be delivered under Wendy's passionate and attentive chairmanship.

Proposals

14. Officers continue to implement the previously approved recommendation of 'option five' from the 15 July 2024 non-public paper, "*SITC - update and future programme delivery*", which provided authority to the HoPC to determine the future vision and operating model for the programme in consultation with SITC partners.
15. Parameters for delivering the 2025 programme within a new framework have been agreed with the Partner Board. This includes delivery of the 14th Edition alongside future visioning workshops for further programme development. This will align with the recommendations from Cultural Strategy as they emerge. The draft framework for this year considers the following areas.
16. **Number of artworks** – Set maximum total artworks to 10 per edition and shift partnership model to one where partners are buying into the overall programme/benefits rather than a focus on direct artwork benefits.
17. **Criteria for new artworks** – Ensure artworks continue to focus on quality, with a balance between established and emerging artists and a priority on works of scale in prominent locations to ensure value for money and impact.

18. **Activations programme** – Embed activations programme and deliver throughout the year, with a growing focus on year-round digital activations.
19. **Education programme** – Pursue the option for grant funding and continue to develop the education programme and funding model for the long-term.
20. **Budget** – Retain flexible approach to final mix of artworks and wider activities, managing additional activities through any upside. Manage cashflow and stay within budget with no in-year funding requests.
21. **SITC future model** – Obtain commitment from partners to invest time to define how SITC will evolve in future years (with a 3-to-5-year plan).
22. Officers are now initiating the project which will deliver the 14th Edition based on the new operational framework. The new edition is planned for install in late summer 2025.
23. 2025/26 will be a pivotal year for the future of the programme as Officers work closely with CAI and our SITC partners in parallel with the development of the Culture Strategy to consider the scope and direction for public arts programmes in the Square Mile.

Corporate & Strategic Implications

24. Strategic implications – this report aligns with the following outcomes in the new Corporate Plan: Diverse Engaged Communities, Vibrant Thriving Destination, Flourishing Public Spaces.
25. Financial implications – The total project budget for 2025 is £305k. £255k from external partners and patrons. And up to £50k from the City Corporation from the Culture team’s local risk budget as well as up to £150k of in-kind staff costs. Officers are only commencing project initiation on confirmation of the core budget. Cashflow will be managed within the parameters of the framework to ensure no overspend. In addition to the project budget of £305k, EC Bid continue to fund the activations programme separately.
26. Any additional external funding secured for the project will contribute towards extra activities including the education programme, promotional activities and a project reserve. The 2024 edition was the first time in 13 years where a project reserve was established and COL did not need to underwrite project overspends.
27. The Culture team would contribute to the project for 2025 from local risk budgets due to a combination of some savings on planned projects and a vacancy factor.
28. The project operates across financial years, meaning expenditure for the 13th Edition and 14th Edition will happen simultaneously in both 24/25 and 25/26. The 13th Edition expenditure will cease in summer 2025 when the artworks are

deinstalled. Expenditure for the 14th Edition will commence in February 2025 with the procurement of suppliers for the artistic curation and art handling services and continue until summer 2026.

29. Resource implications – The project will be managed in house by the Culture team, without additional staff resource that the Environment department provided last year. This is possible and can be managed, but the team is now reaching its limits in terms of capacity to deliver on projects without additional resources being brought in where necessary.
30. Legal implications – Non identified.
31. Risk implications – Due to the intrinsic nature of artworks being installed in the public realm for one to two years, there is a real risk of damage through natural causes and unfortunately vandalism and theft. This risk is mitigated through a combination of insurance, contingency and reserve. This has previously worked well, and each occurrence is managed on a case-by-case basis. However, there is a risk that case(s) may put additional strain on the budget, and we would seek to resolve this in the best interests of all involved (e.g. COL, partners, patrons, artists).
32. Equalities implications – The project is available to the public 24/7, and anyone can access it and enjoy the artworks as they are displayed in the public realm. The artworks are also assessed at City Arts Initiative (CAI) and through the planning process for accessibility. The education programme engages with young people from a diverse range of schools often with young people from socio-economically disadvantaged backgrounds. As part of the considerations for the future programme, the accessibility and inclusivity of the project will be reviewed to ensure a diverse range of artists are showcased and a diverse audience demographic is engaged. This was achieved in 2024 through the artists that were engaged.
33. Climate implications – a carbon review of the project is carried out, including environmental considerations for shortlisted artists and transportation is predominantly within the UK only. All suppliers provide environmental and sustainability policies to ensure the most sustainable working practices are embedded.
34. Security implications – all artworks are reviewed by a technical team in advance of submission with mitigations applied to artworks if required. The conservation team carry out security and maintenance on site once artworks are installed monthly. Remedial work is carried out on a case-by-case basis. Instances of vandalism have been rare in the history of the project.
35. Health & Safety implications – all artworks will be submitted to CAI for approval and are reviewed by the H&S office under the Deputy Town Clerk. A technical team and structural engineers carry out feasibility studies on all artworks to

ensure viability including H&S. RAMS are submitted for all artworks and all licenses, permits and applications are applied for to gain relevant approvals from COL and landowners.

Conclusion

36. The 13th Edition of SITC was successfully delivered in 2024. The HoPC has consulted with SITC partners to determine the future vision and operating model for the programme. A new framework is being used for the 14th Edition. It has been developed and used to determine the budget for the 2025 programme.
37. Officers are commencing with project delivery based on the framework with a reduced programme for the 14th Edition for launch in late summer 2025.
38. The HoPC and SITC partners have committed to investing time in 2025 to define how SITC will evolve in future years and ensuring alignment with the Cultural Strategy beyond 2025. A recommendation will come back to Committee as a result of the Cultural Strategy work.

Appendices

- Appendix 1 – SITC 13th Edition Report

Background Papers

- [Community Infrastructure Levy, On-Street Parking Reserves and Capital Bids \(Quarter 3 - 2023/24\)](#), Policy and Resources Committee, 18 January 2024
- SITC transition, Culture, Heritage and Libraries Committee, 18 March 2024 (Non-Public Paper)
- SITC 13th Edition: 2024 delivery, Culture, Heritage and Libraries Committee, 10 May 2024 (Non-Public Paper)
- SITC - update and future programme delivery, Culture, Heritage and Libraries Committee, 15 July (Non-Public Paper)

Omkar Chana

Project Director (Culture)

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SCULPTURE IN THE CITY

13th Edition (2024/25)



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Top line results

422
Artist
submissions

14
Shortlisted
artworks

10
New
artworks

29
Activations
and tours

36
School
workshops

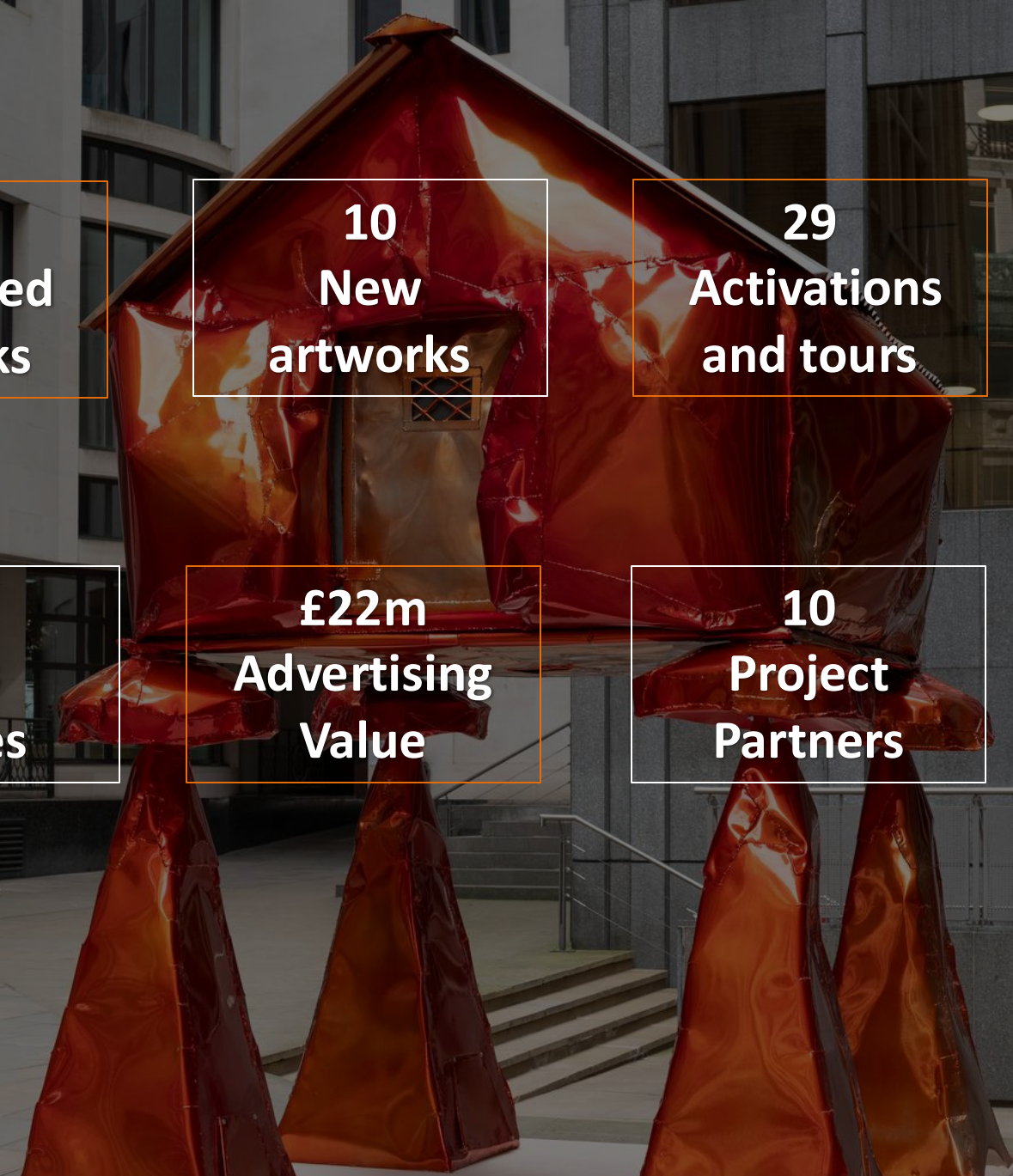
194
School
Children

78
Press
Articles

£22m
Advertising
Value

10
Project
Partners

8
Project
Patrons



Press Highlights



July – September 2024

PR delivered by Flint Culture.

Press preview on 23 July 2024, with **17 key media contacts** in attendance. Secured segment on **ITV News London**, which aired that day and featured interviews with the artists and Stella Ioannou.

Press highlights include **The Telegraph**, **The Guardian**, Euronews, BBC Radio London, City AM, Time Out London, **ELLE Decoration** and Conde Nast Traveller.

78 items of coverage

148m reach of coverage to date

22m estimated advertising value equivalency

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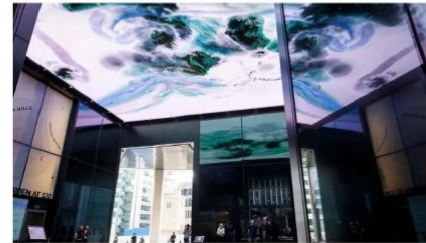


The City of London has been filled with awesome new public sculptures

Sculpture In The City is back once again for its 13th edition – with 10 new sculptures

Written by Eddy Frankel
Art & Culture Editor
Thursday 1 August 2024

Share



© Everything Before, Everything After, Septh L.L. Copyright Septh L.L. Photo: © Nick Turpin



SCULPTURE IN THE CITY Art exhibition showcases artists in the Square Mile



Sculpture in the City is now open across the Square Mile to blend artwork and iconic architecture. This year features the work 'Kissing Gate' by Maya Rose Edwards, situated in Aldgate Circus.



Lifestyle & Culture + Art

The artworks to spot at Sculpture in the City 2024

The annual celebration of public art kicks off on 24 July – these are the pieces to make a beeline for...

BY CLARE SARTIN PUBLISHED: 23 JULY 2024



The Telegraph



A capital exhibition Sculpture in the City, the annual public art exhibition set among the architecture of the City of London, is now in full swing. It includes 17 pieces by 13 artists, including Temple by Richard Mackness, and is organised by the City of London Corporation and Lacuna, a leading cultural studio.

Social Media





July – September 2024

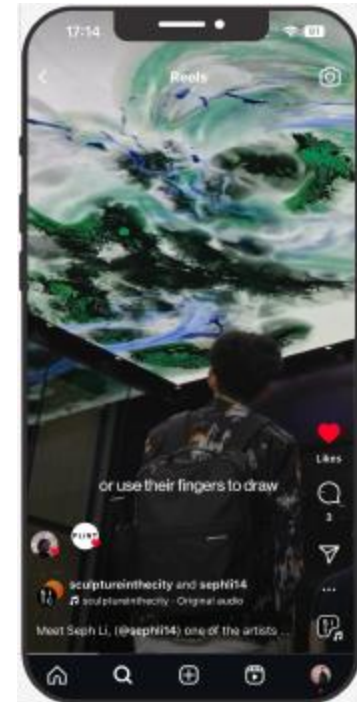
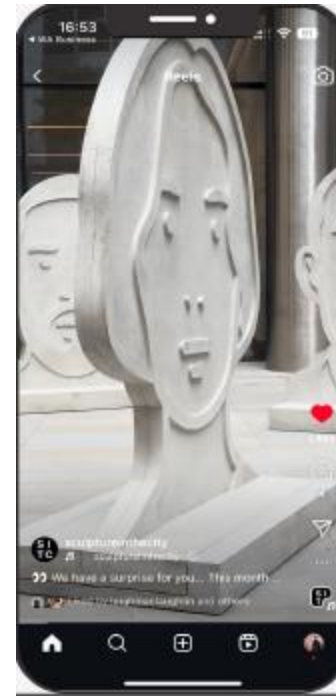
Promotion across core social media channels (Instagram, X and Facebook) with diversified formats - videos, carousels and stories.

Key campaign moments - launch of 13th edition (24 July), London Sculpture Week (19 Sept), Little Art Critics TV, Interviews with the artists (Vanessa da Silva and Seph Li), the launch of three new installations in September.

Amplified the reach through partner collaborations - City of London, The Line, Bloomberg Connects, Young Film Academy and others

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-  **+911** new followers (all channels)
-  **46,917** total post organic reach (IG and FB)
-  **46,646** video views (all channels)
-  **74,239** total organic post impressions
-  **3,070** likes (all channels)
-  **393** link clicks



Bloomberg Connects and Website Highlights

Enhancing the visitor experience through digital channels:

Accessibility and engagement are essential to enhancing the visitor experience. Digital platforms offer interactive features that enhance their experience.

Access to exclusive artist interviews, detailed descriptions of the sculptures, events and interactive maps to guide them through the installations.

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Bloomberg Connects App

- **791 users** between July - September

Website | sculptureinthecity.org

- **17,640 users** between July – September, 40% increase YoY.
- **54,342 page views** between July – September.



Artworks and Artists

Highlights from the 13th edition:

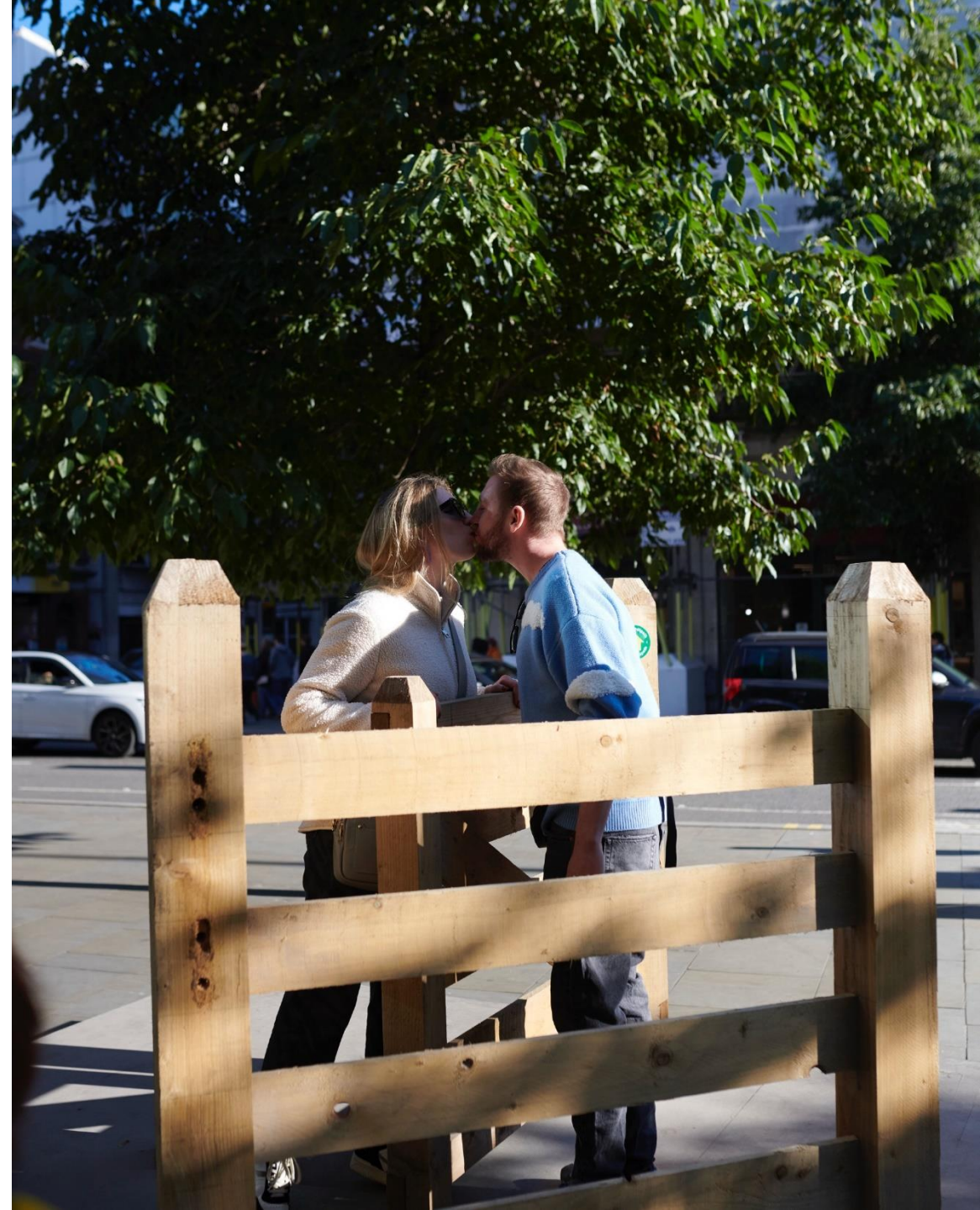
Julian Opie's *Charles. Jiwon. Nathaneel. Elena.* – a new series of sculptures, making its first appearance to the public.

The participatory artworks inviting visitors to kiss, sit, lean & stand through **Maya Rose Edwards' Kissing Gate** and **Samuel Ross' CAVCUS.**

The new addition of 40 Leadenhall Street to the project with **Daniel Silver's** two *untitled* sculptures.

[Watch draft
SITC 13th Edition
reel here](#)

*Freshers Takeover: The Tour with Role Play, September 2024,
Sculpture in the City, City of London*



Activation Programme

Objective: to diversify the offer to a broader demographic including families, children, workers, cultural seekers and students.

New partnerships:

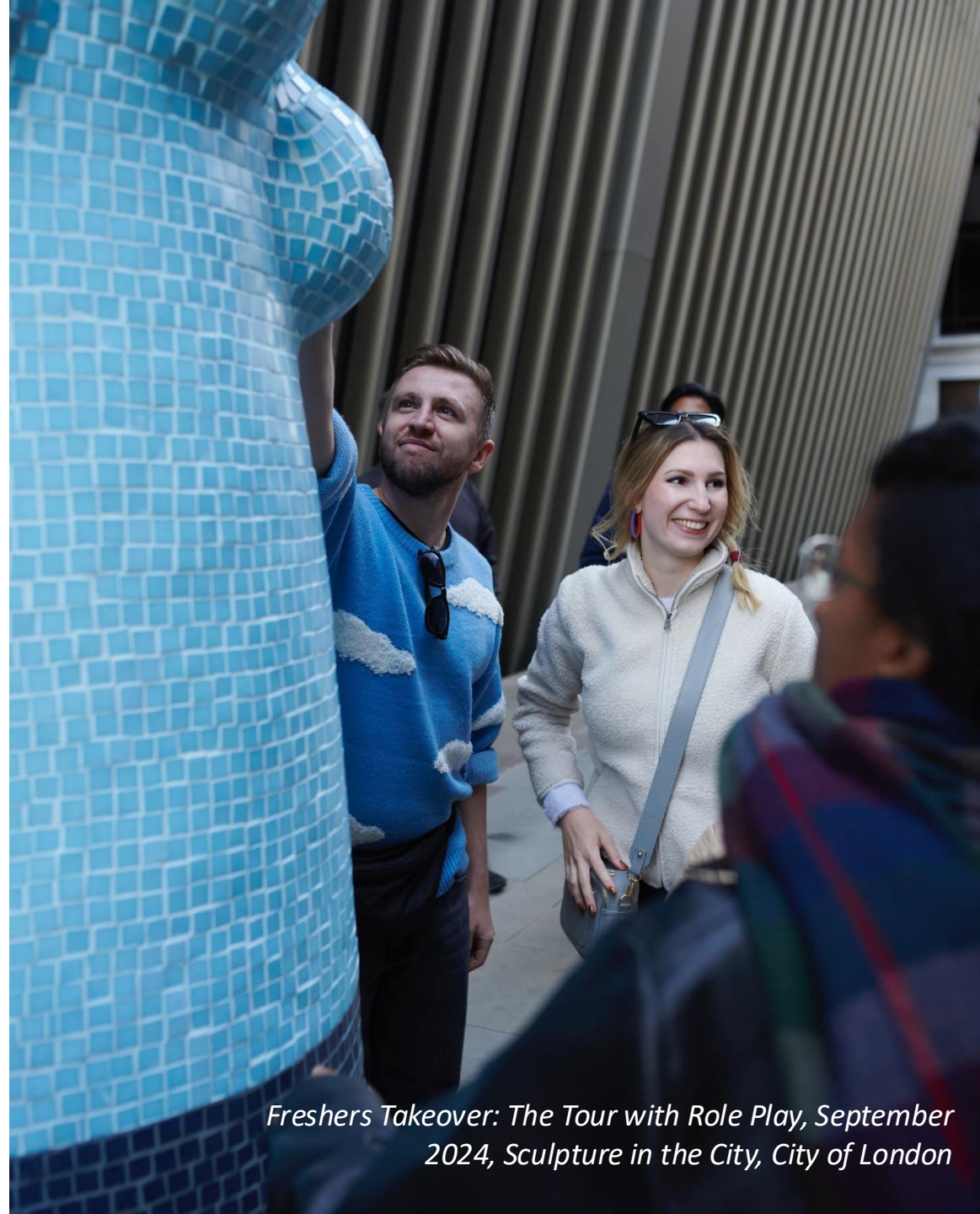
- *Art on the Skyline: Cocktail & Create* with 14 Hills at 120 Fenchurch Street
- *Freshers Takeover* with Fino at Fazenda at 100 Bishopsgate

Outputs:

- 20 events
- 300+ attendees
- 3k printed family trail maps

Outcomes:

- 75% local workers audience who don't frequently attend EC BID or Sculpture in the City events
- Nearly 100% of guests would attend the events again
- 50% enjoyed a meal and/or drink in the area



Freshers Takeover: The Tour with Role Play, September 2024, Sculpture in the City, City of London

Activation Programme

May 2024 – March 2025

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- Muamba Movement (3 events, Aug)
- Little Art Critics TV (2 events, Aug)
- Family Trail Map (3k distribution, Sept)
- Guided Tours of the 13th edition (4 tours, Sept)
- London Sculpture Week Symposium (1 event, 25 Sept)
- Guided Artistic Director tour (2 tours, 26 Sept)
- BSL Guided tours (2 event, May & Sept)
- Art on the Skyline: Cocktail & Create (1 event, 27 Sept)
- Freshers Takeover: Tour with Role Play (1 event, 28 Sept)
- Freshers Takeover: The Silent Tour (1 event, 29 Sept)
- Art on the Skyline: Cocktail & Create (1 event, 13 Feb)
- Female Rage Club (1 event, 7 & 27 Mar)

Freshers Takeover: The Tour with Role Play, September 2024, Sculpture in the City, City of London



Activations Programme



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London Sculpture Week

Activation Programme

21-29 September

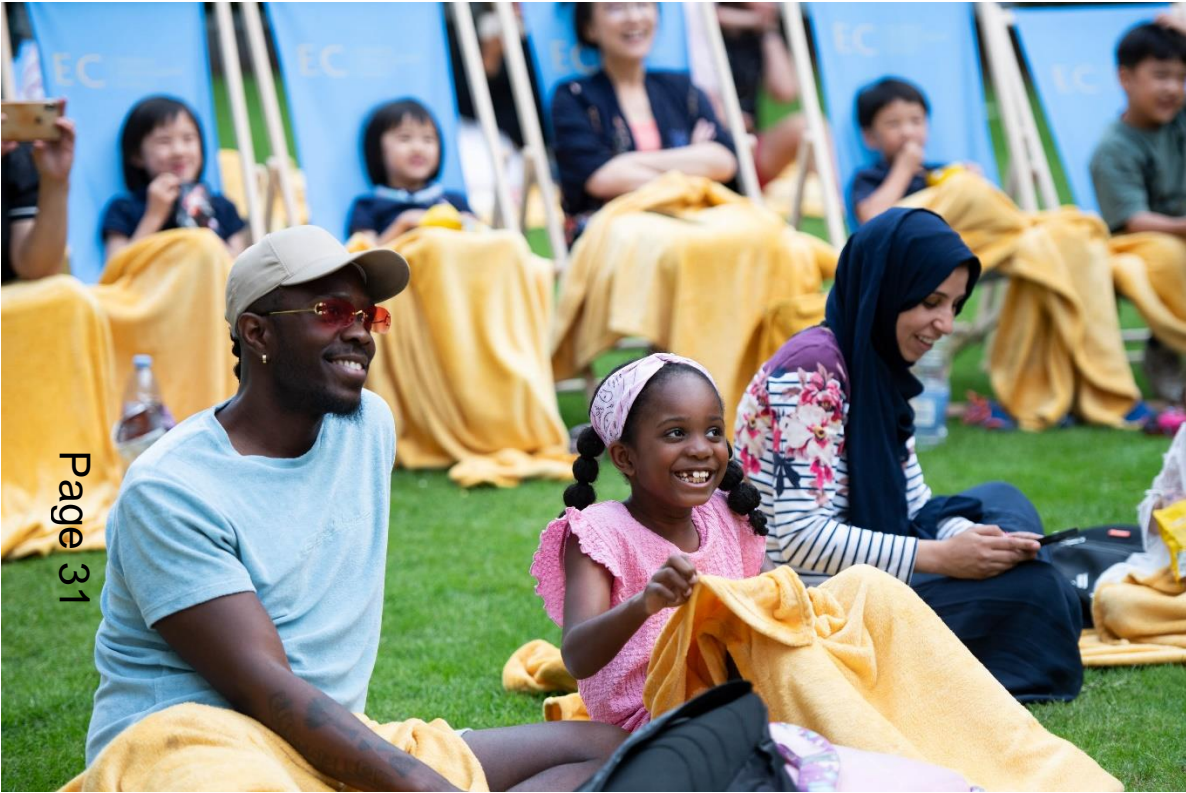
Born out of a collaboration between Sculpture in the City, **Frieze Sculpture**, **The Line** and the **Mayor of London's Fourth Plinth Programme**, **London Sculpture Week** returned this year, supported by Bloomberg Connects. The shared ambition of each programme was to elevate London's public art offering and to bring contemporary sculpture to the widest possible audience.

A new addition saw **London Sculpture Week's first Symposium** at London Metropolitan University with partner curators, artistic directors and honorary artists. A **panel discussion on public art**, Sculpture in the City was represented by Artistic Director Stella Ioannou and 12th & 13th edition artist Vanessa da Silva.



London Sculpture Week: Symposium, September 2024, Sculpture in the City, City of London

Activations Programme



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Watch
Little Art
Critics TV
here



Little Art Critics TV Courtesy of EC BID © Adrian Pope

Activations Programme

“It was a well put together event. Fills a gap for people who want to find out more about contemporary artists & works but aren't *on the scene* ”

Callum Given, Art on the Skyline Cocktail & Create

“It will definitely encourage me to spend more leisure time exploring in the City”

Deborah Harouma, SITC Guided Tour of the 13th edition

“This is the most amazing event and celebration of the City.”

Anonymous, Freshers Takeover – The Silent Tour

“Great initiative to highlight art in an area of London that we would not associate with art. Keep going!”

Jeremie Dube, Freshers Takeover – The Tour with Role Play

“These sorts of events really make a city special”

Jack Harlow, The Tour with Role Play

Activations Programme

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Art on the Skyline: Cocktail & Create September 2024, Sculpture in the City, City of London

Activations Programme



Freshers Takeover: The Tour with Role Play, September 2024, Sculpture in the City, City of London

Education Programme

Education Workshops 1

12 – 27 September

Education Workshops 2

2 – 25 October

- 4 workshops for 9 local schools, Sept - Oct 2024
- Delivered to date - **18 out of the 36** workshops
- Expect number of **school children** – 194

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Thank you to all the staff from your organisations who have volunteered at the workshops and for the venues provided.

The Family Trail

Urban Learners' SITC Family Tours took place on **Saturday 24th August and 14th September.**

8 tours were delivered to **29** participants.

3k Family trail maps printed and distributed across the City.



Partnerships

Pipeline of 30 businesses approached Jan to May.

Project Partners

- Retained: 10
- Lost: 1
- Newly secured: 0

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EC Bid increased partner funding contribution to include activations and promotion.

Patrons

- Retained: 4
- Lost: 1
- Newly secured: 4

Project Partners:

Activations & Promotions Partner: **Project Patrons:**

EC BUSINESS IMPROVEMENT DISTRICT

Aldgate Connect BID | Eric Parry Architects | Foster + Partners | Generali/Munich RE | Gleeds | Merchant Land | Mtec | Price & Myers

City of London Corporation Committee Report

Committee(s): Culture, Heritage and Libraries	Dated: 10 February 2025
Subject: Update report for The Monument, 2024/25	Public report: For Decision
This proposal: <ul style="list-style-type: none"> delivers 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:	Katie Stewart, Executive Director of Environment
Report author:	Rob Shakespeare, Head of Heritage & Museums, Natural Environment & Emma Markiewicz, Head of Profession for Culture

Summary

Your Committee last received a report on achievements at The Monument on 20/05/24 for the period April 2023 – March 2024.

This report outlines achievements at The Monument to the Great Fire of London between April and December 2024, including information on visitor numbers.

It also outlines the proposal to move responsibility for The Monument from the Environment Department (supported by the City Bridge Foundation) to the new

Culture Team under the Head of Profession for Culture and requests approval to delegate authority to them to progress this.

Recommendation(s)

Members are asked to:

- Note the contents of the report.
- Delegate authority to the Head of Profession for Culture to progress a transition plan for The Monument to move the responsibilities, leadership and workflows from the Environment Department to a new and enlarged team under the Head of Profession for Culture.
- Delegate authority to the Head of Profession for Culture to progress the proposed meanwhile use of The Monument 'Pavilion' building.
- Delegate authority to the Head of Profession for Culture to progress the proposal for a new visitor centre for The Monument.

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.
2. Prior to 2016, The Monument was managed, alongside Tower Bridge, within the Culture, Heritage & Libraries Department, with funding from City's Cash (now City Estates). Following the restructuring of that Department, operational management of both The Monument and Tower Bridge was transferred to the Open Spaces Department, now known as the Natural Environment Division (NED), although Member oversight continued to be provided by the Culture, Heritage & Libraries (CHL) Committee.
3. Following the implementation of the City Corporation's Target Operating Model (TOM) Phase 1 from April 2021, Tower Bridge's governance transferred to the Bridge House Estates Board – now City Bridge Foundation (CBF) Board – while The Monument remained under the governance of the Culture, Heritage & Libraries Committee.
4. Pending a decision about its medium to long-term future, staffing for The Monument has continued to be provided by the Tower Bridge team. In 2024/25, the staffing budget of £265k is being met by a City Estates budget held by the Environment Department. This is apportioned in part across 93 posts at Tower Bridge (equivalent to 5.7 FTE posts), including management, security, learning,

technical and welcome host staff.

5. At their meeting on 27 March 2023, the CBF Board resolved, in their capacity as Trustee of Bridge House Estates (registered charity number 1035628), that continued responsibility for the day-to-day operation of The Monument was not aligned with Bridge House Estates, as it is not an asset of the Charity and does not contribute to its charitable purposes. It also resolved that CBF officers should work with City Corporation colleagues to identify a suitable future operating model for The Monument.
6. NED, part of the Environment Department, currently acts as the client team for The Monument and operational oversight of The Monument currently sits with the Heritage & Museums Manager. Responsibility for strategic planning for The Monument previously lay with the Natural Environment Director and is now being co-led by the Head of Profession for Culture. City Surveyor's Department (CSD) is responsible for building conservation and maintenance.
7. On 16 October 2023, the Natural Environment Board (NEB) determined that managing The Monument did not align with their remit because it is solely a cultural heritage asset (it doesn't have any green space) and because it is located in the Square Mile (the NEB only manages green spaces outside the Square Mile). NEB therefore made a resolution to the Policy & Resources and Finances Committees that an alternative corporate home be found for The Monument in relation to its operations and budgetary oversight.

Current Position

8. There has been a delay in implementing these resolutions, primarily due to the need to wait until the new CoLC Culture Team had been established. CBF & CoLC officers across different departments have continued to work together to find a permanent solution for the future governance, operation and financing of The Monument. It is currently still operated on a day-to-day basis by CBF officers, with the Natural Environment Division acting as the client team, supported by City Surveyor's Department (CSD) in maintaining the asset.
9. Between April and December 2024, The Monument was advertised as open to the public daily, 9.30am – 1pm and 2 – 6pm, with the usual exception of three days over Christmas. During that time a total of 78,181 people visited The Monument, generating income of £252k from admissions and sales.
10. This represents a 6% increase on the number of visitors in the same period in 2023/24 (up from 73,864, during the period when many people were visiting London around the time of the King's Coronation
11. 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, Tower Bridge, in consultation with the NED client team, have taken 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 71 to 35 days (including three scheduled days) in the first nine-months of the year.

12. The Heritage Estate Section within City Surveyor's has recently appointed a team of consultants lead by Julian Harrap Architects to review and prepare a Conservation Management Plan (CMP) for The Monument. A first workshop was held on 21/10/24, with a second scheduled for February, attended by officers from CBF/TB, Environment Department and City Surveyor's to review documents to date. The new CMP is due for completion by March 2025 and will be reported to this Committee for approval.
13. To meet Chamberlain's deadlines for 2025/26 budget setting, officers have modelled an operational budget for The Monument within the existing local risk resource base of £216k net income. However, to achieve this an 'unidentified savings' line of £195k has been reintroduced to the local risk budget for The Monument for 2025/26, representing the current budgetary shortfall with The Monument's local risk resource base for 2025/26. If this is not met by an increase in the resource base or savings elsewhere in the department, there will be a shortfall overall on the Executive Director Environment's City Estates local risk budgets for 2025/26.
14. As approved by your Committee on 04/11/2024, officers are producing specifications and negotiating with a potential developer to provide a dedicated visitor centre for The Monument and associated public facilities adjacent to the site. This is with the aim of providing an enhanced visitor offer and sustainable operation of The Monument in three to five years' time.

Eastern City Bid meanwhile proposal

15. Officers have been approached by the Eastern City Bid, which is proposing the meanwhile use of The Monument 'Pavillion' building. To note, Riverside Partnership is the prospective BID covering The Monument's actual footprint in future and the initial meanwhile use is proposed for 18 months, subject to extension. EC Bid would pay a small rent to the Corporation for a period of 18 months.
16. The meanwhile use proposal is for an unstaffed 'micro-museum' with lightboxes, screens and potentially a secure object display case to animate the space and tell the story of The Monument. Though unstaffed, BID ambassadors would visit on rotation and would be responsible for opening and locking up the facility at dusk (7am - early evening).
17. We are working with the City Solicitors team to agree terms for this use and seek permission for delegated authority to progress the plans over the coming months.

Transition Plan

18. The Monument can be a key asset in the delivery of our new Culture strategy, and its use as a visitor and schools' destination can be maximised through a move into the Culture team. Our education programme can be developed to deliver a consistent and high-quality offer across all cultural assets, linking it to The London Archives and Guildhall Art Gallery. As well as this, we can bring it into the development of our family programme, critical for delivering on weekend visitor growth and helping to cement the square mile as a visitor destination Friday to Monday. It can also be linked to the visitor support teams that will operate across the rest of the Culture offer, ensuring that closure due to lack of staffing will no longer be a risk.
19. Officers are commencing discussions to create a transition plan for The Monument to move the responsibilities, leadership and workflows from the Environment Department and Tower Bridge to a new team under the Head of Profession for Culture, whose structure would be proposed as part of a transition plan
20. The next steps for the creation of a transition plan would be to:
- a. Develop organisational change proposal and identify resource requirements which must include financing for the unidentified savings as well as an improvement budget.
 - b. Present options to your Committee in May 2025. Please note this would be done in conjunction with the development of the new Culture strategy and team.
 - c. If approved, consult with affected staff, services and unions, consider feedback, make amendments where necessary and confirm final proposal
 - d. Led by the Culture team liaising with the Environment Department, Tower Bridge team and City Bridge Foundation to complete the transfer of operations and agree timing with Chamberlain.
 - e. Report through relevant Committees as appropriate.
21. The suggested aim is to have enacted the transfer of The Monument into the remit of the Culture team by the end of the financial year 2025/26.

Options

22. Options for the future governance and operations of The Monument will be presented to this Committee in May 2025.

Proposals

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

Key Data

24. Please see Appendix 1 and 2.

Corporate & Strategic Implications – [*Please state ‘none’ if not applicable instead of deleting any of the sub-headings below*]

[Sub-headings]

Strategic implications – A transition plan for The Monument and subsequent move to Culture, Heritage and Libraries will support delivery of the Corporate Plan in enabling a stronger programme for Culture and the new Culture Strategy. This connects back to the Destination City priority to grow visitor footfall and diversify audiences, and to the Corporate Plan with regard to ‘vibrant thriving destination; and flourishing public spaces.

Financial implications The transition plan would need to confirm the budget for the unidentified savings as it would not be possible for this to be absorbed by the Culture team’s budget. Additionally, the transition plan would explore options for improvement.

Resource implication The transition plan would need to confirm staffing or posts available to support the day-to-day running of The Monument as it would not be possible for this to be absorbed by the Culture team’s budget.

Legal implications- n/a at this stage

Risk implications - 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 to minimise their likelihood and/or impact. These have been recently reviewed for the current operation and will be reviewed, revised and presented to Members as part of any transition plan.

Equalities implications – There are no negative impacts on people protected by existing equality legislation arising from this report.

Climate implications- There are no implications for Climate arising from this report

Security implications- There are no implications for Security arising from this report

Conclusion

The Monument is open to the public and continues to be a popular visitor attraction and a focus for school visits. It has yet to recover to pre-pandemic levels of visitors or income and is not currently able to meet its income and any ‘unidentified savings’ targets associated with it.

The Monument is projecting an overspend on its local risk budget for 2024/25, which currently is a pressure on the Natural Environment Division’s local risk budgets. The Monument’s ability to meet its strategic outcomes are contingent on resolving its future governance, operations and resource base.

Appendices

- Appendix 1: Comparison of visitors to The Monument, 2023/24 & 2024/25.
- Appendix 2: Key financial data for the Monument 2018/19 – 2025/26 (to follow)

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Appendix 1: Comparison of 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		
Feb-24	12,804	0		Feb-25		
Mar-24	8,649	5		Mar-25		
2023/24	100,123	88		2024/25	78,181	35*

(* includes 3-days over Christmas as scheduled.)

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Appendix 2: Key financial data for the Monument, 2019/20 (for pre-pandemic comparison) and 2022/23 – 2025/26

	2019/20 Outturn	2022/23 Outturn	2023/24 Outturn	2024/25 Budget	2024/25 Actual Apr-Dec '24	2024/25 Outturn forecast (as at January '25)	2025/26
Visitor Numbers:	169,367	92,899	100,123	N/A	77,181	100,000	N/A
Total Income:	548,495	346,356	400,660	551,000	252,454	375,000	365,000
Operating costs:							
Employees	(315,270)	(236,626)	(258,906)	(267,000)	(190,257)	(260,000)	(265,000)
Premises	(44,810)	(52,458)	(37,212)	(35,000)	(36,595)	(38,000)	(40,000)
Transport	0	(7)	(19)	(1,000)	(37)	0	(1,000)
Supplies & services	(48,326)	(15,317)	(45,572)	(38,000)	(7,755)	(10,000)	(38,000)
Total costs:	(408,406)	(304,408)	(341,708)	(339,000)	(234,644)	(308,000)	(344,000)
Operating profit	140,088	41,948	58,952	210,000	17,810	67,000	21,000
Net income on local risk:							
Net income budget:	218,000	205,000	196,000	210,000	210,000	210,000	216,000
Budget shortfall:	(77,912)	(163,052)	(137,048)	0	N/A	(143,000)	(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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City of London Corporation Committee Report

Committee(s): Culture, Heritage and Libraries	Dated: 10/02/24
Subject: Keats House income and expenditure, 2025/26	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 Leading Sustainable Environment
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Katie Stewart, Executive Director of Environment
Report author:	Rob Shakespeare, Head of Heritage & Museums, Natural Environment.

Summary

The City of London Corporation is the sole corporate trustee of Keats House (registered charity number 1053381).

This report sets out the proposed fees and charges at Keats House in 2025/26, including admission to the house, taught learning sessions and private hire rates.

It is proposed that fees and charges are generally increased to reflect growing costs while maintaining Keats House's reputation as a high-quality visitor attraction, particularly in the year it will celebrate 100-years of opening to the public.

Also contained in this report is a request to allocate up to £25k from the Keats House charity's unrestricted reserve to fund various programmes and initiatives related to

the 100th anniversary of the house opening to the public on 9 May 1925, which will be celebrated throughout 2025.

Recommendation(s)

It is recommended that:

Members are asked, collectively acting on behalf of the City of London Corporation as trustee of Keats House and being satisfied that it is in the best interests of the charity to do so, to:

- a. Approve the recommended fees and charges for 2025/26 outlined in this report.
- b. Approve up to £25k expenditure from the Keats House Charity's unrestricted reserve to fund activities related to the 100th anniversary of Keats House opening to the public.

Main Report

Background

1. Keats House is a registered charity (number 1053381) with the City Corporation acting as sole trustee. The charity exists to preserve, maintain and restore for the education and benefit of the public Keats House as a museum and live memorial to John Keats as a literary meeting place and centre.
2. Your Committee last approved fees and charges for Keats House on 18/03/24, when a general 6% increase along with increased charges for learning sessions at Keats House to align with those of the Natural Environment Learning team were approved for 2024/25.
3. The principal fees and charges at Keats House relate to admissions fees for visitors to the museum and events, charges for learning sessions delivered at the house and use of the facilities, namely the Nightingale Room in Ten Keats Grove and Chester Room in Keats House.
4. These charges contribute to an overall income target set at £118k in 2025/26 which, in turn, partially offsets the cost to the City of London Corporation of managing the charity. Fees and charges at Keats House are not based on full cost recovery and are significantly subsidised by the City Corporation through the Keats House Charity as part of its cultural contribution to London and the nation.
5. The income generated from fees and charges contributes towards the cost of operating Keats House as a museum and visitor attraction, and fees and charges are therefore reviewed annually to maintain the financial sustainability of the Keats House charity. The balance of how income is achieved is also reviewed, in light of changes in visitor behaviour and demand, service priorities and wider changes in the funding landscape and visitor economy.

6. In 2025/26, Keats House will celebrate the 100th anniversary of it being open to the public and it is hoped that this presents an opportunity to 'relaunch' the charity, leading to a more sustainable future and lasting positive outcomes for Londoners, particularly young people and future audiences.

Current Position

7. Between April and December 2024, c.6,000 people visited Keats House. This remains below pre-pandemic visitor numbers. Of this 31% paid full price, 32% concession rate, 9% were admitted free as aged 18 or under, 7% used the Community Ticket for residents of LB Camden or the City of London, 4% entered as National Trust Members and 12% used an Art Pass entitling them to free entry, with the remaining 5% using one of the other concession or free admission categories, including London Pass holders, 'friends of' groups, sector bodies, City of London Members, staff and volunteers.
8. To date, these visits have generated £23k income against an admissions income target for the year of £32k, which is therefore on target to be achieved.
9. For 2025/26, an indicative income target of £35k has been set against admissions, within an overall income target of £118k for Keats House.
10. Income from private hire of the facilities at Keats House continues to be below pre-pandemic levels. To date, £7k has been achieved, with a likely outturn estimate of £10k against a target of £19k for the year. The income target for facilities hire in 2025/26 has therefore been reviewed and revised to £15k, again within the £118 overall income target.
11. From April 2024, Keats House increased charges for its core learning offer to bring it in line with the Natural Environment Learning Team's charging structure. We continue to monitor the impact of this and mitigate any potential negative impact through special projects funded by the City Corporation's Creative & Cultural Learning Fund and promoting the School Visits Fund to eligible schools.
12. Benchmarking against a small number of comparable venues in the local area and London region has been refreshed in December '24 to inform the recommendations included in this paper (Appendix 1).
13. Members are reminded that a new, five-year agreement for Keats Community Library (KCL) to continue to operate their local library service from Ten Keats Grove was approved by your committee on 29 January 2024 and has now come into effect, contributing to the overall income and sustainability of Keats House Charity.
14. Officers are currently developing plans for the 100th anniversary of Keats House opening to the public in May 1925, including a special, larger exhibition and enhanced events programme. This will require funding above the regular annual budget and an additional sum of £25k has been initially identified to ensure a quality exhibition and events programme can be delivered from April '25.

15. This additional spend would represent 17% of the Keats House Charity's unrestricted reserve which currently stands at £144k.
16. The current reserve policy statement, which is included in the charity's annual report, states that: 'The charity is wholly supported by the City of London Corporation which is committed to maintain and preserve Keats House out of its City Estates fund. These funds are used to meet the deficit on running expenses on a year by year basis. The charity therefore does not need to maintain free reserves at a stated level, being either a fixed amount or a stated number of months, to ensure continued delivery of its objectives. For good governance purposes, the trustee considers holding a minimum of £20,000 as free reserves to be suitable in light of the operating model in place but the trustee will continue to keep the target under review in light of current reserve levels to ascertain whether the current minimum level of reserves required will be appropriate for the charity in future.'

Proposed Fees and Charges 2025/26

17. Informed by benchmarking against comparable venues (Appendix 1), it is proposed that the full price ticket for Keats House is set at £10 which, although above the inflationary increase, maintains Keats House's position as a value for money visitor attraction within the London tourist economy.
18. Previous admission fees included a concessionary rate offering a c.40% discount on the standard adult charge, which is in line with the concessionary rate within the Natural Environment Division and intended to enable a diverse range of people to visit Keats House. The proposed ticket price for concessions in 2025/26 is therefore £6.
19. It is proposed to continue to offer parity with the Concession rate for National Trust members. This is to encourage visits by NT members generally and particularly those visiting Willow Road and Fenton House nearby.
20. The 'community ticket', for residents of the London Borough of Camden and the City of London, is a useful way of marketing the house to local residents and encouraging repeat visits. It is therefore recommended that this should be retained, though raised to £3 for 2025/26.
21. Facilitating cultural engagement for young people and encouraging families with children to visit Keats House remains a strategic and operational priority, especially as children and young people are under-represented in the visitor profile. It is therefore recommended that Keats House retains free entry for those aged 18 and under to encourage cultural participation at this formative stage.
22. Keats House also takes part in sector-wide and local initiatives, such as Open House Festival and Hampstead Summer Festival. On these occasions, free entry or community ticket rates are offered to all visitors, thus ensuring that the price of

entry does not act as a barrier to visiting the house.

23. In 2024/25 with your approval, Keats House adopted the the Natural Environment Learning Team's pricing structure for its taught sessions. This resulted in a flat rate of £99 per session for state supported schools and £129 per session for independent schools. This has been successful in contributing to the cost of delivering this core service without negatively impacting the ability of schools with high pupil premium rates to visit. Although the session rate for 2025/26 has yet to be determined by the NE Learning Team, an up to £10 increase is being considered and it is proposed that Keats House continues to mirror those rates once approved. This will continue to be reviewed and schools with a pupil premium rate of 35% or more who are experiencing barriers to visiting will be actively supported to engage through the City Corporation's School Visits and Cultural & Creative Learning Funds.
24. It is proposed that the hourly rates charged for private hires at Keats House are increased by 3.4% (RPI, October '24) with rounding, to reflect increased costs and help meet the income target for facilities hire. This would result in new hourly charges ranging from £88.50 - £159.00 in 2025/26.
25. As previously approved, separate rates for hires which occur within and outside Keats House operational / staffed hours will be offered, other than for private parties which are charged the higher rate at any time due to the higher level of support they require. However, local stakeholders (e.g. City Corporation departmental teams, the Heath & Hampstead Society and Royal Free Hospital) which use Keats House for small hires, typically meetings of c. 20 people during the daytime or evenings, may continue to be charged the lower rate regardless of what time they take place.

Proposals

26. Members are asked, collectively acting on behalf of the City of London Corporation as trustee of Keats House and being satisfied that it is in the best interests of the charity to do so, to:
- a) Approve the recommended fees and charges and procedures as described above and summarised at Appendix 1 for the whole of 2025/26.
 - b) To approve up to £25k expenditure from the Keats House Charity's unrestricted reserve to fund activities related to the 100th anniversary of Keats House opening to the public.

Corporate & Strategic Implications

Strategic implications – Keats House contributes to the achievement of Corporate Plan 2024–29 outcomes and continues to support the Environment Department to Shape

Sustainable Future Environments through its Primary and Supporting Aims and Objectives as identified in its strategic framework.

The activities of Keats House are also designed to contribute to the aims and outcomes of the City Corporation's Education, Creative Learning and Skills Strategies and the developing Cultural Strategy.

Financial implications – The City's Financial Regulations require all departments to recover full costs when setting fees and charges to persons or external organisations or submit reasons to the appropriate Service Committee when that objective is not met. The duty to recover costs must be subject to any other overriding statutory provision. It is therefore at the discretion of individual Spending Committees to determine the actual level of fees and charges relative to the services they provide, after taking account of local considerations and priorities.

Officers and Members are committed to ensuring our finances are on a sustainable footing for the medium to long term. Chamberlain's Department has been consulted on the contents of this report.

Resource implications – None

Legal implications – Included in the body of the report. Comptroller & City Solicitor's Department has been consulted on the contents of this report.

Risk implications – Income for 2025-26 may continue to be below targets set, although this is expected to be negligible compared to previous years which were exacerbated by the pandemic and subsequent recovery. It will also be balanced by responsible spending and use of the Keats House Charity's reserve for appropriate and approved purposes. This reduced risk will be reflected in the Risk Register once updated.

Equalities implications – No negative impact on any protected characteristic equality group, with positive impact provided by the concessions and initiatives outlined in the report.

Equality Impact Assessment – None

Climate implications – None

Security implications – None

Conclusion

While the recommended increases to admission fees proposed in this paper are above inflationary, they more accurately reflect the income which can be derived through the core activities of Keats House and contribute to offsetting the increasing cost of managing the Charity, while maintaining its position as a value for money visitor attraction, event space and learning destination within London.

The 100th anniversary of the house opening to the public, which we will celebrate from spring 2025 is a major opportunity to (re)engage audiences with the objective of the Charity and the contribution it makes to Corporate outcomes and the cultural life of London, the nation and beyond.

Appendices

- Appendix 1 – Fees benchmarking and proposed admission fees 2025/26.

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Appendix 1. Fees benchmarking to local & regional peer organisations, based on advertised prices in December '24.

Ticket price / organisation	Keats House	2 Willow Road / Fenton House	The Freud Museum	Charles Dickens House	Dr Johnson's House	The Monument	Keats House Proposed from 1 April 2025 – March 2026
Full price (c.31% of visitors)	£9.00	£11 / £12	£14.50	£12.50	£9	£6	£10
Concession (c.32% of visitors)	£5.30 (over 60s, students, unemployed persons and disabled persons)	N/A	£12.50 (over 65s, HS / care workers. unemployed persons and disabled persons)	£10.50	£8 (students)	£4.50 (over 60s, student over 16, disabled adult)	£6 (c. 40% concession on full-price ticket)
Child (c.9% of visitors)	FREE (aged 18 and under)	£5.50 / £6	£9 (young persons aged 12 – 16 years old), FREE (under 12)	£7.50 (aged 6 – 16 years old), FREE (under 6)	£5 (aged 5 – 16 years old), FREE (under 5s)	£3.00 (5 – 15 years old); £2.30 (disabled child); FREE (under 5s)	FREE (aged 18 and under)
Community ticket (c.7% of visitors)	£2.50 (residents of LB Camden and City of London)	N/A	N/A	N/A	N/A	N/A	£3
National Trust Member (c.4% of visitors)	£5.30	FREE	? – Discontinued?	N/A	Discontinued	N/A	£6
Art Fund Member (c.12% of visitors)	FREE (condition of previous grant)	N/A	£7.25 (tied at 50% of full price ticket)	FREE	N/A	N/A	FREE (condition of previous grant)
Notes	Effective from 1 April 2024 (based on 2023/24 +6% with rounding)	Family tickets available for £16.50 or 27.50 / £18 or £30.	Friends of, MA / ICOM & London Pass Holders are free.	MA / ICOM & London Pass Holders are free.	Disabled visitor's carer admitted free.	Disabled visitor companion: FREE	Various other minor concessions offered to 'friends of' / sector initiatives.

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Committee(s): <ul style="list-style-type: none"> • Equality, Inclusion & Diversity Sub – For Discussion • Communications & Corporate Affairs Sub – For Discussion • Culture, Heritage and Libraries – For Decision 	Dated: <ul style="list-style-type: none"> • 5 February 2025 • 5 February 2025 • 10 February 2025
Subject: Beckford and Cass Statue Project Webpages	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	<ul style="list-style-type: none"> • Diverse Engaged Communities • Flourishing Public Spaces • Vibrant Thriving Destination
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: Emma Markiewicz, Head of Profession (Culture)	
Report authors: Elizabeth Scott, Head of Gallery & Amphitheatre Omkar Chana, Project Director (Culture)	

Summary

This report provides an update on the Beckford and Cass statue plaques project (‘Revealing the City’s Past’). It defines the content and contains a preview of what would be published on the City Corporation’s webpages as part of the ‘Retain and Explain’ approach.

Recommendation(s)

Members of the **Equality, Diversity & Inclusion and Communications & Corporate Affairs Sub-Committees** are requested to consider this report for discussion and provide recommendations for onward consideration by the Culture, Heritage and Libraries Committee.

Members of the **Culture, Heritage and Libraries Committee (CHL)** are requested to:

- Approve the long historic texts for Beckford and Cass for publishing on the City Corporation’s website (Appendix 2).
- Approve the content that has been developed for publishing on the City Corporation’s website (Appendix 3).

- Note that any operational updates to the webpages (e.g. minor revisions, factual corrections) would be made under the direction of the Head of Profession for Culture.
- Note that any new commissions or ongoing commitment to additional work would need to be considered separate to this report and could risk further prolonging the project.

Main Report

Background

1. In October 2021, the Court of Common Council endorsed the recommendation of the Statues Working Group to ‘Retain and Explain’ the William Beckford and John Cass statues in Guildhall. This recommendation instructed Officers to work collaboratively with the City Arts Initiative, in consultation with all relevant stakeholders, to develop appropriate explanatory plaques to be placed alongside the statues.
2. This was in-line with the then Government’s recommended ‘Retain and Explain’ approach of keeping assets in situ, complemented with a comprehensive explanation which provides the whole story of the person or event depicted so that a fuller understanding of the historic context can be known, understood and debated. And likewise reflecting the need to consult the community and stakeholders as “integral to the discussion on decision-making”.
3. This report relates specifically to the actions endorsed by Court to arrange wording for the plaques and deliver content using QR codes so that further information is available for those who wish to seek it.
4. In November 2022, the Policy and Resources Committee (P&R) resolved, that Members
 - *Agreed to delegate authority over the project to Culture, Heritage, and Libraries Committee as elected by Court; noting the matter would come back to Policy and Resources Committee in the event that there was any significant slippage on the revised delivery date.*
5. Given the policy and strategic importance, P&R still maintains a locus on this work. At the time that this work started, Equality, Diversity & Inclusion Sub-Committee (EDI) didn’t exist in its current form. Clearly the sub-committee has a particularly relevant role and EDI Members are invited to make recommendations to CHL. It is suggested that the EDI Sub-Committee is given the opportunity to input to any decisions on the remainder of this work.
6. Given the recent media interest on work in relation to the Transatlantic Trade in Enslaved Africans, the Communications & Corporate Affairs Sub-Committee is being informed and invited to make recommendations to CHL on this report.

7. The approach on the plaque wording was endorsed by the CHL Committee in January 2022 and approved by P&R in February 2022, with the proposal as follows.
 - *Officers and a consultant to work with a youth panel and intergenerational panel to examine and interpret the two statues. These groups to be representative, including special educational needs and disability (SEND) communities, additionally amplifying the voices of those whose lives are most affected by Beckford and Cass's legacies today.*
 - *Both panels to work with the consultant and the Head of Gallery to commission contemporary artists to create artistic responses to the statues (to include a poet but which may also include other art forms).*
 - *The plaques, located on the monument or on a wall near them, to combine information, stating why the statue is present in Guildhall and discussing the subject's involvement in the Transatlantic Slave Trade alongside a poetic response.*
 - *A QR code to be featured on the plaque which links to further information about the historical context of the statues, as well as further artistic responses, which will be hosted on the City Corporation's website (on the Gallery's and/or Great Hall's webpages).*
 - *Regarding the use of QR codes and to future-proof the plaques, your Officers will work with the City Surveyor and Historic England to agree a high-quality plaque design that is fabricated to be easily updated and replaced in a cost-effective way as and when required.*

8. Following a competitive process, Culture& was appointed as lead partner. Culture& is a leading Black led arts and education charity devoted to diversifying the arts. In November 2022, an external freelance Project Manager with experience running projects of this kind was also appointed to support the Head of Gallery in delivery. Together, they formed a Steering Group to advise on all content. An Intergenerational Panel and separate Accessibility Panel were established and consulted on all aspects of the project.

9. Between November 2022 to June 2024 a total of 10 reports went to P&R and CHL Committee to gain approvals on the approach to the project, mainly focussed on the short texts, poems and plaque designs. A significant milestone was achieved when Listed Building Consent was granted in August 2023 for the Beckford plaque.

10. In accordance with the recommendations endorsed by Court, the plaque design incorporated QR codes. The Court report specifically stated:
 - *They do however recommend that such a plaque take advantage of modern technology such as a QR code to allow for more cohesive, flexible and modern engagement with the contextual information. This would allow for the content to be adapted over time or for specific events, if appropriate, and include multi-media for enhanced engagement. It would also offer greater flexibility in meeting various accessibility requirements.*

11. A detailed outline of the virtual environment was not submitted to committee as the Court report reflected on the fact that the content linked to by the QR code would

be evolving and flexible, and it would reasonably be considered as falling into the day-to-day operational responsibility of Officers under the Scheme of Delegations (noting that Members always have the option to call in to committee if they would like to review or scrutinise).

Current Position

12. Poems for the Beckford and Cass plaques have been commissioned. These are now complete and have been approved at Committee. For reference, the final version of both poems is provided in Appendix 1.
13. Explanatory texts for the Beckford and Cass statues have been commissioned. The outcome was a short text for inclusion on each of the plaques which was approved in September 2023 at Committee. The Beckford short text was approved under the Delegated Authority process in April 2024. For reference, the final version of both short texts is provided in Appendix 1.
14. Owing to space limitations around what can be displayed on the plaques, a longer text was developed that contains more detail about Beckford and Cass (Appendix 2). A researcher was commissioned to develop the long historic texts for each statue in collaboration with the intergenerational panel. The long historic texts provide an informed, considered, and contextual reinterpretation of the history of both Beckford and Cass regarding their involvement in the Transatlantic Trade in Enslaved Africans and what that might tell us about their legacy today. The texts were written in collaboration with the Intergenerational Panel and External Stakeholder Group. The texts have been academically peer reviewed.
15. Committee is requested to approve the long historic texts. The material is in accordance with the Court's endorsed recommendation to provide '*...cohesive, flexible and modern engagement with the contextual information...and include multi-media for enhanced engagement*', providing further information and context beyond the plaques.
16. Project webpages for 'Revealing the City's Past' have been created. The dedicated webpages include additional educational and creative content that complement and enrich the plaques. The project team wanted to ensure that at the heart of the webpages, they create a space of welcome and recognition for the African and Caribbean diaspora and communities with access needs to improve their understanding and visitor experience at the City of London. The content produced for the webpages is set out below.
 - i. Beckford – plaque short text (accessible video/BSL/subtitles)
 - ii. Beckford – plaque poem (accessible video/BSL/subtitles)
 - iii. Cass – plaque short text (accessible video/BSL/subtitles)
 - iv. Cass – plaque poem (accessible video/BSL/subtitles)
 - v. Beckford – an investigation with footnotes (accessible video/BSL/subtitles)
 - vi. Cass – an investigation with footnotes (accessible video/BSL/subtitles)
 - vii. Beckford statue – audio described tour (audio)
 - viii. Cass statue – audio described tour (audio)
 - ix. Great Hall – audio described tour (audio)

- x. Photoshoot – “I See You: A Reckoning” and write-ups of seven interviews and photography with key stakeholders.
 - xi. Project film (video)
 - xii. Blog post 1 – “Retain and Explain: Its Background and Uncertain Future”
 - xiii. Blog post 2 – “Where have all the women gone? Black women White spaces”
 - xiv. Blog post 3 – “Making Patterns and Hopefully, Breaking Patterns”
 - xv. Artistic commission – “Rendering the Alternative: Nine Nights” (video)
 - xvi. Pattern design – for use as branding (online and print) for the project, with the artist’s explanation in blog post 3.
17. The webpages are private and will not be made live until the plaques are formally launched. A preview is shared (Appendix 3) to enable Members to experience the content in context as members of the public would once the plaques are launched.
18. A web content guide, a brief description of each form of content, is provided in Appendix 3. The guide has been written by the Steering Group and includes the intention/purpose of each form of content, and feedback from the Intergenerational Panel and Accessibility Panel following testing. Members are encouraged to review the webpages alongside the web content guide.
19. Some of the material is artistic content and is open to interpretation. Careful consideration needs to be applied in terms of governance that is commensurate with that understanding. Governance should ensure that there is a balance of appropriateness of engagement and efficacy. **Crucially, the governance process must not censor any of this work.** As such, the City Corporation’s Communications team has not provided any editorial oversight of these webpages as it did not wish to dilute or misinterpret the narrative developed by our stakeholders and project partners.
20. The material represents the collective and creative efforts of many external stakeholders and collaborators from the Caribbean diaspora. The webpages are one way of giving more context to the plaques. The stakeholders consider it to be an essential part of the project and the Government’s recommended ‘Retain and Explain’ approach.
21. This content is one way that the groups have been able to have some creative input without the limiting constraints of Listed Building rules. This is in line with the ‘Retain and Explain’ guidance – which “encourages innovation in alternative media, including creative ways to explain and contextualise the story of the person or event that is commemorated”. The content also represents the original intention set-out early-on in the project: ‘amplifying the voices of those whose lives are most affected by Beckford and Cass’s legacies today’.
22. The webpages and content have been tested by the Intergenerational Panel and Accessibility Panel. An accredited BSL practitioner has been used to ensure that the BSL versions meet accessibility guidelines. Appendix 4 is the formal report produced by the access consultants. It collates and summarises the feedback and recommendations with notable comments including:

- *‘The tone of the narration in the provided text is formal, reflective and inclusive. It conveys a sense of responsibility and sensitivity, particularly in its approach to addressing the complex and painful legacies of figures like William Beckford and Sir John Cass, who are linked to the Transatlantic Trade of Enslaved Africans. I think it gives a sense of significant shift in the narrative, making a step towards greater inclusivity and recognition of those affected by these historical figure’s legacies.’*
- *‘The text feels professional, respectful and committed to social justice while also being accessible to [a] broad audience. It evokes a sense of importance and thoughtfulness, signalling a meaningful step towards addressing historical legacies in public spaces.’*
- *‘I found the webpages fascinating, and it has inspired me to learn more about Caribbean and West Indian culture having had a glimpse from the site.’*

23. The webpages will be linked to by the QR codes featured on the plaques. The QR codes would also be used on other associated material and link to the appropriate pages on the City Corporation website. All content will be available on handheld devices that can be collected from the Guildhall Art Gallery welcome desk.

24. The plaques have been produced and are in storage with the fabricator. The replaceable aluminium plaques which feature the QR codes will be manufactured once the webpages are approved. The plaques will be installed ahead of the launch.

Options

25. **Option 1 – all content is approved** as set out in the preview webpages.

26. **Option 2 – partial content is approved with edits.** Exceptional edits would be limited to improving factual accuracy and not altering the narrative. This may require further research, review and validation, and the project steering group’s recommendation is not to alter the content. If this option is selected then the launch may be partial or subject to further delay, and COL’s response may be considered as incomplete.

27. **Option 3 – no content to be hosted online.** The plaques would be installed with no accompanying web content and likely no launch event. The project steering group’s recommendation is not to split the physical and online content. This would reverse COL’s existing commitment, and this response would likely be considered inadequate.

Proposal

28. Officers recommend **Option 1 – all content is approved** as set out in the preview webpages. Approving the content enables the project team to focus on planning the next stage and launch.

29. At launch, the webpages would be made live on the City Corporation's public website, the plaques installed, and an event would take place to acknowledge this key milestone.
30. Whilst the content will be hosted on the City Corporation's website which is managed by the Corporate Communications team, Members are asked to note that the Head of Profession for Culture would be accountable for any future operational aspects of this work.

Potential for ongoing engagement

31. The legacy of the project is important and has been considered by the external Stakeholder Groups (see Appendix 3). The project team proposes that the artistic commission could become a bi-annual commission for Guildhall Art Gallery, with content added to the webpages every two years.
32. A further legacy piece is the blog posts. The blog posts explore themes, work and history relevant to the project, and provide a wider context. The blog posts are an important mechanism to foster understanding and collaboration between the project group, the collaborators and the communities that have been engaged throughout.
33. Further alternative formats to improve accessibility based on the recommendations of the accessibility panel. This includes requests that were suggested by the panel. Easy read versions of each of the short and long texts would be a resource for neurodiverse people and they are also beneficial for children and people whose first language is not English. And an audio description for all images featured. This would enable screen reader users to access the images.
34. Members are asked to note that this report does not seek approval for any specific ongoing engagement at this point in time. Any such work should not be considered in isolation and must fit into COL's overall journey. The suggested way to do this is to bring this project into broader work once there is output from other projects later in the year. Ongoing engagement would be considered by the Head of Profession for Culture. This oversight would ensure links with other related work that the City Corporation has committed to.

Other previous recommendations

35. Further recommendations were highlighted by Court and in Appendix 2 of the November 2022 report, including arrangements for educational activities. The team was proactive and took responsibility for several of the actions that are directly related to the plaques – for example – reframing the space in which the statues are located by hosting educational and cultural events that directly address the context of the statues and the contemporary issues they raise.
36. Some actions come under the responsibility of other departments. These should be progressed by the relevant departments and committees that were set out in November 2022. Officers will remind departments of their obligations and that these can be reviewed on the launch of the plaques.

Lancaster Research project

37. The City Corporation is commencing a separate but related project to begin its journey in relation to the research that has been conducted by the Universities of Lancaster and Manchester, and University College London. The London Archives is leading on this (with oversight from the Head of Profession for Culture). A project has been scoped to investigate the historic connection between the Corporation of London and the Transatlantic Trade in Enslaved African People. This would be a larger piece of work, and it is mentioned in this report to note the future connectivity of both projects. The timetable is to be finalised, and it would commence in early 2025 with initial outputs by late 2025.

Corporate and Strategic Implications

38. Strategic implications – This work supports the Corporate Plan outcomes – Diverse Engaged Communities, Flourishing Public Spaces and Vibrant Thriving Destination.

39. Financial implications

- In 2021, the initial budget for the statues project was requested to come from the Culture and Visitor Services¹ team, specifically the Guildhall Art Gallery's (GAG) local risk budget. However, the initial budget was for temporary signage, and it did not account for: permanent plaques; any future visual interpretation or counterpointing; or the education proposals. As the project developed into the installation of permanent plaques with additional content to be used as part of the 'Retain and Explain' approach, the GAG has managed to absorb the cost to deliver this project.
- Resourcing this work from GAG local budget has had significant limitations on other work in 2024/25 including the Gallery's public programme and a second temporary exhibition. It is no longer possible for the GAG to continue absorbing the budget for project delivery without significant impact on planned activity.

40. Resource implications – all resourcing requirements are scoped as part of departmental business planning for the Culture team (incorporating the GAG) and The London Archives. Other departments who accommodated this project into their plans include Communications, Planning, Remembrancer and Events (under Innovation & Growth).

41. Legal implications – the City Corporation's legal team will continue to be consulted on this work, as necessary.

42. Risk implications – if the webpages are not endorsed and published as part of the launch of the plaques, the City Corporation may be seen as doing the bare minimum under the 'Retain and Explain' policy and not doing enough to tackle racism and confront its own history. This would not be in line with what was previously agreed at the Court of Common Council.

¹ The Culture and Visitor Services team migrated to the original Destination City team and is now the Culture team.

43. The reputational risk on this project is mitigated through a consultative process both within the City Corporation (including our CLEAR Staff Network) and with external groups. The City Corporation's Communications team have been consulted as part of this.
44. Equalities implications – The statues work originated from the Tackling Racism Taskforce recommendations. Given the heightened societal tensions in terms of race relations more broadly, the City Corporation is actively committed to developments in this area and Members are asked to be mindful of the context and environment in which this decision is being asked. All work on this project has been mindful and supportive of the City of London Corporation's EDI commitments. The City Corporation's recently appointed Equalities Director has been consulted and is supportive of the approach and what has been achieved thus far.
45. Climate implications – None identified for this paper.
46. Security implications – None identified for this paper.

Conclusion

47. This report provides Members with a preview of the webpages that will accompany the Beckford and Cass statue plaques. The webpages and the context for each piece of content with a narrative on its intention and purpose is included. The report establishes a key milestone and decision for Members to advance this project, comprising a package created to enable the City Corporation to 'Retain and Explain' the statues of Beckford and Cass.

Background Papers

- [Update: Beckford & Cass Statues Interpretation Project](#) - 14 November 2022, Policy and Resources and 17 November 2022, Culture, Heritage and Libraries
- [Plaque Concept Designs: Beckford & Cass Statues Interpretation Project \(Under Urgency\)](#) - 12 December 2022, Culture, Heritage and Libraries
- [Plaque Concept Designs: Beckford & Cass Statues Interpretation Project](#) - 23 January 2023, Culture, Heritage and Libraries
- [Plaque Text & Update: Beckford & Cass Statues Interpretation Project \(Under Urgency\)](#) - 7 March 2023, Culture, Heritage and Libraries
- [Final Designs & Texts: Beckford & Cass Statues Interpretation Project \(Non-Public\)](#) - 23 March 2023, Policy and Resources and 27 March 2023 Culture, Heritage and Libraries

- Beckford and Cass statue plaque text amendments & Project Update (Non-Public) - 18 September 2023 Culture, Heritage and Libraries and 21 September 2023 Policy and Resources
- Beckford and Cass statue request for delegated authority (Non-Public) - 16 November 2023 Policy and Resources and 20 November 2023 Culture, Heritage and Libraries
- Beckford Plaque Text update (Under Urgency) - February 2024, Policy and Resources and Culture, Heritage and Libraries.
- Beckford plaque text – Report of action taken - 20 May 2024, Culture, Heritage and Libraries
- Amendment to Beckford plaque text - 6 June 2024, Policy and Resources

Appendices

- **Appendix 1 (non-public):** Final statue plaques short text and poems for Beckford & Cass (note these are complete and have been approved at Committee).
- **Appendix 2 (non-public):** Long historic texts for Beckford & Cass
- **Appendix 3 (non-public):** Link to preview webpages and web content guide
- **Appendix 4 (non-public):** Accessibility panel webpage testing

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Project Director (Culture)

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City of London Corporation Committee Report

Committee(s): Culture, Heritage and Libraries – For Decision	Dated: 10/02/2025
Subject: Draft Business Plan 2025/26 – The London Archives (including the Culture Team)	Public report
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	<ul style="list-style-type: none"> • Diverse Engaged Communities • Vibrant Thriving Destination • Providing Excellent Services • Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	No
Report of: Greg Moore, Deputy Town Clerk	
Report author: Emma Markiewicz, Director of The London Archives and Head of Profession for Culture.	For Decision

Summary

This report presents for approval the high-level Business Plan for The London Archives, including the Culture Team, for 2025/26.

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling The London Archives and Culture team Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2025/26.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. High-level Business Plans for FY 2025/26 align to our Corporate Plan 2024-2029. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel.

Draft final high-level Business Plan for 2025/26

3. This report presents, at Appendix 1, the draft final high-level Business Plan for 2025/26 for The London Archives, including the Culture Team.

Sections to answer:

- a. Member Involvement:

The draft has been discussed with the Chair and Deputy Chair for comment in advance. We will report on aspects of the report throughout the annual Committee cycle for comment, information and approval as per the usual process.

- b. Prioritisation and alignment to Corporate Plan 2024-2029:

Priorities for The London Archives and Culture Team are shared with CHL through the provision of regular updates throughout the Committee cycle, and these are reflected in our ongoing business planning.

The key priority areas we would highlight from within the plan are The London Archives Accommodation review and audience and schools development work, which inform the new vision for The London Archives and its future home, and the Guildhall Library development programme.

The key priority for the Culture team is to develop the Cultural Strategy. This is a fundamental piece of work, which will be aligned with the Corporate Plan 2024-29. All priorities and workstream will stem from the Cultural Strategy.

c. Synergies and combatting silos

The major areas of the plan which is cross-cutting are:

- The TLA accommodation project, which requires close collaboration with Surveyors and Chamberlains departments.
- The Guildhall Library development project, which provides opportunities to collaborate with City departments, teams and institutions including City Belonging, Adult Services, Destination City and the City Bridge Foundation.
- Development of the Culture Strategy.
- Audience growth across the services, through close collaboration between teams and services including the Culture Team, Destination City, TLA, Guildhall Library and Guildhall Art Gallery.
- The vision for the Cultural Strategy is for it to serve the needs of the Culture team, the Culture, Heritage and Libraries Committee, the City Corporation and the Square Mile (and in some cases immediately beyond).

d. Resources utilised:

The bulk of the TLA budget is allocated to staffing costs, and we continue our work to develop skills, knowledge and personal development which supports the development of the services. The TLA mission statement and vision focus all teams on working together to achieve shared priorities of audience growth and development. Improving public spaces at TLA and Guildhall Library to provide a welcoming and flexible environment is central to our audience strategy, but our focus is on refreshing spaces to keep costs to a minimum or attracting partnership funding or commercial income to support development.

The Culture team budget is heavily allocated to staffing costs because the resource base was setup to deliver Destination City – phase 1. With the Destination City Review 2024, the transition to the Head of Profession for Culture, and the development of the Cultural Strategy the approach has been to limit recruitment to key roles and maintain an agile resource so that it is possible to optimise to deliver the new Cultural Strategy when it is approved.

e. Performance Measurement:

Performance against KPIs is monitored internally through quarterly reporting and regular meetings as a senior management team for TLA. Baseline KPIs will be set at the beginning of the financial year, informed by 2024/25 performance. Developing a performance measurement framework is a key part of the Cultural Strategy terms of reference and these would be integrated into this business plan cycle at a commensurate point in the annual cycle.

f. Measuring Impact and Value for Money (VfM):

Quantitative and qualitative data is gathered from our users on an annual basis through an audience survey, and additionally as required via surveys to our mailing lists, event visitors and in our research spaces.

Departmental Operational Property Assets Utilisation Assessment

4. **[In this section Chief Officers are required under delegations to report on their Compliance with Standing Order 56.** An utilisation assessment and an analysis of comparative organisation/asset exercise, in accordance with the scope set out in the Operational Property Review, is required. This must also be made available to the OPR at or before the presentation of the Business Plan to Committee]:

The report must say how and when the utilisation assessment has been undertaken and state whether assets were identified fully or partially utilised or fully underutilised

The London Archives site in Northampton Road, Islington: The site is fully utilised by the service. We anticipate that storage areas will reach full capacity in 2032. The lease on the site expires in 2035. The majority of space on the site is dedicated to archives storage. We began our programme to review and improve use of the public spaces last year and this will continue in 2025/26, ensuring that all space is used effectively and use is informed by our audience surveys and feedback. The main open office space will be developed this year to maximise the available space and accommodate the incoming RIBA Library team.

Guildhall Library: The spaces used to deliver the library service to researchers and visitors and store library books and archives are fully used. Library office spaces are partly utilised, meaning that not every desk is occupied every day, but are fully used at times, depending on the presence of volunteers and visiting staff from The London Archives. Utilisation of spaces at and around the library will be reviewed through the Guildhall Library Development Programme to ensure that available space is used effectively.

North Block Basement rooms SB34, SB25, NB019, NB013 and GYE Basement Rooms – S1, B2 are fully utilised for archive storage.

Culture Team office space is on the First Floor of the West Wing in Guildhall which is utilised. A utilisation assessment took place with the City Surveyor's Department when the team reported into Innovation & Growth. Other assets under management include the Guildhall Art Gallery, the City Information Centre and the Roman Bathhouse.

All spaces have been assessed by TLA and Culture Team staff and information has been shared with City Surveyor's Department and the Transformation team.

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

Strategic implications

The London Archives and Culture Team business plan supports delivery of the Corporate Plan by providing outstanding public services, developing and growing diverse audiences in the City and at City destinations, providing excellent education and lifelong learning opportunities and developing City spaces as vibrant destinations. TLA in particular also delivers against the UK Government strategy for archives, Archives Unlocked.

Security implications

None identified.

Financial implications

On completion of the Cultural Strategy, there may be options that require CHL budgets to be reappropriated or additional investment to deliver on all of the recommendations.

Equalities implications

We expect workstreams b, d, e and j to have a positive impact on people protected by existing equality legislation.

Workstreams b, d and e will purposefully seek engagement with all Londoners, developing public engagement which reflects London’s diversity today. Our schools programme will seek engagement across London’s primary and secondary schools, raising awareness with children across the capital of the incredible resources contained within City’s archives. Our public programme will include a wide range of events developed for diverse audiences, purposefully presenting a range of ways to engage with our services. Our new community programme will be developed with all Londoners in mind, ensuring that our programme is diverse and inclusive.

Through the milestones set out in workstream e and j, we will continue to develop our public spaces, creating an environment which is welcoming to all and considers the need of all our visitors.

Our internal EDI Forum will review and develop our practice, monitoring our EDI action plan throughout the year.

Public sector equality duty

See above

Resourcing implications

The London Archives Accommodation Project is at pre-feasibility stage to gather intelligence and data in order to inform the scope of options. £150,000 (including £10k costed risk provision) of funding was secured from Finance Committee’s Contingency on the 7th of May 2024. The project is not attached to any other funding at this point.

TLA previously funded a strategic review into spatial and business model requirements for the future, and these will inform the pre-feasibility review.

Funding options for the Guildhall Library Development Programme will be identified during the development phase this year, reviewing both City Corporation funding options and potential for partnership contributions.

Risk Implications

The London Archives Accommodation Project carries a key risk as decisions are needed well in advance of 2035 and lease expiry, to secure alternative premises and undertake works.

Climate Implications

None identified.

Appendices

- Appendix 1 – Final high-level Business Plan 2025/26

Conclusion

This report presents the high-level Business Plan for 2025/26 for The London Archives, including the Culture Team, for Members to consider and approve.

Appendices

[Appendices should be clearly labelled and submitted to the Committee clerk as a separate document – this supports a consistent approach to the preparation and presentation of documents, including how they are published to the website]

[Provide details of any appendix, these should be listed for easy reference and report collation purposes]. **Please state 'none' if not applicable instead of deleting this section.**

- Appendix 1 – Final high-level Business Plan 2025/26

Emma Markiewicz
Director, The London Archives and SRO Culture
E: emma.markiewicz@cityoflondon.gov.uk

THE LONDON ARCHIVES (INCLUDING CULTURE TEAM) 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.

Culture Team Update

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 to lead as the Head of Profession for Culture. On 1 October 2023, operational handover for the Culture team (formally known as the Destination City team) took place.

Culture has been in a transition year, stemming from the "Destination City – Independent Review 2024" the team have maintained a strong programme of existing and new projects (whilst moving from IG to TC). Some 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, Lift the City and Fabric) and grant-funded delivery (e.g.



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Reimagining Londinium and The Big Picture) and continuing with the Anne Desmet exhibition in the Art Gallery including its educational activities and the acquisition of Anne's work 'Colosseum Kaleidoscope'. 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. Crucially, the development of a new Cultural Strategy is underway.

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.

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



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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)

Culture Team

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 is not provided at this stage and 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:

6. **Always On Digital Marketing** – manage visitor facing promotion for the City Corporation via our website, enews, social media channels.
7. **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, events programme and partnership activity.
8. **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 2-day a week opening of the Billingsgate Roman Bath House.
9. **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 programmes (iii)

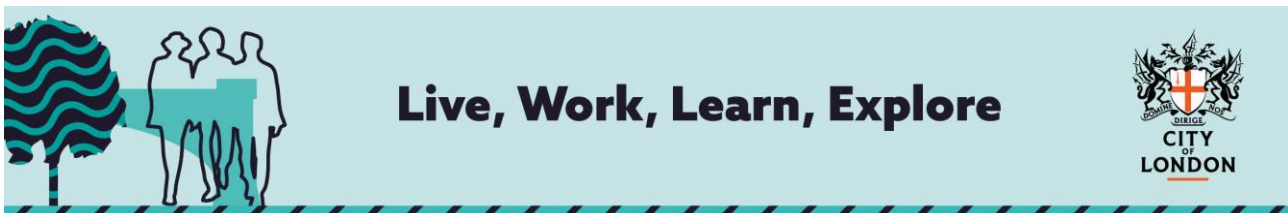


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heritage tours and events promoting our cultural heritage assets (iv) seasonal cultural events (v) public art programmes.

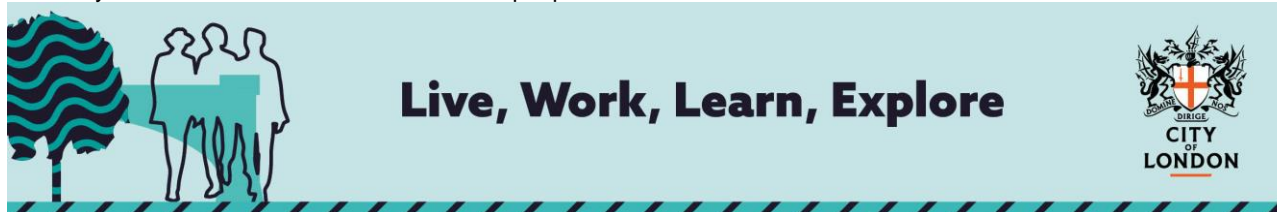
10. **Partnership Programme and Engagement** – enable and facilitate external partners to deliver cultural programmes, events and activities across the Square Mile.



Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<p>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).</p> <p>SMT to input Add rows as needed</p>	<p>Estimate the % (of the total 100%) budget that will be allocated¹</p>	<p>Estimate the % (of the total workforce) that will work on this²</p>	<p>List all the CP outcomes this workstream contributes to</p>	<p>CP 2024-2029 Performance Measures should be shown in bold</p>	<p>State what will be different</p>
<p>a. The London Archives Accommodation Project</p> <p>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.</p> <p>1. Complete gateway 3 options appraisal process. Confirmation of decision no later than Q4 2026.</p>	<p>1.3%</p>	<p>2%</p>	<p>Diverse Engaged Communities</p> <p>Leading Sustainable Environment</p> <p>Providing Excellent Services</p> <p>Vibrant Thriving Destination</p> <p>Flourishing Public Spaces</p>	<p>Evidence base will be the following milestones, updates to be provided in narrative:</p> <p>Progress reports to CHL Committee (dates TBC)</p>	<p>Decision on the G3 options appraisal will provide a clear direction for the next phase of the project.</p>

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.

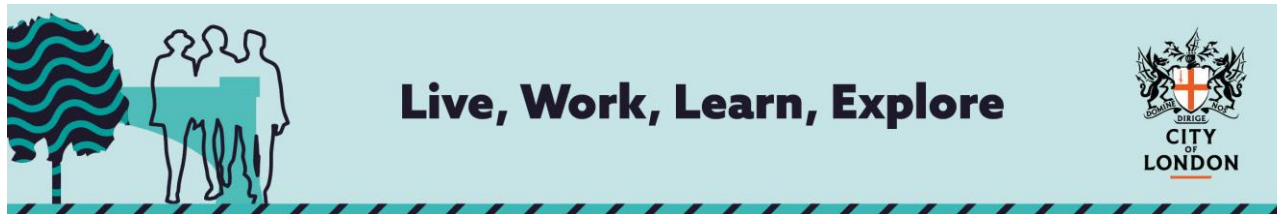
² Unlikely to total 100% or more because some people resource is allocated to 'BAU' activities and it could indicate a reliance on additional working time to deliver activities.



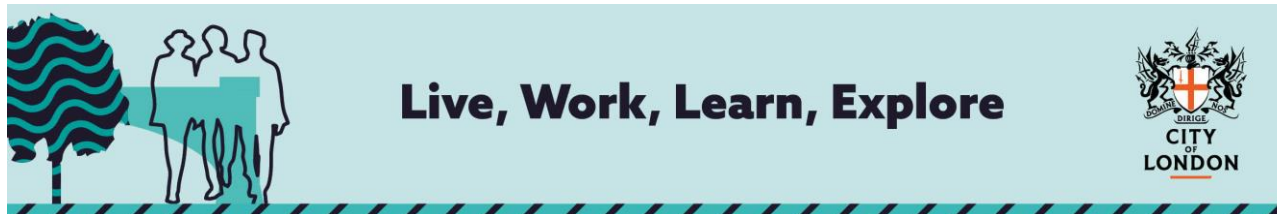
<p>b. Audience Development Growth and diversification of our audiences, through services provided to visitors to The London Archives, Guildhall Library, users of our digital services and our touring and offsite exhibitions. Ongoing work, reviewed quarterly.</p> <ol style="list-style-type: none"> 1. We 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 we have posted to our channels. 	<p>15%</p>	<p>22%</p>	<p>Diverse Engaged Communities</p> <p>Providing Excellent Services</p> <p>Vibrant Thriving Destination</p>	<ol style="list-style-type: none"> 1. Number of onsite visitors - % above/below previous Q 2. Number of offsite visitors - % above/below previous year (annual) 3. Number of digital visitors - % above/below previous Q 4. Social media engagement – number of engagements - % above/below previous Q 5. Visitor Survey - 	<p>Audience numbers will increase on site and online, and we will continue to improve the quality of our offer.</p>
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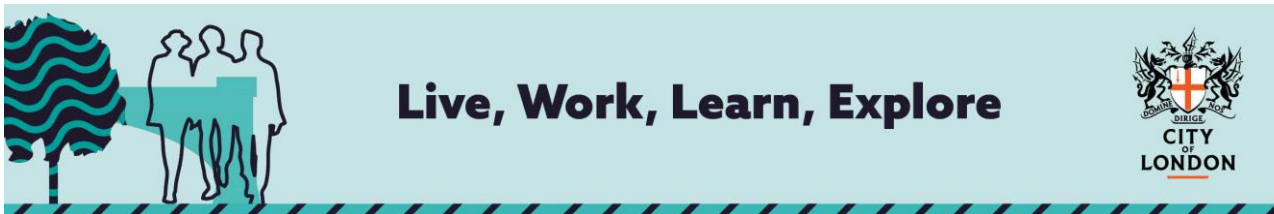
<p>5. Checking our progress, overall satisfaction rating received from annual survey of visitors.</p>				<p>% satisfied with service received (90% target)</p>	
<p>c Research Services Services provided to research visitors at The London Archives and Guildhall Library, providing manuscripts, photos, books maps etc from the repositories and responding to research enquiries received. Ongoing work, reviewed quarterly.</p> <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. 	<p>14.5%</p>	<p>18%</p>	<p>Providing Excellent Services Vibrant Thriving Destination</p>	<p>1.Items provided to researchers - % provided within KPI (1 hour / 24 hours / 48 hours) 2.Research enquiries - % answered within KPI (10 days / 20 days)</p>	<p>New and returning researchers will receive ongoing high-quality support and they use our services</p>



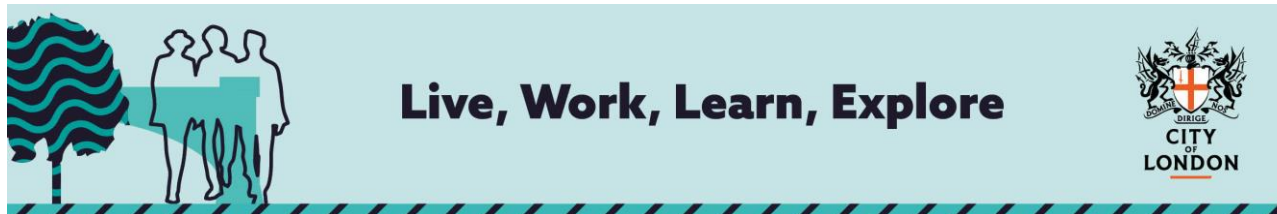
<p>d Engagement Programme Our public programmes offer a range of events and activities linked to our collections, supporting the growth and diversification of our audiences. Our new schools programme at The London Archives will focus on sharing the City’s collections with London school children on site. 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. 	<p>15%</p>	<p>18%</p>	<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</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</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</p>
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<ol style="list-style-type: none"> 4. Developing our community programme, starting with a benchmarking review and consultation. 5. Creating a new community programme strategy and targets. 6. Providing a range of opportunities to volunteers who give up their time to support our services, both on-site and on-line. 7. Creating a new a youth volunteering project to increase the number of young people engaging with our services, diversifying our audience. 				<p>provided in narrative:</p> <p>4. Review complete, Dec 2025</p> <p>5. Strategy complete, Mar 2026</p> <p>7. Project launched, Mar 2026</p>	<p>visitors and service users, diversifying our audience.</p>
<p>Page 141</p> <p>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> <ol style="list-style-type: none"> 1. Create and consult on development vision. 2. Research partnerships and funding models for development work. 	<p>1.3%</p>	<p>2%</p>	<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>	<p>The framework will provide a clear pathway for the development programme and the research piece will inform the next steps.</p>

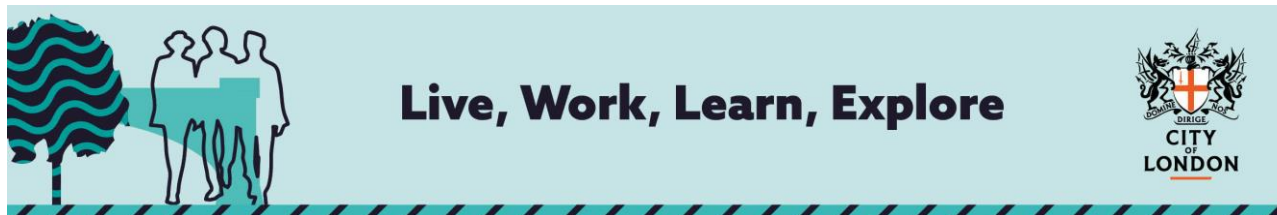


<p>f. Commercial Development Generating new income streams to support the sustainability and development of the services. Ongoing work, reviewed quarterly / RIBA to Aug 2028</p> <ol style="list-style-type: none"> 1. Image sales – increasing income from the London Picture Archive and on site. 2. Conservation 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>2%</p>	<p>3%</p>	<p>Providing Excellent Services</p> <p>Dynamic Economic Growth</p>	<ol style="list-style-type: none"> 1. Income total and performance against quarterly target 2. Income total and performance against quarterly target 3. Income total and performance against quarterly target Evidence base will be the following milestones, updates to be provided in narrative: 4. Partnership agreement complete, service opens at TLA 	<p>Commercial income targets and partnerships support attainment of income and visitor targets.</p>
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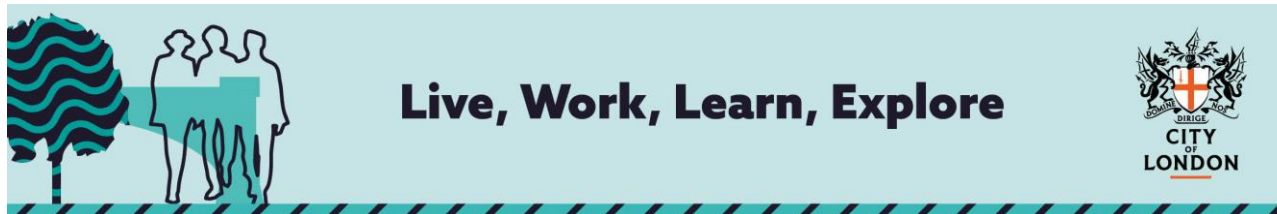


<p>g. Records Management Services provided to City departments to manage hardcopy business records in accordance with business requirements and data regulations. Ongoing work, reviewed quarterly.</p> <ol style="list-style-type: none"> 1. Number of departmental files removed from office storage and ingested into system. 2. Number of files requested by departmental users for retrieval. 	<p>2.6%</p>	<p>4%</p>	<p>Providing Excellent Services</p> <p>Leading Sustainable Environment</p>	<p>1. Files processed - % within KPI target (10 days)</p> <p>2. Files retrieved - % within KPI target (Same Day/Next Day)</p>	<p>Hardcopy departmental business records no longer required day to day are stored economically and sustainably, and returned to offices for use quickly and efficiently.</p>
<p>h. 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 	<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> <p>1. System is procured and operation, staff are trained and supported, Mar 2026</p>	<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</p>

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<ul style="list-style-type: none"> 3. Acquisitions Strategy and Policy – Review and diversify our collection policy and develop a new collecting strategy 4. Preserving and caring for our collections, through active preservation and conservation treatment programmes. 				<ul style="list-style-type: none"> 2. Assessment and benchmarking complete, Dec 2025 3. Policy and strategy complete, Mar 2026 	<p>income channel, and support our work to grow and diversify audiences.</p>
<p>i. Buildings and Repositories 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> <ul 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. 5. Review of public facilities and implementation of improvements to 	<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> <ul style="list-style-type: none"> 1. Complete by Dec 2025 2. Complete by Dec 2025 5. Complete by Mar 2026 6. Complete by Mar 2026 (subject 	<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 welcoming and</p>

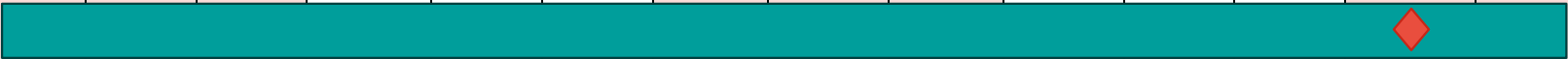












<p>ensure that accessibility standards are met and best practice achieved wherever possible, creating public spaces which are welcoming and open to everyone</p> <p>6. Site works including replacement of environmental control chillers and improvement of heating, lighting and sprinkler systems.</p>				<p>to agreement and budget)</p>	<p>sustainable environment.</p>
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**Our timeline
planner of priority workstream activities and milestones**

[Add rows as needed]

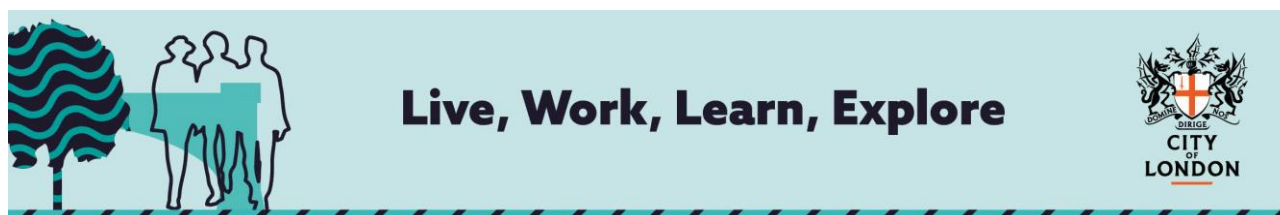
Key	
	Duration of activity
	Milestone

	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Beyond 2025/26	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2026/ 2027	2027/ 2028
Workstream a : The London Archives Accommodation Project														
Workstream b : Audience Development														
Workstream c : Research Services														
Workstream d : Events Programme														
Workstream e : Guildhall Library Development Programme														
Workstream f : Commercial Development														

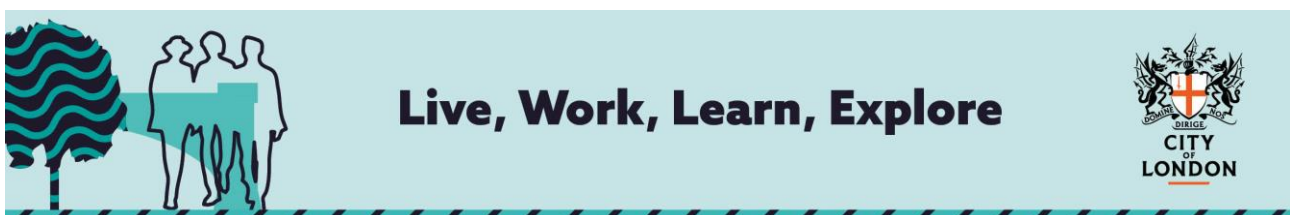
Workstream g : Records Management	[Redacted]											
Workstream h : Collections Management	[Redacted]											
Workstream i : Buildings and Repositories	[Redacted]											

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"> Re-examining Collecting Policies to preserve the diversity of London's archives Educating ourselves and staying relevant 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"> Events Programme – reviewing and refreshing our LGBTQ and disability history programmes, opening 'hidden' parts of the collections to new audiences, reviewing events accessibility. Exhibitions – making a commitment to present content that reflects Londoners today and supporting onsite community exhibitions. 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. Digital – Reflecting London's diverse heritage and communities on the London Picture Archive platform. Projects and Partnerships – Friends of the Huntley Archive, National HIV Story Trust, The Africa Centre, University of London, Conservation for Wellbeing. Public Facilities – Undertaking an access review, providing period care products, augmenting site access information on our website. 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.



The Culture team	
<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 – 22 FTE – 20 Joiners RYTD – 4 Leavers RYTD – 6 FTE Expire 3 Months – n/a</p> <p>Average age – 40 years Average LOS – 16 years</p> <p>Gender Male 0%, Female 100%</p> <p>Diversity 11.1% Ethnic Minority, 0% Disability, 13.6% LGBTQ+</p> <p>Staff Survey Score – 55%</p>	<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. 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. <p>Because of the transition, the Culture team have 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.</p>



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

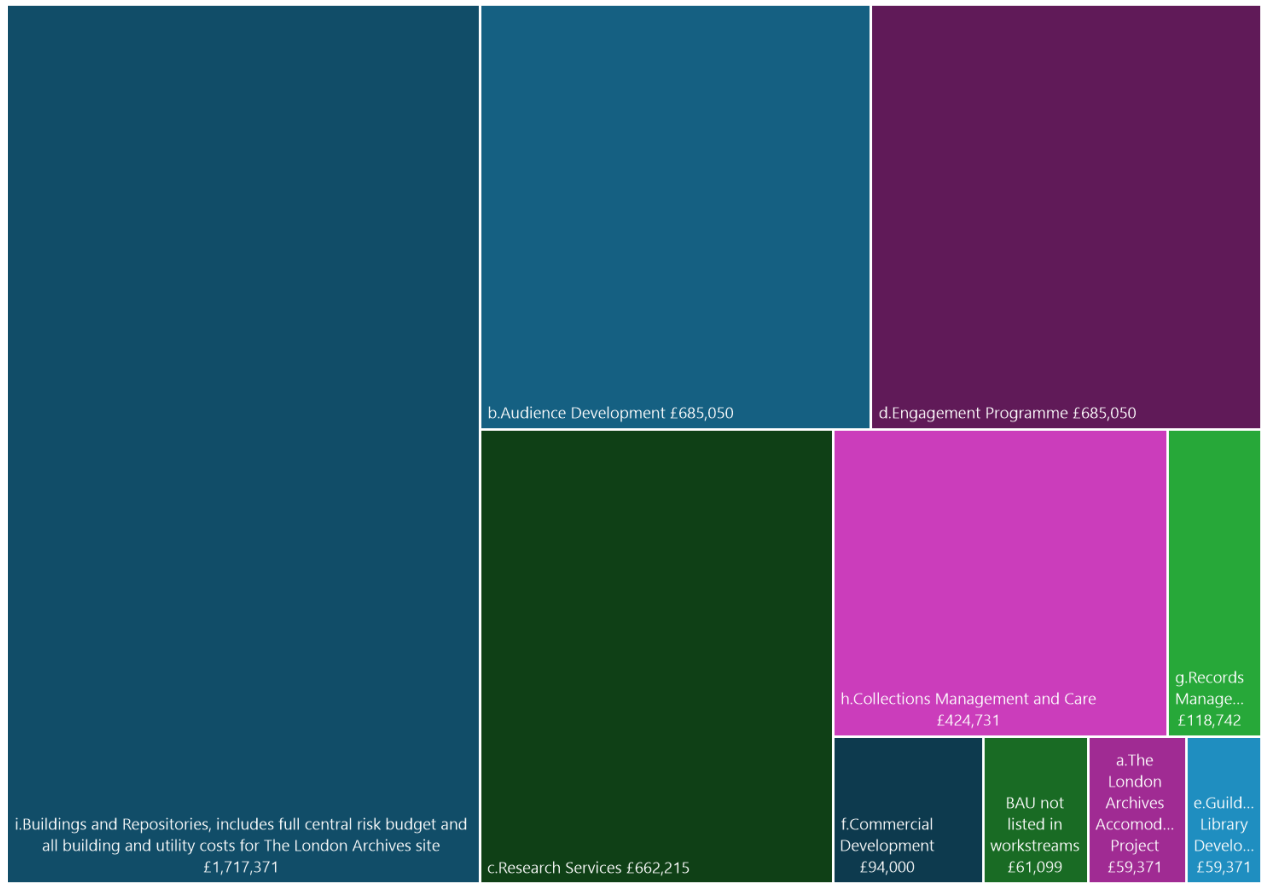
- Local Risk = £3,850,000
- Central Risk = £717,000

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.

For Culture team the budget is from City's Estate, spilt into two areas:

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**



Live, Work, Learn, Explore



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.

For Culture, 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.

Health & Safety

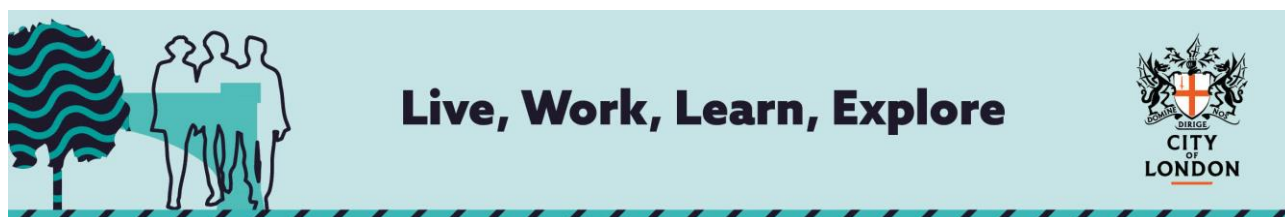
List up to three priorities for 2025-26

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

For Culture, an initial Health & Safety survey was completed. However, given the broad variety of services delivered, a separate survey is needed for each asset branch. Priorities will be established once the second set of surveys are complete.

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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