



Culture, Heritage and Libraries Committee

Date: MONDAY, 3 NOVEMBER 2025
Time: 11.00 am
Venue: COMMITTEE ROOM 3 - 2ND FLOOR WEST WING, GUILDHALL

Members:

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

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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 OF PREVIOUS MEETING**

To agree the public minutes of the previous meeting held on 22 September 2025.

For Decision
(Pages 5 - 12)

4. **FORWARD PLAN**

Members are asked to note the Committee's forward plan

For Information
(Pages 13 - 14)

5. **INSPIRING LONDON THROUGH CULTURE FUND - ANNUAL UPDATE 2024/25 & FUNDING PROGRAMME ANALYSIS 2020/21 TO 2024/25**

To receive the report of the Interim Managing Director of the City Bridge Foundation

Sheena Etches/Jack Joslin

Jack Joslin will provide a brief introduction to the Inspiring London through Culture paper and be present at the meeting to take any questions.

For Information
(Pages 15 - 34)

6. **SCULPTURE IN THE CITY - 14TH EDITION AND PROPOSAL FOR FUTURE DELIVERY**

To consider the report of the Deputy Town Clerk.

For Decision
(Pages 35 - 82)

7. **ACHIEVEMENTS AT KEATS HOUSE APRIL - SEPTEMBER 2025, INCLUDING RISK MANAGEMENT UPDATE**

To consider the report of the Executive Director, Environment.

Rob S

For Decision
(Pages 83 - 114)

8. **NATIONAL YEAR OF READING**
Rachel L

For Information
(Verbal Report)

9. **CULTURE STRATEGY**
To consider the report of the Deputy Town Clerk.

For Decision
(Pages 115 - 132)

10. **AUDIENCE AGENCY - VERBAL UPDATE**

For Information
(Verbal Report)

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

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

13. **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

14. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the previous meeting held on 22 September 2025.

For Decision
(Pages 133 - 136)

15. **THE MONUMENT 2025-26 MID-YEAR UPDATE**

To receive the report of the Executive Director Environment

Monument – City's Estate funded

For Information
(Pages 137 - 142)

16. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **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, 22 September 2025

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at
Committee Room 3 - 2nd Floor West Wing, Guildhall on Monday, 22 September
2025 at 9.00 am

Present

Members:

Brendan Barns (Chairman)
Suzanne Ornsby KC (Deputy Chair)
Leyla Boulton
Elizabeth Corrin
Karina Dostalova
Alderman Professor Emma Edhem
John Foley
Stephen Hodgson
Adam Hogg
Tessa Marchington

Vasiliki Manta
Alderman Bronek Masojada
Sophia Mooney
Anett Rideg
Gaby Robertshaw
David Sales
Stephanie Steeden
Deputy Dawn Wright
Matthew Waters

In Attendance

Officers:

Elizabeth Scott
Rob Shakespeare
Jayne Moore
Emma Markiewicz
Omkar Chana
Andrew Buckingham
Mark Jarvis
Kevin Colville
Laurie Miller-Zutshi
Susana Barreto
Chris Bonner
Laurence Ward
Katie Whitbourn
Greg Moore

- Head of Guildhall Art Gallery
- Keats House, Environment
- Town Clerk's Department
- London Archives, Head of Profession (Culture)
- Interim Culture Director
- Town Clerk's, Media Officer
- Chamberlain's Department
- Comptroller and City Solicitors
- Town Clerk's Department
- City Surveyor's Department
- City Surveyor's Department
- Assistant Director (Audiences)
- Cultural Policy & Partnerships Officer
- Deputy Town Clerk

Also present:

Sarah Walters

- Things Made Public

1. **APOLOGIES**

Apologies were received from Munsur Ali, Irem Yerdelem, Deputy Helen Fentimen, Caroline Haines, Melissa Collett, and Wendy Mead.

These Members observed the meeting online: Alderman Prof. Emma Edhem, Jason Groves, Mark Wheatley, James St John Davis, and Matthew Waters.

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 07 July 2025 be approved as a correct record of the proceedings.

4. **FORWARD PLAN**

Members noted the Forward Plan.

5. **CULTURE, HERITAGE AND LIBRARIES REVENUE OUTTURN FORECAST AS AT QUARTER 1 2025/26**

The Committee received the report of the Deputy Town Clerk, Executive Director of Community and Children's Services, City Surveyors, and Executive Director of Environment setting out the Quarter 1 estimated outturn for the Culture, Heritage and Libraries Committee. Members noted that:

- The total local risk is projected to overspend by £195k, attributed to unidentified savings coupled with lower than targeted income levels highlighted in paragraph 3 of the report; and
- The total central risk budget is projected to overspend by £110k, related to an increase in rents and rates upon The London Archives as highlighted in paragraph 4 of the report.

Members viewed a presentation setting out budget areas and relevant figures, which was circulated to the Committee on 29 September 2025 as well as being available on the Corporation's YouTube channel, noting the preference for the information to be circulated prior to the meeting.

The presentation set out figures for the 2024/25 budget and outturn, and the 2025/26 budget for these service areas: Guildhall Art Gallery, City Information Service & Outdoor Arts, Guildhall Library, London Archives and Projects, Heritage Gallery, Keats House, Monument, Barbican & Shoe Lane Libraries, Artizan St Library, Roman Remains and Guildhall complex land, Mayoralty & Shrievalty, Committee Directorate, and London Museum Grant.

A Member asked for more information on how recharges are allocated. The meeting heard that the corporate function generally dictates the allocation of recharges in an equitable way, that the basis of those allocations can vary, and that the allocations are agreed by the Corporation's Finance Committee and/or Corporate Services Committee.

A Member asked how staffing costs are calculated. The meeting heard that detailed calculations are available for staff costs based on their grade and are agreed with each budget manager, and that National Insurance and other oncosts are included in the calculations.

6. CITY ARTS INITIATIVE - RECOMMENDATIONS TO THE COMMITTEE

The Committee considered the report of the Deputy Town Clerk presenting the recommendations of the City Arts Initiative (CAI) which met on 24 July 2025 during which the CAI considered these three:

1. Framework Knitters Hall Blue Plaque
2. Frances Quarles Blue Plaque
3. Fleet Street Quarter Festive Trail

RESOLVED, That the Committee approve these three proposals:

1. Framework Knitters Hall Blue Plaque
2. Frances Quarles Blue Plaque
3. Fleet Street Quarter Festive Trail

noting also that approvals are subject to any additional necessary permissions gained from environmental health, planning and highways.

7. UPDATE ON BLUE PLAQUES

The Committee heard a verbal update on the City's blue plaques, that included the following information:

- The blue plaque scheme has been under-resourced during the last decade;
- A backlog of plaques is being cleared, with about five remaining to be handled;
- The scheme is to be rebooted around a nominations process that is inclusive and transparent;
- Recruitment is under way for a Head of Heritage Estate; and
- The rebooted scheme is expected to be launched during 2026, ideally in time for the February 2026 Committee event.

A Member commented that the scheme appeared to be reactive and that the City does not appear to propose names. The meeting heard that a rebooted scheme is likely to be more proactive.

A Member asked for more information on anticipated fees, and what financial help might be available. The meeting heard that a plaque costs £1500 to make (installation costs vary) and that the plans include a facility for the City to fund one plaque per year.

A Member asked when the backlog of five plaques would be cleared. The meeting heard that each application takes 3-5 months to process given the requirements to liaise with developers, manufacturers and other stakeholders

and that the process is expected to accelerate with the appointment of the Head of Heritage Estate.

8. DEVELOPING THE CULTURAL STRATEGY - PROGRESS UPDATE JUNE TO AUGUST 2025

The Committee received the report of the Deputy Town Clerk providing an update on activity between June and August 2025 on the development of the Cultural Strategy, together with a forward look on the delivery plan for 2026 and viewed a presentation from Things Made Public.

Members noted the forthcoming 05 February 2026 event at the Guildhall Art Gallery, and were invited to ensure that details of cultural contacts known to them are forwarded to the executive. In response to a question on whether the cultural strategy would be unveiled at the February 2026 event, the meeting heard that the strategy is not expected to have been finalised at that point and that the event is expected to act partly as a springboard for further action.

A Member asked whether The Audience Agency would be in a position to discuss and explain the data presented in the report. The meeting heard that an informal session would be arranged (see action point).

A Member asked what key messages were being taken to inform ongoing work, commenting that the document appeared to be quite generic. The meeting heard that Things Made Public and The Audience Agency are expecting to co-create an action plan on the back of the data presented taking into account further feedback, with a further iteration of the document expected to be presented that will explore key audiences and segments and how these can be activated, alongside evaluation frameworks. In response to a question on whether a brief would be compiled ahead of the document's next iteration, the meeting heard that a brief is to be put together for the next phase of the document.

A Member asked for clarification on whether the cultural strategy document is a final iteration. The meeting heard that the document continues to be a work in progress and that further comments and suggestions are invited.

In response to a question on whether Things Made Public was of the view that the document is currently fit for purpose, the Committee heard that the document is not yet complete, that there is still phase 3 work to be completed, and a decision still is to be made on the nature of the alignment with Destination City, noting that foreign investment into the City is in part connected to its unique cultural assets.

A Member commented on the apparently small sample size of c. 1300 people, and asked why the research had not identified 'superusers' (for example, Barbican Centre users). The meeting heard that, generally speaking, little difference in the veracity of findings was observed beyond 1000 survey respondents. The Committee discussed focus areas around the broad base of users and 'superusers', as well as the overlap between the Destination City remit and the cultural offering of the City of London.

A Member asked whether the data had been specifically put together for the City of London Corporation, or whether it was existing survey data. The meeting heard that phase 1 had made use of existing data whereas phase 2 data was specifically gathered for the purposes of the current report, noting also the visitor figures for foreign tourists.

A Member asked whether a shared definition of culture in the City has been finalised. The meeting heard that the uniqueness of the City has not yet been captured in any finalised definition, and that a working group on that is to be set up to include the Chair and Deputy Chair (see action point).

A Member asked for more information on timelines for the project. The meeting heard that the expectation is that the cultural strategy is expected to be completed in May 2026 rather than February 2026, partly as a result of the significant amount of stakeholder engagement.

A Member asked that further information be provided on potential partners/organisations and stakeholders involved in the compilation of the report (see action point)

A Member recommended that the world-class nature of the City's cultural offering be emphasised to a greater extent in any further iteration.

A Member commented that the 'old town' designation for the City of London is a concept worth adopting and disseminating.

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

There were no questions.

10. ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT

A Member asked whether information was available on how Members and staff might access the City's cultural assets. The meeting noted that the information could potentially be included in the next Members' update or shown on the Members' portal with links to the relevant asset, given the frequency with which the access information changes (see action point).

Noting that a paper copy of the City's cultural assets is available at the City Information Centre, a Member asked whether that map is available on any website. Members noted the 'cityofldn' website that includes a wide range of information on City cultural assets and is refreshed frequently.

On the pocket book: Members noted that the information has been updated on the pocket book and that there is a preference for the pocket book to be electronic given that the information quickly becomes outdated.

A Member commented that a forward plan of Guildhall Yard events would be welcome (see action point).

A Member commented that the explanatory plaque on the Beckford statue appeared to be scratched, and asked what could be done to remedy that.

11. 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.

12. NON-PUBLIC MINUTES

The Committee considered the non-public minutes of the meeting of 07 July 2025.

13. THE LORD MAYOR'S STATE COACH - UPDATE

The Committee received the report of the City Surveyor and Executive Director of Property outlining the current condition, conservation priorities, and long-term display strategy for the Lord Mayor's State Coach.

14. REPORT OF ACTION TAKEN - HARBINGER PORTRAITS

The Committee noted the report of action taken.

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

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

The meeting ended at 11.00 am

Chairman

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

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

Action Number	Date	Action	Responsible Officer	Progress Update
01/25	22 Sep 2025	Arrange an information session with The Audience Agency to explain statistics presented in strategy report presented on 22 Sep 2025	OC	
02/25	22 Sep 2025	Provide further information on potential partners/organisations and stakeholders involved in the compilation of the strategy report submitted to the Committee on 22 Sep 2025	OC	
03/25	22 Sep 2025	Members to be consulted on the latest version of the definition of Culture	Committee	
04/25	22 Sep 2025	Full list/map of cultural assets to be available on the Members' portal	OC	
05/25	22 Sep 2025	Forward plan of Guildhall Yard events to be available		
06/25	22 Sep 2025	Provide an update on Bostock Room	Clerk	Expected to be completed by end of 2025, open for use in Jan. 2026
07/25	22 Sep 2025	Provide information on repairs to the explanatory plaque on Beckford statue in Great Hall following scratch marks identified	OC	

CULTURE HERITAGE & LIBRARIES COMMITTEE
Non-Public Outstanding Actions (updated Sep. 2025)

Action Number	Date	Action	Responsible Officer	Progress Update
08/25	22 Sep 2025	Compile a report on the oversight and management of the Lord Mayor's State Coach together with recommendations of where its management should sit as a single entity	DTC	
09/25	22 Sep 2025	Circulate breakdown of costs related to project 'Revealing the City's Past'	OC	

Forward Plan for Culture Heritage & Libraries Committee

	08 Dec. 2025	19 Jan. 2026	23 Mar. 2026	18 May 2026	20 July 2026	25 Sep 2026	23 Nov 2026
Meeting specific Agenda Items	<ul style="list-style-type: none"> - Finalise Terms of Reference for submission to P&R - Guildhall Art Gallery accreditation resubmission (inc. collections policies for approval) - budget allocations 	<ul style="list-style-type: none"> - Libraries update - draft business plans - Budget estimates - Q3 budget monitoring - Decision on cultural strategy 	<ul style="list-style-type: none"> - end-of-year charities updates - Monument and KH fees & charges 	<ul style="list-style-type: none"> - election of Chair/DChair - end-of-year updates on KH& Monument - KH activities plan 	<ul style="list-style-type: none"> - revenue outturn 	<ul style="list-style-type: none"> - Review ToRs - update on LM state coach ahead of LM Show Nov. 2026 	<ul style="list-style-type: none"> - KH and Monument updates -
Standing Agenda	CAI recommendations - as applicable						
	LM State Coach – as applicable						
	London Archives (premises) – as applicable						

Not previously handled on a routine basis:

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

Committee(s): Culture Heritage and Libraries Committee – For Information	Dated: 03/11/2025
Subject: Inspiring London through Culture Fund – Annual update 2024/25 & funding programme analysis 2020/21 to 2024/25	Public
This proposal delivers Corporate Plan 2024-29 outcomes:	Diverse Engaged Community 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: Simon Latham, Interim Managing Director of the City Bridge Foundation	For Information
Report author: Sheena Etches, Funding & Charity Management Lead, Central Funding and Charity Management Team	

Summary

The Central Grants Programme (CGP) provides a portfolio of four funding programmes that support the delivery of activities and services primarily within the Square Mile. The CGP's Inspiring London through Culture funding programme (ILTC) opened in October 2016. ILTC is managed on behalf of the Culture Team by the Central Funding and Charity Management Team (CFCMT). The ILTC has one funding round each year. This report provides an overview of projects funded through the ILTC in the 2024/25 financial year alongside a comprehensive analysis of the grants awarded by the ILTC over the last five years illustrating the contribution of the ILTC to delivering both Destination City and City of London's Corporate Plan strategic outcomes.

Recommendations

Members are asked to:

1. Note the criteria for the Inspiring London Through Culture Fund at **Appendix 1**
2. Note the recent grants awarded from the Inspiring London Through Culture Fund 2024/25 at **Appendix 2**.
3. Note the analysis of the Inspiring London Through Culture Fund over the last five years, 2020/21 to 2024/25 inclusive, and its impact at **Appendix 3**.

Main Report

Background

1. The Inspiring London Through Culture funding programme (ILTC) is one of a portfolio of four open grant funding programmes that form the City of London Corporation's (CoLC's) Central Grants Programme (CGP). The ILTC opened in October 2016.
2. The ILTC awards grants to cultural projects and services that are being delivered for the benefit of communities or beneficiaries within the City of London. Projects must either have most or all benefits delivered within the geographic boundaries of the City of London or engage with the City of London's resident and/or worker communities (at any location).
3. ILTC applications must meet one or more of the fund's four core criteria – 'Promote access for all to participate in the City of London's cultural offer'; 'Enhance London's creative future through championing excellence in the development of innovative practice and/or skills'; 'Deliver positive social impact through culture and/or heritage in the City of London'; Support the development of the City of London's Destination City'. (See **Appendix 1**).
4. ILTC has one funding round each year.
5. The Culture Heritage and Libraries Committee delegates the award of grants to the ILTC Panel who meet annually. The ILTC Panel is made up of representatives from a range of Cultural Institutions across the City alongside the Chair and Deputy Chair of the CHL Committee and Officers from the Culture Team.
6. A comprehensive grant management service for ILTC and other City of London grant funding programmes is delivered by the CFCMT drawing on the team's expertise in the field of grant-making and in line with 'Open and Trusting' grant making practice. The CFCMT is a City of London-wide resource managing a number of other grant programmes on behalf of departments across the City of London including the Community Infrastructure Levy Neighbourhood Fund.
7. Management of the ILTC process is aligned with the City's existing grant allocation process through the CFCMT. Applications to the ILTC undergo a process of due diligence, assessment and financial review by Funding Managers before sign-off by a Senior CFCMT Officer. Eligible applications are then presented to the ILTC Panel for delegated decision. At the ILTC Panel consideration is given to each proposal's alignment with the ILTC criteria, outputs and outcomes, value for money in terms of social, environmental as well as financial value and equality considerations.

Inspiring London through Culture Funding Programme 2024/25

8. In 2024/25 the ILTC received 25 applications in total – a 39% increase in applications to the ILTC from the previous financial year. This steep increase in the number of applications to grant funders is being experienced across the

sector as cultural organisations whose reserves were used during the pandemic struggle with increasing costs at a time when several major arts and charitable funders are realigning their funding priorities or closing.

9. The CGP has an annual City's Estate budget of £220,000 split across three funding programmes, and additional funds specifically to deliver the Destination City Partnership Fund. In 2024/25 the ILTC received an annual budget of £73,333 to allocate to eligible applications, 10 grants were awarded funding totalling £76,104. The overspend on this programme has been covered by funds written back in year and allocated to the programme.
10. The average value of grant awarded fell to £7,610 – the lowest average grant value over the last five years. (See **Appendix 3, Table 1**). A list of grants awarded and more detail on the projects funded can be found at **Appendix 2**.
11. In 2024/25, 10 organisations were awarded funding. 10 applications were rejected and 5 applications were withdrawn during assessment. Grant approval rate for the year fell to 40% - the lowest approval rate for the fund over the last 5 years. (See **Appendix 3, Table 2**).

Inspiring London Through Culture Fund Analysis of Grants Awarded over the last 5 years

12. Over the last five years, 2020/21 to 2024/25 inclusive, the ILTC has distributed £398,479 in 48 grants. Grants awarded have ranged from £1,200 to £10,000 with an average value of grant of £8,302. (See **Appendix 3, Table 1**).
13. Over the last 3 years (2022/23 to 2024/25) applications to the ILTC have increased by 67% and this trend is set to continue. For the 2025/26 ILTC round 28 applications have been received – a further 12% year on year increase. This year on year increase in the number of applications to cultural funders is being experienced across the sector as arts organisations whose reserves were used during the pandemic struggle with increased costs at a time when several major charitable funders are realigning their funding priorities or closing.
14. Over the last 5 years there have been a total of 107 applications to the ILTC. Over the last three years, at the same time as a steady year on year increase in the demand for ILTC funding, the average value of ILTC grant awarded has increased but the value of funds available has remained more or less constant. Consequently the annual approval rate has dropped from 53% in 2022/23 to 40% in 2024/25 with only 2 out of every 5 applications being awarded funding. (See **Appendix 3, Table 2**).
15. Over the five year period 39 unique organisations were supported through the award of ILTC grant funding of which 82% of successful applicants were awarded one grant each. (See **Appendix 3, Table 3**). 7 organisations received two or more grants each. (See **Appendix 3, Table 4**).
16. Over the last 3 years the percentage of organisations in each funding round that were new to the portfolio has increased year on year from 62% in 2022/23 to

70% in 2024/25 reflecting the Panel's aim to support a broad range of applicants and those new to grant funding.

17. Over the last five years 56% of grants awarded were to small organisations with an annual turnover of less than £500k. Just under a third (31%) of all ILTC grants awarded over the last five years were to 'very small' organisations with an annual turnover of less than £100k. (See **Appendix 3, Tables 5 & 6**).
18. Over the last 5 years ILTC grants were awarded across a wide spectrum of artforms. 27% of grants were awarded to music projects representing 25% of the total value of funds awarded (£98,274 investment), 13% of grants were awarded to theatre projects representing 13% of the total value of funds awarded (£51,924 investment) and 13% of grants were awarded to film projects representing 12% of the total value of funds awarded (£48,002 investment). (See **Appendix 3, Table 9**).
19. However, ILTC investment in the visual arts over the period was notably low with only 4% of ILTC funded projects from the visual arts representing 5% of the value of grants awarded (an investment of £18,500). Similarly, given the abundance of key heritage sites and collections across the City of London ILTC investment over the last five years in heritage related projects was also low – only £17,710 investment across 3 projects. (See **Appendix 3, Table 9**).
20. Over the last 5 years 98% of grants awarded 'Promoted access for all to participate in the City of London's cultural offer'. The ILTC also contributed to the delivery of the City of London's Destination City policy (63% of all ILTC funded projects). (See **Appendix 3, Table 10**). In comparison with other arts/culture project grants a relatively low percentage of grants awarded through the ILTC (only 27% of grants awarded) championed excellence in the development of innovative practice and/or skills.
21. The ILTC delivered against five of the six CoL Corporate Plan strategic outcomes. For example, the City of London Corporate Plan strategic outcome 'Vibrant Thriving Destination' with 69% of all grants awarded contributing to 'providing a world-leading culture and leisure offer' and 44% of grants awarded contributing to 'increased visitor spend'. (See **Appendix 3, Table 11**). The ILTC also strongly delivered the City of London Corporate Plan strategic outcome to create 'Diverse engaged communities' with 60% of grants awarded contributing to 'increasing community cohesion' and 40% of grants awarded contributing to 'reducing social isolation'.
22. The ILTC grant programme delivers activities and services for a range of beneficiary groups. Many projects target more than one main beneficiary group. 69% of ILTC funded activities over the last 5 years were for general beneficiaries, 29% of all funded projects benefitted children under the age of 11, 25% benefitted young people aged 11-25 years and 25% benefitted people from minoritised ethnic groups. (See **Appendix 3, Table 12**). Perhaps due to the generalist nature of the ILTC Fund only a handful of projects over the last 5 years have had a beneficiary group focus for those from the LGBTQ+ community, people with physical disabilities or older people.

Future delivery

23. The CFCMT is in the process of reviewing its small grant programmes, which will include a review of the Inspiring London Through Culture programme at align with the City of London's new Cultural Strategy. The CFCMT will provide a substantive update to this committee in due course.

Corporate & Strategic Implications

24. **Financial implications** – CFCMT Officer time to manage the ILTC will be met by the CFCMT central team budget.
25. **Resource implications** – Officer time to manage the ILTC and review its impact will be provided by the CFCMT as part of the Team's responsibility for the CGP's management.
26. **Legal implications** – None.
27. **Strategic implications** – The delivery of the ILTC providing cultural activities and services for communities in the City of London aligns with Destination City and to the City Corporation's own Corporate Plan and stated aims of providing creating diverse engaged communities and vibrant thriving destination.
28. **Risk implications** – All ILTC grants are managed and monitored by Funding Managers within the CFCMT to mitigate risks in project delivery through provision of ongoing advice and support.
29. **Climate implications** – None.
30. **Equalities implications** – The purpose of the ILTC is to fund cultural projects and services delivered for the benefit of communities or beneficiaries within the City of London which 'Promote access for all to participate in the City of London's cultural offer' and/or 'Deliver positive social impact through culture and/or heritage in the City of London' leading to increased community cohesion.
31. **Security implications** – None.

Conclusion

32. The Inspiring London Through Culture Fund is an impactful grant funding programme that contributes to the delivery of both Destination City and the City of London's Corporate Plan strategic outcomes. The ILTC funds projects and activities across a wide spectrum of artforms and strongly supports small organisations with a turnover of less than £500k to deliver cultural projects in the City of London.

Appendices

- Appendix 1 – Inspiring London through Culture Fund Criteria
- Appendix 2 – Inspiring London through Culture – Grants awarded 2024/25

- Appendix 3 – Inspiring London through Culture Fund Analysis of Grants awarded 2020/21 to 2024/25

Sheena Etches

Funding and Charity Management Lead

Central Funding and Charity Management Team

E: sheena.etches@cityoflondon.gov.uk

Appendix A

Inspiring London Through Culture Fund: Core Criteria

- i. Promote access for all to participate in the City of London's cultural offer
- ii. Enhance London's creative future through championing excellence in the development of innovative practice and/or skills
- iii. Deliver positive social impact through culture and/or heritage in the City of London
- iv. Support the development of the City of London's Destination City

Inspiring London Through Culture Fund: Priorities

In addition, we positively welcome and will prioritise proposals that:

- Engage with people living or working in the Square Mile;
- Engage with new audiences, attracting people from a wide variety of backgrounds and locations to participate in the City's cultural offer;
- Animate places and spaces within the Square Mile;
- Encourage access to local buildings and local heritage within the Square Mile;
- Improve health and wellbeing;
- Use technology to deliver cultural excellence;
- Highlight environmental issues and promote sustainability;
- Build organisational capacity;
- Support entrepreneurialism;
- Build innovative partnerships (especially with one or more of the cultural/heritage providers already operating within the City); and/or
- Demonstrate some level of match-funding, noting we value opportunities where City funding can help to lever in funding from other sources

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Appendix 2

Inspiring London Through Culture Fund grants approved under delegated authority 2024/2025

Applicant	Description	Decision
The Baytree Centre (26119)	£10,000 across one year to support integration work with refugee and migrant women and girls through visiting the City of London.	Approved
Serious Trust (26335)	£7,000 over seven months towards artist fees, backline and management costs associated with EFG London Jazz Festival Free-stage Programme: providing free public concerts at the Barbican Centre celebrating jazz and international music genres.	Approved
Compass Collective (26689)	£9,400 for staff and project costs associated with running an 8-week series of drama workshops for young refugees and asylum seekers and a final performance at the Guildhall School of Music and Drama.	Approved
Sutton's Hospital in Charterhouse (26440)	£2,120 over three months towards tour guide fees, workshop facilitator fees and workshop materials associated with the programme of free tours and workshops around the newly restored 1611 Letters Patent of Sutton's Hospital in Charterhouse for Golden Lane	Approved
East London Advanced Technology Training (26683)	£6,840 over one year for staff time, staff travel costs and ticket entrance to paid attractions in City Welcome Club: Newcomers experiencing and sharing the City's heritage and culture through educational visits, guided tours and participatory activities.	Approved
CurvingRoad (26712)	£7000 across 12-months to support SHIFT + SPACE for early-career performing artists to present works-in-progress to public audiences in Theatre Deli.	Approved
Phosphoros Theatre (26081)	£8,084 to support Phosphoros Unbound productions, co-created with refugee artists, to facilitate seven to ten free and subsidised performances within the City of London during the 2025 Refugee week.	Approved
Queer East CIC (26223)	£8,000 to support Queer East Festival presenting LGBTQ+ cinema and live theatre at the Barbican, exploring queer cultures from East and Southeast Asia.	Approved
Arab British Centre (26711)	£7,700 to fund SAFAR Film Festival 10th edition: establishment of a SAFAR Futures Curatorial Committee plus screenings and workshops in the City of London.	Approved
Dance Umbrella (26714)	£9,960 to produce and deliver a double bill of public performances by two international artists, Djam Neguin and Lilian Steiner, at the Barbican Centre as part of Dance Umbrella 2025.	Approved

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City of London's Central Grants Programme – Inspiring London Through Culture Analysis of Grants Awarded 2020/21 to 2024/25

Key Findings

This paper provides the first comprehensive analysis of the grants awarded by the Inspiring London Through Culture funding programme (ILTC) over the last five years illustrating the ILTC's contribution to delivering both Destination City and the City of London's Corporate Plan strategic outcomes. The ILTC fund supports the delivery of high quality innovative arts projects in the City of London and promotes local cultural organisations to showcase their work and engage with City communities. Notable findings of the grant analysis include:

- Over the last five years the ILTC has distributed £398,479 in 48 grants to 39 unique organisations. 7 organisations received two or more grants each.
- The average value of grant awarded over the last five years was £8,302.
- Over the last 3 years (2022/23 to 2024/25) applications to the ILTC have increased by 67% and this trend is set to continue with 28 applications received for the 2025/26 funding round – a further 12% year on year increase.
- Over the last three years, at the same time as a steady year on year increase in the demand for ILTC funding, the average value of ILTC grants awarded has increased but the value of funds available has remained more or less constant. Consequently the annual approval rate has dropped from 53% in 2022/23 to 40% in 2024/25 with only 2 out of every 5 applications being awarded funding.
- Over the last 3 years the percentage of organisations in each funding round that were new to the portfolio has increased year on year from 62% in 2022/23 to 70% in 2024/25 reflecting the Panel's aim to support a broad range of applicants and those new to grant funding.
- Over the last five years 56% of grants awarded were to small organisations with an annual turnover of less than £500K. Just under a third (31%) of all ILTC grants awarded over the last five years were to 'very small' organisations with an annual turnover of less than £100K.
- Over the last 5 years grants were awarded across a wide spectrum of artforms. 27% of grants were awarded to music projects representing 25% of the total value of funds awarded (£98,274 investment), 13% of grants were awarded to theatre projects representing 13% of the total value of funds awarded (£51,924 investment) and 13% of grants were awarded to film projects representing 12% of the total value of funds awarded (£48,002 investment). However, over the last 5 years there has been a lack of investment in the visual arts with only 4% of ILTC grants awarded to visual arts projects representing 5% of the value of grants awarded (£18,500).
- Similarly, given the abundance of key heritage sites and collections across the City of London there has also been low investment through the ILTC fund in relation to heritage projects – only £17,710 investment over the last five years across 3 projects.
- 69% of ILTC funded activities over the last 5 years were for general beneficiaries, 29% of all funded projects benefitted children under 11, 25% benefitted young people aged 11-25 years and 25% benefitted people from minoritised ethnic groups.
- Over the last 5 years 98% of grants awarded 'Promoted access for all to participate in the City of London's cultural offer'. The ILTC fund also contributed to the delivery of the City of London's key Destination City policy (63% of all ILTC funded projects).
- The ILTC delivers against five of the six CoL Corporate Plan strategic outcomes. For example, the strategic outcome 'Vibrant Thriving Destination' with 69% of all grants awarded contributing to 'providing a world-leading culture and leisure offer' and 44% of grants awarded contributing to 'increased visitor spend'. The ILTC also strongly delivers the Corporate Plan strategic outcome to create 'Diverse engaged communities' with 60% of grants awarded contributing to 'increasing community cohesion' and 40% of grants awarded contributing to 'reducing social isolation'.

City of London Corporation: Central Grants Programme

Analysis of Inspiring London Through Culture grants awarded 2020/22 to 2024/25

Background

1. This paper provides a comprehensive analysis of the grants awarded by the 'Central Grants Programme: Inspiring London Through Culture Fund' over the last five years of awards 2020/21 to 2024/25 inclusive to illustrate the impact of the fund in delivering both Destination City and the City of London's Corporate Plan strategic outcomes.
2. The paper analyses the impact and learning from 48 Inspiring London Through Culture Fund (ILTC) grants awarded over 60 months (April 2020 to March 2025 inclusive) by addressing the key learning questions identified for the programme (see **Appendix A**).
3. The ILTC is one of a portfolio of four open grant funding programmes that form the City of London Corporation's Central Grants Programme. Funding for ILTC comes from the City's Estate with a budget agreed each year.
4. ILTC has one funding round each year with a 12-week decision turnaround. Over the last three years, 2022/23 to 2024/25, the ILTC has distributed c.£73,333 each year. The minimum grant available is £500 and the maximum grant is £10,000.
5. Grants issued through ILTC are awarded to projects that deliver most (or all) of their benefits within the Square Mile or amongst communities from the Square (at any location).
6. ILTC applications must meet one or more of the fund's four core criteria – 'Promote access for all to participate in the City of London's cultural offer'; 'Enhance London's creative future through championing excellence in the development of innovative practice and/or skills'; 'Deliver positive social impact through culture and/or heritage in the City of London'; 'Support the development of the City of London's Destination City'.
7. In line with embedding EEDI within funding best practice, ILTC offers pre-application advice to all applicants helping to support organisations establish connections with key stakeholders, identify potential project partners and make contact with relevant CoL Officers prior to application. The programme's management is reviewed against IVAR's Open and Trusting Grant-Making for Public Agencies with light touch grant reporting in line with Open and Trusting grant-making principles.

Value and distribution of grants over time

8. Over the last five years, 2020/21 to 2024/25 inclusive, the ILTC has distributed £398,479 in 48 grants. Grants awarded have ranged from £1,200 to £10,000. (See **Table 1**).

Table 1			
Financial Year	Number of grants awarded	Value of grants awarded in year	Average value of grant awarded
2020/21	12	£92,888	£7,740
2021/22	9	£82,169	£9,130
2022/23	8	£76,970	£9,621
2023/24	9	£70,348	£7,816
2024/25	10	£76,104	£7,610
Total	48	£398,479	Av.£8,302

9. The average value of grant awarded over the last five years was £8,302. Over the last three years given that the total value of the fund has remained more or less static, the value of the average grant has fluctuated in relation to the number of grants awarded. This reflects a process introduced at Panel from 2023/24 where reduced grant offers are awarded to strong applications in order to ensure a range of art forms and size of organisation are supported. This results in an slight increase in the number of awards but a reduction in the average value of the funds awarded. For example, in 2023/24 £5,221 reduction was agreed by Panel from the grants recommended, increasing in 2024/25 to a £9,325 reduction agreed by Panel from the grants recommended.

Demand for Inspiring London Through Culture grants

10. Over the last 5 years there have been a total of 107 applications to the ILTC of which on average 44% were rejected, 9% were withdrawn, 2% were lapsed and 45% were approved. (See **Table 2**).
11. Over the last 3 years (2022/23 to 2024/25) applications to the ILTC have increased by 67% and this trend is set to continue. For the 2025/26 ILTC round 28 applications have been received – a further 12% year on year increase. This year on year increase in the number of applications to cultural funders is being experienced across the sector as arts organisations whose reserves were used during the pandemic struggle with increased costs at a time when several major charitable funders are realigning their funding priorities or closing.
12. Over the last three years, at the same time as a steady year on year increase in the demand for ILTC funding, the average value of ILTC grant awarded has increased but the value of funds available has remained more or less constant. Consequently the annual approval rate has dropped from 53% in 2022/23 to 40% in 2024/25 with only 2 out of every 5 applications being awarded funding. This low average approval rate is not unusual for the arts and cultural sector and broadly in line with Arts Council England's (ACE) National Lottery Project Grants approval rate of 1 in 3 (June 2025). That said ACE's low project grant approval rate was also cited as one of the key reasons for ACE to review their fund alongside administrative capacity requirements to manage a fund with very wide criteria.

Table 2						
Financial Year	Number of appics submitted	Number of Grants awarded/ funded	Number of appics rejected	Number of appics withdrawn	Number of appics lapsed	Approval rate
2020/21	29	12	14	3	0	41%
2021/22	20	9	10	1	0	45%
2022/23	15	8	5	0	2	53%
2023/24	18	9	8	1	0	50%
2024/25	25	10	10	5	0	40%
Total	107	48	47	10	2	Av.45%

13. In line with high quality funding practice CFCMT offers 1:1 tailored pre-application advice calls to all potential applicants. This practice ensures that potential applicants are provided with information, advice and introductions to potential stakeholders to help develop their projects prior to submission. It allows the CFCMT to ensure that those who are furthest from accessing funding are given the support they individually need by

removing structural barriers within the funding process. Pre-application calls also enable the team to establish relational grant-making practice from the initial contact with a potential applicant and identify and mitigate common issues experienced by applicants. Most importantly, pre-application advice provides early identification of ineligible applicants and projects, thereby preventing organisations wasting precious time on working up full applications and allowing CFCMT Officers to spend more time on assessing potentially successful applications.

14. Monitoring of pre-application advice began in late 2023. In 2023/24 only 8 organisations requested ILTC pre-application advice. Of these only 2 out of the 8 went on to submit an application – with one application then withdrawn during assessment and one application rejected at Panel. 75% of organisations receiving ILTC pre-application advice decided that their projects were ineligible for funding or did not align sufficiently with the fund's criteria. This illustrates the role of pre-application advice in supporting organisations to avoid wasting capacity on working up applications unlikely to secure funding and the role of pre-application advice in using limited Officer time more strategically and avoiding the lengthy assessment of weak applications.
15. For the 2025/26 funding round 16 organisations requested ILTC pre-application advice reflecting the increased promotion of this service. It is important to note that the CFCMT's pre-application advice provides information on the specifics of the fund and is additional to the expert development support provided by the Culture Team to help organisations develop strong bids, secure appropriate permissions and make connections across City Services.

Continuation/Repeat Funding

16. Over the five year period (2020/21 to 2024/25 inclusive) 39 unique organisations were supported through the award of ILTC grant funding of which 82% of successful applicants were awarded one grant each. (See **Table 3**).
17. Over the last 3 years the percentage of organisations in each funding round that were new to the portfolio has increased year on year from 62% in 2022/23 to 70% in 2024/25 reflecting the Panel's aim to support a broad range of applicants and those new to grant funding.

Table 3	
Number of grants awarded over 5 years	Number of organisations
1	32
2	5
3	2
Total	48

18. 7 organisations received two or more grants each. The maximum aggregate grant from the ILTC over the last five years to any single organisation was £26,062 and the largest number of grants awarded to the same applicant was 3. (See **Table 4**). In comparison to other funding programmes managed by the CFCMT within the Central Grants Programme this is a low level of repeat successful applicants and access to the portfolio is well managed by the Panel.

Table 4		
Organisation	Number of grants awarded over 5 years	Value of grants awarded over 5 years
London Youth Choirs	3	£26,062

Arab British Centre	3	£25,730
The Baytree Centre	2	£20,000
Inspiring Audio	2	£19,050
City Music Foundation	2	£18,000
Curving Road	2	£16,900
The Voces8 Foundation	2	£11,640

19. The ILTC has no limitation on the number or value of continuation grants that can be awarded to an organisation. Although the introduction of such a policy can be a useful tool to ensure that access to funding is not dominated by well-established larger organisations with dedicated funding support, restricting the number of grants awarded to a single organisation could negatively impact very small grassroots and community organisations who may need support over a substantial number of years in order to become established.

Inspiring London Through Culture Fund grantee organisation by type – turnover, user-led, sector

20. As would be expected in relation to the low value of the maximum grant (£10,000) available from the ILTC, over the last five years 56% of grants awarded were to small organisations with an annual turnover of less than £500k. Just under a third (31%) of all ILTC grants awarded over the last five years were to 'very small' organisations with an annual turnover of less than £100k. (See **Tables 5 & 6**).

Table 5		
Annual Turnover of grantee	Number of grants	% of grants
£5m+	3	6%
£1m to £4,999,999	10	21%
£500K to £999,999	8	17%
£100K to £499,999	12	25%
< £100K	15	31%
Total	48	

Table 6			
Financial Year	Number of grants awarded to small orgs turnover less than £500K	% grants awarded in the year to small orgs turnover less than £500K	Total number of grants awarded
2020/21	6	50%	12
2021/22	7	78%	9
2022/23	3	38%	8
2023/24	6	67%	9
2024/25	5	50%	10
Total	27		48

21. Over the last 5 years approximately a two-thirds of ILTC grants were awarded to applicants that were UK registered charities (63%). (See **Table 7**).

Table 7		
Organisation Type	Number of grants	% of grants
UK Registered Charity	30	63%
CIO	6	13%

CIC	5	10%
Charitable Company	4	8%
Constituted voluntary organisation	3	6%
Total	48	

22. 26% of grants awarded over the last five years from ILTC have been to organisations/groups that were user-led representing a £104,616 investment. Unusually, the average value of grants to user-led organisations from ILTC is higher than the average grant to non-user led organisations. (See **Table 8**).

Table 8					
Type of user led organisation	Number of grants	% of grants	Value of grants awarded	% of total ILTC spend	Average value of grant
BAME user led	8	17%	£69,347	17%	£8,668
Other user led	4	8%	£35,269	9%	£8,817
Not user led	36	75%	£293,863	74%	£8,142
	48		£398,479		Av.£8,302

Grant distribution across artforms

23. Over the last 5 years ILTC grants were awarded across a wide spectrum of artforms. 27% of grants were awarded to music projects representing 25% of the total value of funds awarded (£98,274 investment), 13% of grants were awarded to theatre projects representing 13% of the total value of funds awarded (£51,924 investment) and 13% of grants were awarded to film projects representing 12% of the total value of funds awarded (£48,002 investment). (See **Table 9**).
24. It is not unusual to see grant funding programmes awarding significant investment to music and theatre projects in London. For example Arts Council England National Lottery Projects grants in London in 2024/25 were similarly distributed with 33% of grants awarded to theatre projects and 21% of grants awarded to Music projects.
25. What is significant in the distribution of ILTC grants over the last 5 years is the lack of investment in the visual arts. Over the last 5 years only 4% of ILTC funded projects were in the visual arts representing 5% of the value of grants awarded (an investment of £18,500). In comparison in 2024/25 ACE National Lottery Project grants awarded 12% of its grants to visual arts projects.
26. Given the abundance of key heritage sites and collections across the City of London it is also surprising to see such low ILTC investment over the last five years in heritage related projects – only £17,710 investment over the last five years across 3 projects. This is despite ‘encouraging access to local buildings and local heritage within the Square Mile’ being a priority for the fund. Heritage projects funded through ILTC also have a low average value grant in comparison to other artforms. (See **Table 9**).

Table 9					
Main Artform	No of grants	% of grants	Value of grants awarded	% value of grants awarded	Average value of grant to art form
Music	13	27%	£98,274	25%	£7,560

Other	9	19%	£84,116	21%	£9,346
Theatre	6	13%	£51,924	13%	£8,654
Film	6	13%	£48,002	12%	£8,000
Dance	4	8%	£35,412	9%	£8,853
Outdoor Arts/Festivals/ Street Art	3	6%	£24,541	6%	£8,180
Literature	2	4%	£20,000	5%	£10,000
Visual Arts	2	4%	£18,500	5%	£9,250
Museums/Heritage	3	6%	£17,710	4%	£5,903
Total	48		£398,479		Av.£8,302

Meeting Inspiring London Through Culture Fund core criteria

27. The ILTC has four core criteria. To be eligible for funding each application must meet at least one of the following four core criteria:
- i. Promote access for all to participate in the City of London's cultural offer
 - ii. Enhance London's creative future through championing excellence in the development of innovative practice and/or skills
 - iii. Deliver positive social impact through culture and/or heritage in the City of London
 - iv. Support the development of the City of London's Destination City
28. Over the last 5 years 98% of grants awarded 'Promoted access for all to participate in the City of London's cultural offer'. The ILTC also contributed to the delivery of the City of London's Destination City policy (63% of all ILTC funded projects). (See **Table 10**).
29. In comparison with other arts/culture project grants a relatively low percentage of grants awarded through the ILTC (only 27% of grants awarded) championed excellence in the development of innovative practice and/or skills.
30. The ILTC fund also has 11 priorities for funding over and above the core criteria for a fund that awards 8-12 grants each year. Whilst such a large number of stated priorities enables the ILTC Fund to support an extremely wide range of projects it can also potentially dilute the strategic focus of the fund.

Table 10		
ILTC Fund Core Criteria met	Number of grants	% of total grants awarded
Promote access for all to participate in the City of London's cultural offer	47	98%
Support the development of the City of London's Destination City	30	63%
Deliver positive social impact through culture and/or heritage in the City of London	27	56%
Enhance London's creative future through championing excellence in the development of innovative practice and/or skills	13	27%

Delivering against City of London Corporate Plan Strategic Outcomes

31. The ILTC delivers against five of the six CoL Corporate Plan strategic outcomes. For example, the City of London Corporate Plan strategic outcome 'Vibrant Thriving

Destination' with 69% of all grants awarded contributing to 'providing a world-leading culture and leisure offer' and 44% of grants awarded contributing to 'increased visitor spend'. (See **Table 11**).

32. The ILTC also strongly delivers the City of London Corporate Plan strategic outcome to create 'Diverse engaged communities' with 60% of grants awarded contributing to 'increasing community cohesion' and 40% of grants awarded contributing to 'reducing social isolation'.

Table 11		
Main grant purpose (outcomes)/ Corporate Plan Strategic Outcome	Number of grants	% of grants
Provision of a World-leading culture and leisure offer – 'Vibrant Thriving Destination'	33	69%
Increased Community Cohesion - 'Diverse engaged communities'	29	60%
Increased visitor spend – 'Vibrant Thriving Destination'	21	44%
Reduced Social Isolation - 'Diverse engaged communities'	19	40%
Increased weekend footfall - 'Vibrant Thriving Destination'	19	40%
Improved mental or physical health - 'Providing excellent services'	11	23%
Pathways to employment - 'Providing excellent services'	5	10%
Improved public realm & cultural icons – 'Flourishing public spaces'	4	8%
Climate mitigation - 'Leading Sustainable Environment'	2	4%
Increased participation in co-creating and delivering services – 'Diverse engaged communities'	1	2%

Grant beneficiaries

33. The ILTC grant programme delivers activities and services for a range of beneficiary groups. Many projects target more than one main beneficiary group. 69% of ILTC funded activities over the last 5 years were for general beneficiaries, 29% of all funded projects benefitted children under the age of 11, 25% benefitted young people aged 11-25 years and 25% benefitted people from minoritised ethnic groups. (See **Table 12**).
34. Perhaps due to the generalist nature of the ILTC Fund only a handful of projects over the last 5 years have had a beneficiary group focus for those from the LGBTQ+ community, people with physical disabilities or older people. This is surprising given the cultural sector's recent focus on creative health including arts and older people.
35. Over the last 5 years the ILTC has not funded any projects with a primary focus on beneficiaries with learning disabilities.

Table 12		
Main grant beneficiary group/s	Number of grants	% of grants
General beneficiaries/ no specific target groups	33	69%
Children < 11yr	14	29%
Young People/Youth 11-25yr	12	25%
People from minoritised ethnic groups	12	25%
Tourists and day trippers	6	13%
Families	5	10%
Refugees & Asylum seekers	4	8%
LGBTQ+	2	4%
People living in poverty	2	4%
People with physical disabilities	1	2%
Older people	1	2%

People with learning disabilities	0	0%
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Recommendations

36. The primary purpose of this paper is to provide a comprehensive analysis of the grants awarded by the 'Central Grants Programme: Inspiring London Through Culture' over the last five years to illustrate the impact of the fund in delivering both Destination City and the City of London's Corporate Plan strategic outcomes.
37. Analysis has evidenced the significant contribution of the ILTC in delivering both Destination City and the City of London's Corporate Strategies. This represents excellent value for money given the small value of the fund in relation to its breadth of impacts.
38. The Culture Team has undertaken extensive consultation to develop a new Cultural Strategy for the City of London. The ILTC funding programme's policy is due to be reviewed to ensure it aligns with the new strategy's priorities. As part of that review it is recommended that the following key issues identified in the above paper be considered:
 - i. Analysis of the ILTC fund is undertaken annually to track trends in funding.
 - ii. Statistics from the ILTC analysis are incorporated into assessment report recommendations to provide context and arguments for future investment in sectors where there has been historically low ILTC investment, for example grants to visual arts and heritage projects.
 - iii. Review the pros and cons of identifying funding priorities in addition to funding criteria in enabling the funding of a wide range of projects versus creating a clear strategic focus for investment.
 - iv. Review of the pros and cons of ILTC Panel decision-making process in relation to 'salami-slicing' applicant project budgets in order to award grants across a broad spectrum of artforms and size of organisation.
 - v. Review the pros and cons of holding a single funding round each year versus the flexibility for applicants of a rolling-deadline.
 - vi. Consider whether receipt of pre-application advice from either CFCMT or the Culture Team should be made mandatory for first time applicants to the fund.
 - vii. Review and update the ILTC web pages to provide additional pre-application information for potential applicants.
 - viii. Culture Team to seek additional funding to meet increasing demand for ILTC support.

Appendix A

Inspiring London Through Culture Fund: Core Criteria

- i. Promote access for all to participate in the City of London's cultural offer
- ii. Enhance London's creative future through championing excellence in the development of innovative practice and/or skills
- iii. Deliver positive social impact through culture and/or heritage in the City of London
- iv. Support the development of the City of London's Destination City

Key information and learning questions
What is the total ILTC grant allocation/year? Total invested over last 5 years?
How many ILTC grants have been awarded/year? Total number of grants awarded?
What is the spread of grants in terms of value & number? How has this changed over time?
What is the demand for ILTC funding (total number of applications) and how has this changed over time?
What is the approval rate for ILTC grants and how has this changed over time ?
What is the percentage of repeat funding?
How are ILTC grants spread across turnover (size) of grantee?
How are the ILTC grants spread across organisation type (constitution)?
To what extent is ILTC supporting user-led organisations?
What is the spread of ILTC funding across artforms?
Which artforms are least well represented in the funded portfolio?
To what extent have different ILTC core criteria been met through ILTC funding?
Which CoL Corporate Plan strategic outcomes does ILTC contribute to delivering?
Which groups of people benefit from ILTC funding?

Committee(s): Culture, Heritage and Libraries Committee – For Decision Policy & Resources Committee – For Decision	Dated: 03 November 2025 13 November 2025
Subject: Sculpture in the City – 14 th edition and proposal for future delivery	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?	N
If so, how much?	N/A
What is the source of Funding?	City Fund - Local Risk Budget and external Partner funding
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Greg Moore, Deputy Town Clerk	
Report author: Emma Markiewicz, Head of Profession for Culture Omkar Chana, Culture Director (Interim)	

Summary

This report updates on the Sculpture in the City (SITC) programme and the successful delivery of the 14th edition (2025-26). The report also outlines a proposal for changing the ownership and delivery model for the SITC programme from the City Corporation to a new Community Interest Company.

Recommendation(s)

Members are asked to:

- Note the successful delivery of the SITC’s 14th edition under the Head of Profession for Culture.
- Approve the in-principal transfer of the SITC programme to a new Community Interest Company (CIC) for future management and delivery; and that the City Corporation maintains its links with the programme through representation on any new CIC’s Board of Directors.
- Delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Culture, Heritage and Libraries Committee, to finalise the operational details of any CIC establishment and timing of any transfer.

Main Report

Background

1. Sculpture in the City (SITC) is an artwork exhibition in the public realm, located in the City of London. It is an annual programme and while all the artworks are temporary, some are kept on display for more than a year depending on their popularity and availability.
2. SITC is run by the City of London Corporation (acting in its general corporate capacity) with a range of Partners and Patrons within the Square Mile, each of whom contribute to the annual operating cost.
3. The geographical location of the artworks is within the area covered by the Eastern City Business Improvement District (ECBID).
4. SITC started in 2011 when it comprised of four artworks. In 2025, the 14th edition has been successfully delivered with 11 artworks. Additionally, there is an accompanying programme of activations alongside the artworks. The activations programme delivers a broad programme of events to enable better interaction with artworks (e.g. curated tours) and aims to engage a diverse audience from children to local workers.
5. SITC has been delivered by different teams within the City Corporation:
 - **2011 – 2023 Environment Department:** ended its support in 2023 due to funding constraints and the implementation of a new target operating model (TOM) process.
 - **2023 – 2024 Innovation & Growth Department:** delivered the 13th edition under Destination City phase 1, took on the project contingent upon full funding as it had no additional budget to support the work.
 - **2024 – 2025 Town Clerk's Department:** delivered the 14th edition under the Culture Team, took on the work and reallocated local budget and resource to secure delivery.
6. Since 2023, governance and oversight for the SITC programme has been provided by the Culture, Heritage and Libraries (CHL) Committee. The programme also has its own SITC Partner Board. Corporates who make a significant financial contribution are offered a seat on the Board. The Board makes recommendations to the CHL Committee for approval alongside the SITC Arts Advisory Board who are responsible for the shortlisting of artworks. The annual selection of artworks is approved by the CHL committee via the City Arts Initiative (CAI) process.
7. The SITC programme is an exemplar for the City Corporation working in partnership with corporates to leverage a co-funded approach.
8. In 2023 despite previous financial pressures, Partners remained committed and expressed their desire for the SITC programme to have a refreshed future vision and operating model. However, the challenge was that annual delivery activity left little time for future visioning work.

9. In July 2024, the CHL Committee resolution covered the Head of Profession (Culture) to consult with SITC Partners/Patrons. The consultation included to baseline the operating model for future years and align with the new culture strategy.
10. In November 2024, the SITC Partner Board agreed a new framework to enable the delivery of the 14th Edition in 2025, with both City Corporation and partner funding. The framework was based on a reduced number of artworks in the annual cycle to enable some capacity to consider a future operating model.
11. In 2025, the SITC Partners proposed,
 - To continue with an annual programme in 2025 (14th edition) albeit at a smaller scale to allow for the development of future visioning.
 - A future framework that set out aspirations for a refreshed programme with enhanced sponsorship, more activations to complement the artworks, and a sustainable model for the future.
12. At CHL in May 2025, the committee approved the SITC 14th edition shortlist for delivery by the Culture Team. This year the cycle installed three new artworks and retained eight existing artworks (three of which are permanent pieces, owned by corporates that have purchased them after being exhibited in the programme).

Current Position

SITC 14th edition delivery

13. An evaluation report for the 14th edition was presented to the SITC Partner Board in September 2025. Appendix 1 contains the report, with some highlights below.
14. **Artworks** – three new artworks by four new artists including
 - Looping Loop (by Andrew Sabin) outside 70 St Mary Axe, a large-scale sculpture created using a new eco conscious material.
 - Roots (by Ai Weiwei) at St Botolph without Bishopsgate, a cast-iron tree root sculpture which is part of a series created in collaboration with Brazilian artisans and communities exploring uprootedness.
 - Dendrophiles (by Jane & Louise Wilson) beneath the escalators of The Leadenhall Building highlighting hidden stories beneath London's modern architecture.
15. **Activations Programme** – delivering an extended programme of more than 12 separate events and activities based on the artworks, spanning from July 2025 to April 2026 across all artwork locations.
16. **Education Programme** – 24 workshops for six local schools, covering around 120 school children. Additionally, 3000 family trail maps were printed and distributed across the City and a Sculpture in the City family day at Guildhall Art Gallery is planned for 29th October 2025.

17. **Partnerships** – the programme had eight Partners and four Patrons. All organisations remained with the programme from the previous edition.
18. **Budget** – the total cash contribution from the Partners and Patrons was £275k (with an additional £50k from the City Corporation). For the first time in 13 years, the project has established a project reserve. These funds are ringfenced for artwork maintenance, deinstallation and programme development.
19. **PR and Communications** – press highlights include a review in The Guardian (print and online), coverage in Secret London and City A.M., an interview on BBC Radio London, and round-ups in The Art Newspaper, The Evening Standard, The Guardian, and Londonist and social media highlights include over 48k total post organic reach and 17k video views (IG and FB).

Future Visioning

20. The SITC Partner Board defined the outcomes sought from a refreshed approach and agreed that Primera Corporation consider the feasibility of establishing an independent entity to take on SITC ownership, management and delivery. This work was funded by the SITC reserve and commissioned by the City Corporation.
21. The output from the feasibility work is provided in Appendix 2. In summary, the work concluded that it would be possible to establish and deliver the SITC programme through a Community Interest Company (CIC) structure. Some highlights from the work are:
- Unanimous agreement about the importance of public art and the vital contribution it makes to the experience in the Square Mile.
 - Widespread support for the continuation of the project and the proposed new CIC model with support for the shift to a two-year cycle.
 - Stakeholders would consider broadening the geographical scope of the project. Majority of respondents would consider contributing to a refreshed programme financially – location of artworks, community programming, value for money / level of contribution all cited as important factors.
 - All respondents would be happy to look at in-kind support: hosting events, opportunities for staff engagement, participating in selection panels, promoting the CIC and SITC through networks.
 - Interest from new funders (developers) who are now operating within the tall building cluster. Some partners who have stepped back would be open to re-engaging should the new model go ahead.
 - City Corporation Officers restated their support for the project – funding still to be resolved. Neighbourhood Community Infrastructure Levy has been discussed as a possible source of funding, eligibility for such funding to be assessed in line with the relevant policies and legal framework.
 - Acknowledgement that this is the moment for the reset – or long-term future of the project is at risk.

22. In September 2025, the SITC Partner Board reviewed the output from the CIC feasibility work. The SITC Partner Board supported the approach to establish SITC as a CIC entity.
23. From a City Corporation perspective, oversight for the SITC programme is currently with the CHL committee. Additionally, any policy decisions on participating in outside bodies (including appointing Directors), application of funding, transfer of any IPR rights, or authorising their licensing for the purposes proposed is with Policy & Resources Committee. Therefore, both committees are required to approve this approach.

Options

24. Three options are proposed for the future of the SITC programme.

- **Option 1: Retain SITC in the City Corporation with the Culture Team tasked with programme delivery, funded through local risk budgets (City Fund).** The programme is a strong and very well-established example of high-quality artworks in the public realm. It partners with corporates to leverage each organisations contribution and deliver a world-class annual programme. However, the City Corporation's (specifically the Culture Team's) local risk budget is significantly impacted by this work. Whilst SITC aligns with the emerging priorities of the Cultural Strategy, the City Corporation must decide on if it wants to own, manage and deliver (and therefore continue to fund and resource), or if it wants to be more innovative in its approach to partner with external organisations in exchange for SITC ownership.
- **Option 2: Terminate SITC and deinstall the artworks.** In 2023, the Environment Department decided it was no longer able to deliver the programme. Since then, Innovation & Growth and Town Clerk's Department stepped up to continue this work which has pressured local risk budget (City Fund). The risk of this model becoming permanent is that if budgets need to be reprioritised, as they must to deliver across all aspects of the Cultural Strategy, then this would result in no more investment in the programme. The existing sculptures would need to be removed and returned to the artists/agents. The SITC programme has become an established part of the City's art scene. It would be a great shame if the programme was not continued as it has carefully developed with nearly one and a half decades of commitment and has strong support from our partners.
- **Option 3: Transfer SITC ownership, management and operational delivery to an external entity in the form of a Community Interest Company (CIC).** The CIC would be an independent legal entity governed through its own Board of Directors. The detail of the Board's composition is to be determined, the recommendation is that the City Corporation would be represented.

Proposals

25. The recommendation is for **Option 3: Transfer SITC ownership, management and operational delivery to an external entity in the form of a Community Interest Company (CIC).**

26. **Governance** – the proposed ‘SITC CIC’ (company name to be decided) would be managed by a Board of Directors (roles which would usually not be remunerated by a CIC). The day-to-day management would be by an Executive Team (remunerated) directly employed or outsourced to a service provider/managing agent.
27. The feasibility work concluded that it is not possible for an elected Member to sit as a Director on the CIC Board of Directors as there is a restriction in regulations concerning political activities. We will review the feasibility work and reflect on what is appropriate in terms of membership from the Corporations perspective. A CIC must be free from political influence and must not be used as a vehicle to promote or oppose changes in law or government or local authority policy.
28. The CIC must comply with company law and CIC Regulations and keep financial records, auditing accounts, producing an annual report, for example.
29. The CIC ‘Objects’ need to be agreed. These are the specific social missions and activities designed to benefit a defined community or group, not for private profit. The objects must be clearly stated in the CIC’s Articles of Association and are overseen by the Office of the Regulator of Community Interest Companies to ensure the company’s activities provide real community benefit and remain focused on social objectives rather than profit maximisation (implemented through an asset lock which is designed to ensure that profits are used for community benefit).
30. **Funding** – the CIC would switch to a two-year cycle: Year 1 – SITC new programme; and, Year 2 would continue with activations and one new major SITC commission (CIC lead). The success of the CIC would depend on its ability to fundraise. The early indications are positive with funds to be raised through a combination of: private sector patronage with existing and new funders; the developer community and key occupiers; public sector grant funding and in-kind support; sponsorship and brand partnerships; and, continued investment from the Eastern City BID. The CIC would also seek investment via the Neighbourhood Community Interest Levy (NCIL); this will be handled separately from this report, mentioned here for transparency.
31. **Handover** – the CIC would be responsible for delivering the 15th edition and handover would need to be managed swiftly on approval of approach. Artworks that need to be removed at the end of the 14th edition would be managed jointly by the City Corporation and the new CIC (deinstallation funded by the project reserve). The City Corporation would novate any contracts for artworks that remain for the 15th edition to the CIC. The dedicated SITC website and social media accounts would be transferred to the CIC.
32. **Ongoing City Corporation involvement** – the City Corporation would continue to be involved from a planning permission point of view, and the shortlist of artworks would continue to be supported through the City Arts Initiative (CAI) process. The City Corporation would continue to promote SITC on its website and social media platforms.
33. **CIC versus other legal entity options** – a Community Interest Company or CIC is a widely used vehicle that’s core purpose is to benefit the community. Setting up a charity was considered as an alternative option. However, charities tend to have a much broader reach and are comparatively complex when it comes to management, accounting, compliance, and reporting. It is also unclear if the activities of SITC could

be classified as 'charitable'. Charities do have access to some tax reliefs and exemptions which can be attractive, but the nature of activities performed by SITC means that these benefits may likely be negligible when balanced against the regulatory and management burden.

34. One of the primary benefits of a CIC, noting the activities of SITC, is the mandatory asset lock, which would give all supporters comfort that funds raised will remain within the CIC and only be used for the delivery of the sculpture programme, and associated activities, and not distributed to shareholders or others.

Corporate & Strategic Implications

35. **Strategic implications** – the proposed approach supports the delivery of the Corporate Plan on: Diverse Engaged Communities; Vibrant Thriving Destination; and, Flourishing Public Spaces. It is also aligned with the Destination City programme priorities and the emerging Cultural Strategy.
36. **Financial implications** – commitments from 2025/26 local risk budgets will be fulfilled. Any additional contribution from current or future local risk budgets would need to be agreed and could be linked to the delivery of specific objectives. The working assumption is that the project reserve would fund the deinstallation of the artworks that need to be removed at the end of the 14th edition. Neighbourhood Community Infrastructure Levy has been discussed as a possible source of funding, eligibility for such funding to be assessed in line with the relevant policies and legal framework.
37. **Resource implications** – CIC resources would manage the delivery of the next edition. There may need to be some handover activity (e.g. documentation and shadow work) involving the City Corporation's Culture Team, to ensure that the new team are upskilled to manage the programme. The City Corporation would consider providing in-kind support to the CIC, potentially some hot desk space co-located with the Culture Team which would also help with knowledge transfer. Comptroller & City Solicitor's Department will be requested to provide support for the transfer, funded through the project reserve.
38. **Legal implications** – SITC artwork loan agreements are with the City Corporation. It proposed that all contractual agreements will be novated to the CIC, meaning that the City Corporation would exit any liability for artworks that it installed as part of the SITC programme. There are City Corporation contracts with suppliers (e.g. MTEC and Lacuna) and insurance (provided as an in-kind contribution) which will come to a planned close at the end of the current cycle. The new CIC would be responsible for new supplier contracts. There is a City Corporation contract for conservation cleaning and maintenance of the artworks, and for the dedicated SITC website. Contract novation or expiry will depend on handover timing; these operational details will be worked through with the relevant teams. It is understood that there are no intellectual property rights to transfer to any newly formed CIC. This report is not seeking a decision on eligibility for NCIL funding, that constitutes a separate decision (to be taken in line with the relevant policy/legal framework).

39. **Risk implications** – the City Corporation has previously provided budget to cover overspends; on transfer the responsibility for this would be with the CIC. This is mitigated by moving to a two-year cycle, establishing controls as part of the CIC management, having dedicated fundraising and approaching a broader group of new partners.
40. Whilst the current SITC programme is a partnership, it is run by and strongly associated with the City Corporation. Many of the partners explicitly refer to SITC as a vehicle to enable them to work closely with the City Corporation on work that benefits the public and the Square Mile. Whilst this presents some risk to the group of established partners, this is mitigated through opportunities for developing further partnerships, especially once the Cultural Strategy is approved.
41. The City Corporation has one previous example of establishing a CIC. In 2015, the Policy and Resources committee considered and agreed a report of the the Managing Director of the Barbican Centre, concerning the establishment of a community interest company for the Centre's Drum Works activities. The Committee noted that the substance of the proposal was predominantly a matter for the Barbican Centre Board but that this Committee's views were being sort on the principle of such a venture. Drum Works CIC was incorporated in June 2015, under the performing arts category. Given the City Corporation limited experience of CIC establishment/handover, there is an additional degree of operational, financial, legal and reputational risk if the new CIC is unable to successfully manage operational responsibilities.
42. **Equalities implications** – SITC 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.
43. **Climate implications** – none identified.
44. **Security implications** – all artworks are submitted to the City Arts Initiative for approval and are reviewed by the Health & Safety office under the Deputy Town Clerk. A technical team and structural engineers carry out feasibility studies on all artworks to ensure viability including Health & Safety. Risk assessment method statements are submitted for all artworks and all licenses, permits and applications are applied for to gain relevant approvals from the City Corporation and landowners.

Conclusion

45. The 14th edition of SITC was successfully delivered in 2025 with the artwork activations programme continuing through to 2026. The SITC Partner Board considered what could be possible for the next chapter of the programme.
46. As part of the future visioning work, the recommendation is for a Community Interest Company ('SITC CIC') to be established. It would be governed by a Board of Directors and the City Corporation would be represented on the Board. The CIC

would own, manage and deliver the future programme. The existing programme would transition to the CIC and contracts for artworks that remain in the public realm would be transferred to the new entity, enabling the City Corporation to exit all liabilities for the programme.

Appendices

- Appendix 1 – SITC 14th edition summary
- Appendix 2 – Feasibility study presentation

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SCULPTUREINTHECITY

14th Edition Update
September 2025

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Top line results

183
**Artist
submissions**

12
**Shortlisted
artworks**

3
**New
artworks**

12
**Activations
and tours**

24
**School
workshops**

120
**School
Children**

119
**Items of
coverage**

£4.2m
**Advertising
Value**

8
**Project
Partners**

4
**Project
Patrons**

Figures are comparatively lower than 24/25 given the reduced scale of the programme this year. Partners should also expect a further uplift in figures which will reflect the remaining activity taking place up until March 2026.

Artworks and Artists

Highlights from the 14th edition:

Highlights include three new artworks by four new artists to the 14th edition.

- A new large-scale sculpture by Andrew Sabin, outside 70 St Mary Axe, *Looping Loop* which was created using a new eco conscious material.
- Ai Weiwei's cast-iron tree root sculpture *Roots: Palace* at St Botolph without Bishopsgate. Part of a series created in collaboration with Brazilian artisans and communities by moulding sculptures from the roots and trunks of endangered Perqui Vinagreiro trees, the work explores uprootedness.
- A new work by artist duo Jane & Louise Wilson *Dendrophiles*, highlighting hidden stories beneath London's modern architecture, situated beneath the escalators of The Leadenhall Building. The artwork is a continuation of the themes explored in the site-specific commission, *Performance of Entrapment*, presented at London Mithraeum Bloomberg SPACE.

Watch 14th
Edition
Instagram reel
here



Press Highlights



July – September 2025

PR delivered by Flint Culture.

Press preview on 15 July 2025, with 17 key media contacts in attendance.

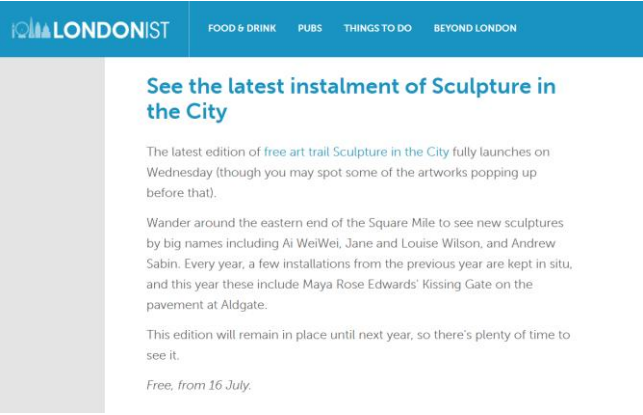
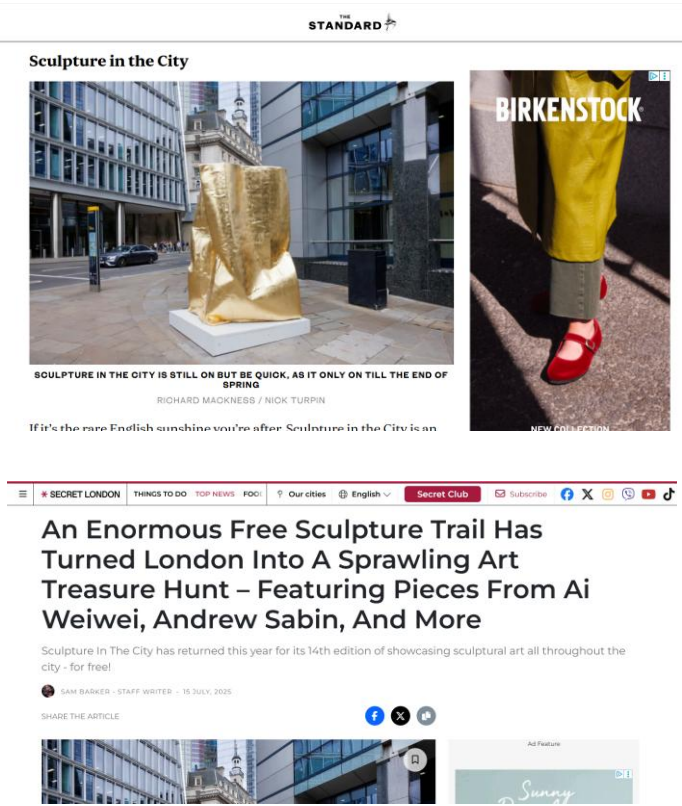
Press highlights include a review in The Guardian (print and online), coverage in Secret London and City A.M., an interview on BBC Radio London, and round-ups in The Art Newspaper, The Evening Standard, The Guardian, and Londonist.

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119 items of coverage (50.6% increase from last year)

453m reach of coverage to date (206.1% increase from last year)

4.2m estimated advertising value equivalency (842.9% increase from last year)



Social Media

June – August 2025

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

Key campaign moments -

- 14th edition announcement on 19 June
- 14th edition public launch on 16 July

Amplified the reach through partner collaborations -

- 7x collaborators across 5x collab posts

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- **279** new followers (IG and FB)
- **48,084** total post organic reach (IG and FB. *+2.5% YoY)
- **16,968** video views (IG and FB)
- **2.51%** engagement rate (3.01% IG and 1.57% FB)
- **2,089** interactions incl. likes, and reactions (IG and FB)
- **356** link clicks and sticker taps



[Open Now carousel. 16.07.25](#)

Views: 14,347
Reach: 6,425
Interactions: 523
Shares: 35



[Jan](#)
Artist
@jan_wd3
3.5k followers



[Maureen Paley](#)
Gallery
@maureenpaley
75.1k followers



[It's Nice That](#)
Media publication
@itsnicethat
1m followers

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

- **2,593** impressions between July – September.
- **163** QR scans between July – September.

Website | sculptureinthecity.org

- **163** QR scans between July – September.
- **11,287** users between July – September.
- **28,610** views between July – September.



Activation Programme

Objective: to deliver a broad programme which engages diverse audiences from young children through Little Art Critics TV, to local workers through our Sculpting Perspectives talk series.

New partnerships:

Partnerships are continuing to develop as part of the ongoing curation & production of the activation programme. They include:

- Young Film Academy as part of Little Art Critics TV
- MSCTY as part of MSCTY X SITC: Silent Disco
- Bloomberg as part of the Archaeology, Mythology & Contemporary Art tour led by artist duo, Jane & Louise Wilson on Tuesday 23 September.
- Deaf architect & art guide Martin Glover (a.k.a. Digitspace) as part of the BSL Guided tour of the 14th edition during London Sculpture Week.
- Frieze Sculpture as part of the Sculpture Switch tour with Frieze Sculpture artist Lucia Pizzani who led the 14th edition of SITC during London Sculpture Week on Saturday 27 September, and SITC AAB Member, Vanessa da Silva who led Frieze Sculpture's most recent exhibition.
- David Rosenberg of Velorose Gallery as part of The Canvas tour which explored the urban canvas and context for art and how it impacts how it is experienced by the viewer on Thursday 25 September as part of London Sculpture Week.
- Cloak & Dagger Tattoo studio as a partner for The Canvas tour which offered three people the chance to become the canvas of one of three permanent tattoo designs inspired by artworks in the exhibition. Tattoos took place on Sunday 28 September as part of London Sculpture Week!



Activations Programme

Eight activation events have been delivered. Data captured so far:

- MSCTY X SITC: Silent Disco at 100 Bishopsgate on Thurs 24 July 2025. 31 attended (64% local worker audience, 36% cultural seeker).
- Little Art Critics TV at all artwork locations on Sun 27 July 2025. 23 attended (age range 6- 14 years).

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[Watch Little Art Critics TV here](#)



Little Art Critics TV Courtesy of Eastern City BID © Adrian Pope

Activation Programme

July 2025 – March 2026

- 24 July: MSCTY X SITC: Silent Disco at 100 Bishopsgate
- 27 July: Little Art Critics TV at all artwork locations
- 22 Sept: A Walk to Mark the Turning of the Light, led by SITC artist Oliver Bragg
- 23 Sept: Archaeology, Mythology & Contemporary Art, led by artist duo Jane & Louise Wilson
- 25 Sept: The Canvas tour, Led by David Rosenberg of Velorose Gallery
- 27 Sept: The Sculpture Switch, led by Frieze Artist Lucia Pizzani and Vanessa Da Silva
- 28 Sept: The Canvas tattoos, designed and tattooed by Cloak & Dagger Tattoo studio
- 28 Sept: BSL Guided Tour, led by architect & art guide Martin Glover
- Oct: Sculpting Perspectives: The Art of Connection talk
- Feb: Cocktail and Create event
- Mar: Sculpting Perspective talk
- April: Dining Experience



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

London Sculpture Week

Activation Programme

20th – 28th 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.

Programme:

- Four curated tours and one BSL guided tour
- LSW Symposium: Sculpting the Future: Memory, Imagination and the Public Realm, Friday 26 September, 1.00-6.00pm hosted by The Warburg Institute in collaboration with CREATURE (Research Centre for Creative Arts, Cultures and Engagement) at London Metropolitan University



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

Education Programme

Education Workshops

16th September – 17th October

- 24 workshops for 6 local schools
- Delivered to date – 5
- Expected number of school children – 120

Thank you to all the staff from your organisations who have signed up to volunteer at the workshops and for the venues provided. There is still the opportunity for sign-ups!

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Urban Learners also have applied to the City Infrastructure Levy Neighbourhood Fund to deliver wider activities that engage primary school students, City families and communities with SITC in the Spring Term. The outcome of the CILN application is expected next month.

The Family Trail

3000 Family trail maps printed and distributed across the City, and available to download on the SITC website.

A Sculpture in the City family day at Guildhall Art Gallery is planned for 29th October.



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SCULPTURE IN THE CITY

**FEASIBILITY STUDY PRESENTATION
MONDAY 29 SEPTEMBER**



WHAT WE HAVE LOOKED AT OVER THE SUMMER

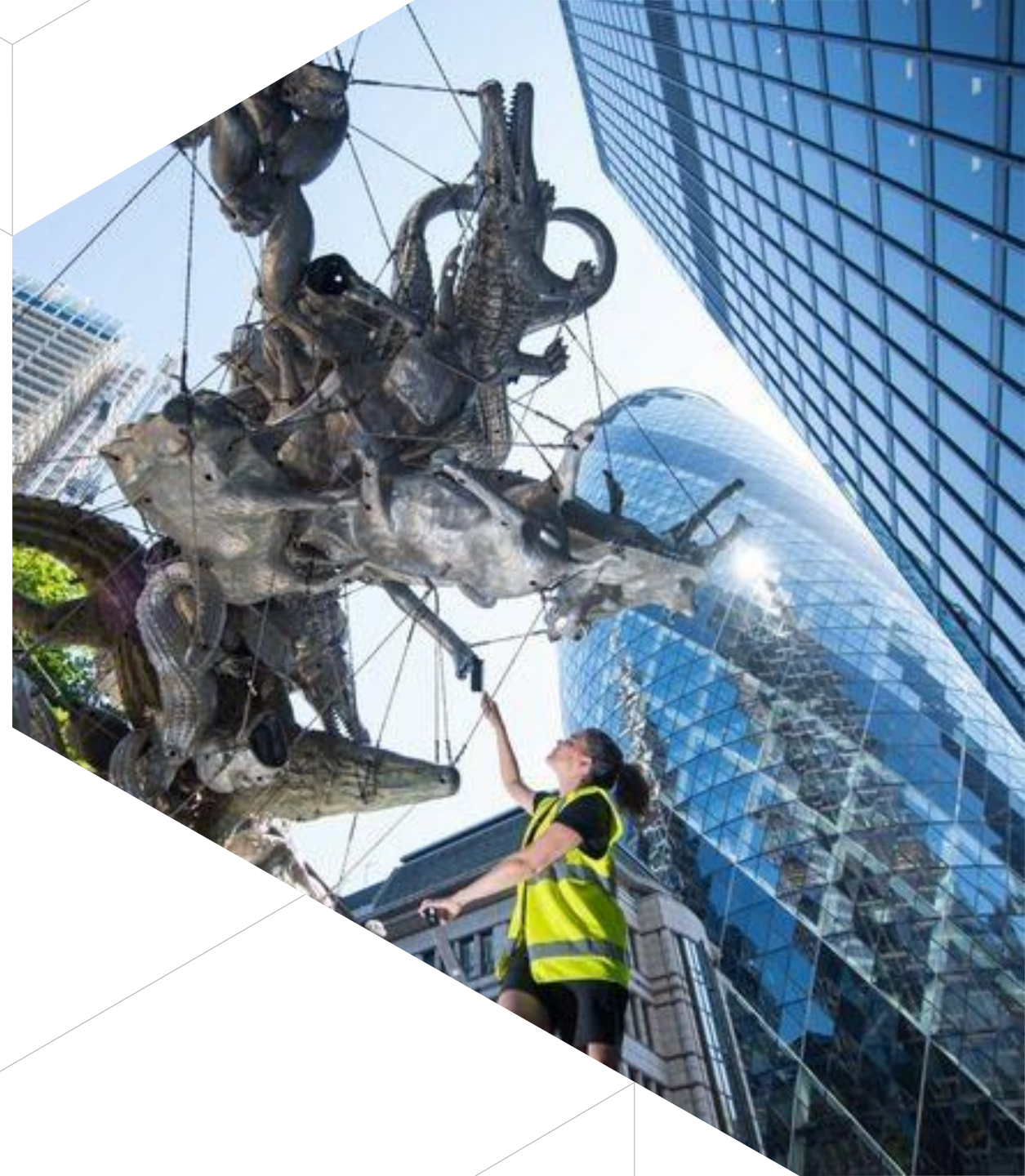
- The feasibility of creating a Community Interest Company for Sculpture in the City – governance, process for set up
- A more detailed budget, exploring fund raising opportunities
- A possible timeline for launch, should the approach be approved
- Soundings from stakeholders to help shape a future Sculpture in the City
- The role of the City of London Corporation in any future programme

A NEW CIC – PRACTICAL CONSIDERATIONS

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ESTABLISHING A CIC

- Draft Articles of Association drawn up for consideration – straightforward set up
- ‘Sculpture in the City Community Interest Company’ is available to be registered – *name to be decided*
- CIC Limited by Guarantee proposed to minimise financial exposure/risk to Directors
- Governed by a board of Directors (usually voluntary) – day to day management by an Executive Team (renumerated) directly employed or outsourced to a service provider/managing agent
- Not possible for an elected member to sit as a Director on the CIC Board (note restriction in Regulations concerning political activities) – more appropriate for an Officer to act in politically neutral capacity
- CIC must comply with the Companies Act and CIC Regulations – keeping financial records, auditing accounts, producing an annual report, for example.
- Tax liabilities to be taken into account: VAT threshold reached in Year One, staffing tax liability (Year Two), Corporation Tax payable on profits, where applicable.





MISSION STATEMENT TO BE AGREED

- ‘Objects’ need to be agreed. These are the specific social missions and activities designed to benefit a defined community or group, not for private profit. These objects must be clearly stated in the CIC’s Articles of Association and are overseen by the Office of the Regulator of Community Interest Companies to ensure the company’s activities provide real community benefit and remain focused on social objectives rather than profit maximisation.

“The Objects of the Company are to carry out activities which benefit the community and in particular (without limitation) involve the creation of a sculpture park within the City of London that uses the urban realm and publicly accessible private spaces as a rotating gallery space. Through the sculptures and the associated activation programme SITC will offer the working population, visitors and residents’ free access to a diverse range of artworks and activities, with artworks positioned to encourage exploration, drive footfall and engage local workers, residents and visitors.”

TO CONSIDER...

- Should the following feature in our Statement -
 - Destination City, City Plan 2040 and the emerging Culture Strategy?
- City of London development pipeline and the role that SITC plays in bringing burgeoning community together and helping to create a sense of place?

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FUNDING

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FUNDING MODEL OVERVIEW

- Switch to two-year cycle: Year 1 – SITC new programme, Year 2 City Arts Festival (not run by the CIC) and one new major SITC commission (CIC lead)
- A phased build up from 2026/27 over three years
- Year One: £1m budget
- Year Two: £500,000 budget
- Year Three: £1.5m budget
- Blended model that combines the following:
 - Private sector patronage – existing funders and new – developer community, key occupiers
 - Public sector grant funding and in-kind support
 - Sponsorship and brand partnerships
 - Continued investment from Eastern City BID



A RESET FOR SITC

- Year One – target 8 new artworks
- Substantial budget for marketing and promotion
- Expanded education programme
- Brand partnerships to widen engagement
- Focused around the Eastern City for Year One – but option to widen in future cycles

Page 66 New briefs developed for the commissioning – developed with funding partners

- Explore opportunity to ‘theme’ the artworks (digital, play, multi-functional, for example)
- Consider new locations – a hanging installation, alleyways and courtyards – responding to the specific site and location in the footprint
- Consider ‘up and coming’ category – linked to meanwhile opportunity / maker and artist studio (on site creation of the work)



YEAR ONE

BUDGET BREAKDOWN

Project management and fundraising	100,000
Curation	100,000
Artworks	250,000
Marketing and PR	150,000
Activation	100,000
Education programme	100,000
Measurement	50,000
Legals / insurance / tax	50,000
Set up costs (brand etc)	50,000
Contingency	75,000
	£1,025,000



YEAR ONE

FUNDRAISING ILLUSTRATION

8 x Partners (£75k for two-year support) Could split over financial years: £37,500 Oct/Nov/Dec 25 £37,500 beginning of 2026/27	600,000
50 City Arts Supporters (£25k per year)	150,000
Eastern City BID	100,000
CIL	100,000
Fundraising	75,000
	£1,025,000

Potential Patrons: existing funding partners, new developers (Eastern City POG)
 City Arts Supporters: Major occupiers in tall building cluster

Note: need to confirm if any reserves are left in the current SITC budget



YEAR TWO

BUDGET BREAKDOWN

CIC Executive Team	120,000
Executive Director	To include oncosts
Project assistant / admin support	
Curation (Commission)	50,000
Marketing & PR	50,000
Measurement	15,000
Education programme	50,000
Activation programme	75,000
Maintenance	20,000
Legals / insurance / tax	20,000
New Commission	100,000
Contingency	20,000
	£520,000



YEAR TWO

FUNDRAISING ILLUSTRATION

6 City Arts Supporters (£25k per year)	150,000
Eastern City BID	75,000
Grant funding	25,000
Fundraising	70,000
Sponsorship	200,000
	£520,000

Note: Eastern City BID has a renewal ballot in early 2027

The City Arts Festival would not be run by the CIC – it would form part of it, alongside other cultural activities across the Square Mile. It would be a celebration of the rich cultural partners active in the City - a festival ‘owned’ by the Corporation but delivered through partnership with cultural venues and operators across the City. The SITC new commission would keep the programme fresh and become a focal point for the City Arts Festival.



YEAR ONE / TWO CONSIDERATIONS

- Proposal to retain the services of Lacuna (for first two-year cycle) – launch Year One programme and also run the Commission in Year Two. Beyond this alternative procurement approach to be considered (by Executive Team and CIC board)

Page 70
Primera able to provide a fee proposal to take on the project management and fundraising contract in Year One, helping to establish the CIC and recruit the Executive Team

- CIL contribution is important – financially and also to galvanise private sector funders
- City of London in-kind support vital and needs to be confirmed – planning permission, opportunity for brand activation and sponsorship
- Need to explore options for an office base for the new CIC – could this be an in-kind contribution / share space with the BID?



YEAR THREE DETAIL

BUDGET BREAKDOWN

CIC Executive Team Executive Director Project assistant / admin (growing team)	200,000
Curation	150,000
Artworks	500,000
Marketing and PR	150,000
Activation	150,000
Education programme	150,000
Measurement	50,000
Legals / insurance / tax	50,000
Contingency	75,000
	£1,475,000



YEAR THREE

BUDGET ILLUSTRATION

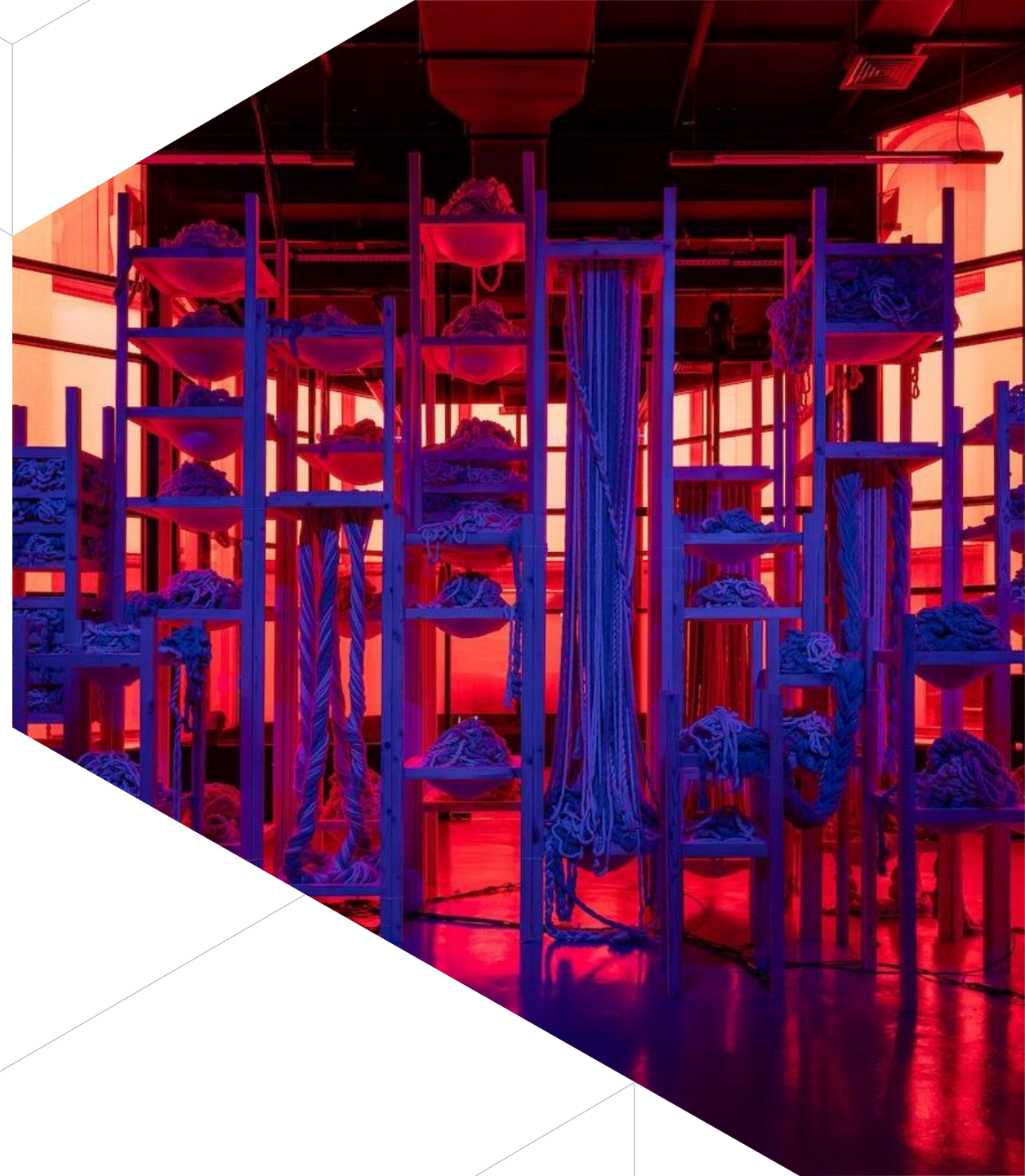
12 x Partners	900,000
12 x City Arts Supporters	300,000
Eastern City BID	75,000
Page 7 CIL	75,000
Fundraising	75,000
Sponsorship	75,000
	£1,500,000



YEAR FOUR

BUDGET ILLUSTRATION

10 City Arts Supporters (£25k per year)	250,000
Eastern City BID	75,000
Grant funding	25,000
Fundraising	70,000
Sponsorship	200,000
	£620,000





FUNDRAISING & SPONSORSHIP OPPORTUNITIES

- Annual Gala Dinner
- Sponsored challenges
- Community events - quiz nights, fundraising concert
- Merchandise – explore opening a SITC hub in empty retail unit (could be supported by the BID)
- Media partnership (money not necessarily being exchanged)
- Brand partnership – annual sponsorship of elements of the programme (Sky Arts supports the education programme, for example), tech brand to help us introduce a gamification element (widen our reach and appeal).

TIMELINE

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TIMELINE

■ October 2025

Agree whether new approach is to be adopted, and confirm existing partner support as a priority

Appoint project management / CIC establishment team (Primera?)

Agree curation contract (Lacuna?)

Budget planning

Continue CIL / grant funding discussion with CoL

Partner recruitment

■ November / December 2025

Fundraising

More partner recruitment

Registration of CIC – set up banking, accounting, board of Directors, meeting schedule agreed, governance arrangements

■ **Jan / Feb 2026** – launch of next edition – stakeholder event and media engagement

■ **Early September 2026** – 15th edition 'goes live' (avoiding Frieze mid Sept)



SOUNDINGS FROM STAKEHOLDERS

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STAKEHOLDER ENGAGEMENT

- Soundings taken from various stakeholder groups over the summer:
- Eastern City board
- Eastern City Property Owner Group
- Public Realm Steering Group
- City of London Corporation (officers and elected members)

In depth engagement with around 20 key individuals – some already deeply involved in the programme, others very new to it but operating in the Eastern City.



STAKEHOLDER ENGAGEMENT

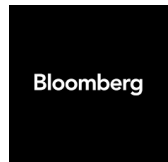
STANHOPE



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LLOYD'S





KEY HEADLINES

- Unanimous agreement about the importance of public art and vital contribution it makes to the experience in the Square Mile
- Widespread support for the continuation of the project
- Support for the proposed new CIC model
- Stakeholders would consider broadening the geographical scope of the project – something a new CIC board could look at
- Majority of respondents would consider contributing to a refreshed programme financially – location of artworks, community programming, value for money / level of contribution all important factors
- All respondents would be happy to look at in-kind support too: hosting events, opportunities for staff engagement, participating in selection panels, promoting the CIC and SITC through networks
- Support for the shift to a two-year cycle, and the City Arts Festival (although the Festival should not be run by the CIC)
- Some partners who have stepped back would be open to reengaging should the new model go ahead
- Interest from new funders (developers) who are now operating within the tall building cluster
- CoL restated their support for the project – funding still to be resolved
- Acknowledgement that this is the moment for the reset – or long-term future of project is at risk

QUESTIONS?

Primera Corporation Ltd
85 Gresham Street
London EC2V 7NQ

WWW.PRIME-ERA.CO.UK



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PRIMERA CORPORATION LIMITED

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Agenda Item 7

Committee(s): Keats House Consultative Committee (for Information) Culture, Heritage and Libraries Committee (for Information & Decision)	Dated: 31/10/2025 03/11/2025
Subject: Achievements at Keats House April – September 2025, including Risk Management Update	Public report: For Information (KHCC & CHL) and Decision (CHL only)
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions 	<ul style="list-style-type: none"> • Diverse Engaged Communities • Vibrant Thriving Destination • Flourishing Public Spaces • Providing Excellent Services • Leading Sustainable Environment
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Executive Director of Environment
Report author:	Rob Shakespeare, Head of Heritage & Museums, Natural Environment.

Summary

This report updates Members of Keats House Consultative Committee and Culture, Heritage & Libraries Committee on achievements at Keats House for the period April - September 2025.

During 2025/26, Keats House has been delivering the objectives identified in its annual Activities Plan (Appendix 1), which in turn contribute to the achievement of Departmental, Corporate and wider cultural sector outcomes and initiatives.

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

Framework and the Charities Act 2011. The risks held by the Keats House charity are summarised in this report and the detailed risk register is provided at Appendix 2.

Recommendation(s)

Members are asked to:

a. **For Information: Achievements at Keats House**

Members are asked to note the achievements at Keats House outlined within this report.

b. **For Decision: Risk Management**

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

Main Report

Background

1. Keats House is a registered charity (number 1053381), which is supported by the City of London Corporation who act as its sole trustee and resource it through the City's Estate fund.
2. This report provides Members of Keats House Consultative Committee and Culture, Heritage & Libraries Committee with an update on activities at Keats House between April and September 2025.
3. This report also presents an update on the risks held by the Keats House charity, providing Members of the Culture, Heritage and Libraries Committee with assurance that risk management procedures in place for Keats House are satisfactory and meet the requirements of the Corporate Risk Management Framework and the Charities Act 2011.
4. Keats House continues to focus on delivering its core services of opening to the public, delivering school sessions, and devising and promoting a year-round exhibition and events programme. The four staff permanently based at the house (currently 1.8fte), supported by casual staff and the Head of Museums & Heritage (Natural Environment), are also prioritising a number of key initiatives and longer-term projects to preserve and enhance the premises and improve access to its collections, as identified in its Activities Plan 2025/26 (Appendix 1) and outlined below.
5. Through these activities it aims to rebuild its core services and increase audience numbers and engagement, leading to increased income and demonstrable contribution to a range of Corporate, Departmental and sector outcomes. It continues to work with internal and external partners to deliver creative and

engaging programmes which contribute to a range of priorities, including access to culture, creative learning, wellbeing and community cohesion.

6. Keats House continues to position itself to better support the objectives of the Environment Department, the City Corporation and wider cultural sector. The development of the emerging Cultural Strategy and a longer-term Business Plan for Keats House are seen as key to the retention of full Museum Accreditation, and underlining the role Keats House plays in the cultural life of London, the nation and beyond, particularly in its centenary year.

Current Position

7. Keats House is advertised as open to the public on Wednesdays, Thursdays, Fridays and Sundays, 11am–1pm and 2–5pm, although there was one day (Sunday 21/9) when the house was forced to close due to an unexpected staff shortage.
8. The Keats House 100 exhibition, celebrating the centenary of Keats House being open to the public as a museum opened on 7 May 2025, with a celebratory event attended by over 70 people taking place on 9 May – the anniversary of its opening. The exhibition tells the story of how the house was re-discovered as the place where Keats wrote most of the work for which he is now famous, and the fundraising campaign which established the original charity which purchased the house and turned it into a museum. It also encourages visitors to explore the house as it looked in 1925, through immersive displays including objects which were presented at the house when it first opened. Live-interpretation performances featuring our newly developed Fred Edgcumbe character – the first curator of Keats House – have been scheduled throughout the spring and summer, proving very popular with our visitors and engaging them with the story of the museum's early years.
9. 5,089 people visited the house and Keats House 100 exhibition between April and September 2025. This represents a 21% increase on the same period last year and, if sustained throughout the year, would return our visitor numbers to near pre-pandemic levels (11,755 visitors in 2019/20, when the house was open five days per week, Wednesday – Sunday).
10. A total of 21 public events at the house have engaged people with the themes of the centenary, poetry and creativity, with 677 people enjoying the programme, as demonstrated through high levels of satisfaction on feedback forms and surveys.
11. Keats House continues to work in partnership with Keats Foundation (registered charity number 1147589), with their annual, three-day conference on the theme of 'John Keats in Hampstead' held at the house in May. Delegates from around the world presented academic and personal research papers to approximately 70 attendees, and a Keats House officer gave a keynote speech on the research behind the Keats House 100 exhibition.

12. Keats House continues to be a popular destination for school groups, particularly those studying English Literature for GCSE and Advanced levels. It has also become a regular destination for a local group of home-schooled students and their parent / carers. Our involvement in delivering special projects funded by the City Corporation's Education Strategy Unit (ESU) through their Cultural & Creative Learning Fund, continues to ensure that our learning offer is broad, relevant and accessible for all. We also hosted two school work experience students, one of which was in collaboration with the Natural Environment Learning team.
13. To date in 2025/26, a total of 29 taught sessions have been delivered to 513 students from 22 different schools, including sessions for three ESU funded projects: Green Changemakers, Culturally Speaking and Change the Record.
14. Summer School 2025, on the theme of 'The Monster in the Mirror', engaged a further 27 students from eight schools, five of which were high pupil premium schools which had not visited Keats House in the current year. This four-day programme resulted in 97 instances of engagement with the arts, including two days of workshops with published writers. An online anthology of work produced over the week has been sent to participating students and schools.
15. These targeted sessions and projects, in addition to our informal learning offer, have resulted in Keats House being awarded the prestigious Sandford Award for the high quality of its heritage education. Keats House continues to hold the Learning Outside the Classroom Quality Badge, demonstrating that it offers a safe and constructive environment for added-value learning experiences.
16. Volunteers provide visitor tours, poetry readings and collections care. Four themed Afternoon Poems events were delivered by our Poetry Ambassadors and five volunteers provided tours of the house on Thursdays, Fridays and Sundays. One individual provides collections care on a weekly basis, and an under-graduate supported our front of house offer throughout summer 2025. In total volunteers provided 362.5 hours of their time, expertise and enthusiasm supporting the activities at the house in the first half of the year.
17. Keats House again supported local community partner events for Hampstead Summer Festival. Hundreds of people enjoyed attending the Art Fair, Family Garden Party and outdoor theatre performances, which provide an opportunity to promote the house to its local community. This was further boosted this year by a local postcard drop to 5,000 local homes in partnership with HSF's advertising campaign and a special 'best depiction of Keats House' category in the Art of the Heath prize. Keats House also took part in Open House Festival 2025, with 395 people visiting the house for free on Sunday 14 September.
18. As well as continuing to maintain the 'Garden Shrine' or 'Bird Sanctuary' – as it was referred to in 1925 – through regular weekly sessions, Heath Hands staff and volunteers, supported our 'Green Changemakers' project, passing on their knowledge and helping young people suggest ways to make the garden more climate resilient. As a result, a number of new features, including a water butt and wildflower lawn, along with refreshed and enhanced garden interpretation, were

introduced. In June 2025, an ash tree at the rear of the garden lost a large limb during an outdoor event. While this thankfully caused no injury or damage to property it highlights the risks caused by the increased stress which the trees in particular are under, coming as it did on the back of the total loss of a lime tree near the front entrance in December 2024. Tree management, in the form of an annual survey and reactive works, continues to be provided by the North London Open Spaces tree team, but it is likely that resource will need to be allocated to manage this risk at an acceptable level in future.

19. Throughout the year we have worked closely with City Surveyor's and their appointed heritage architectural consultants to commission comprehensive and detailed surveys of the building and their immediate environment. This has led to condition reports and prioritised recommendations for both the Grade I listed Keats House and Grade II listed Ten Keats Grove (library) buildings. These are now being considered by City Surveyor's in order to draw up a schedule of works within the allocated Cyclical Works Programme (CWP) budgets, for 2025/26 and 2026/27.
20. Officers from the house, including the Head of Heritage & Museums (Natural Environment) are progressing the priority projects identified for 2025/26 and beyond, including: the commissioning and public launch of our collections management system; researching and planning the temporary displays, exhibitions and events programme for 2026/27 and subsequent years; conducting a review of material held in the Keats Memorial Collection at The London Archives; preparing for Museum Accreditation in 2026; and the longer-term business plan for 2026-29.
21. Keats Community Library (registered charity number 1146702) continue to operate their local library service from Ten Keats Grove, under an approved licence through until 31 March 2029. New promotion and representation of Keats House within the shared-use areas of the building was developed for the centenary, highlighting the role which the City of London Corporation plays in supporting these local cultural and community assets. The external notice boards were also refurbished, including refreshed branding and promotion in line with the Keats House 100 theme.
22. As a condition of the premises licence for 10 Keats Grove, Keats House Consultative Committee receive a twice-yearly report on licensable events held at the House, to ensure that the operating schedule and conditions are being upheld. To report that no activities involving the sale of alcohol have taken place to date in 2025/26 under the terms of Keats House's premises licence. Hampstead Summer Festival events which involved the sale of alcohol and other licensable activities were covered by TENs obtained by the organisers. Complimentary alcoholic drinks were served at the Keats Foundation Conference at no cost to Keats House charity, and two other events, including the centenary celebration. Five Keats House events, which included two outdoor theatre performances and three indoor live music events, took place within the conditions of the licence. Although these did not involve the sale of alcohol they are reported here for completeness. The Premises Licence for 10 Keats Grove was renewed

until September 2026 at a cost of £180.00.

Risk Management

23. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. Your Committee is presented with the Keats House Risk Register every six months. This reporting frequency aligns with the City of London's Risk Management Strategy and the requirements of the Charity Commission.
24. The Executive Director assures your Committee that all risks held by the Keats House charity, which is part of the Natural Environment Division of the Environment Department, continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
25. All risks are regularly reviewed by the Head of Heritage and Museums, with the updates recorded in the corporate risk management information system. Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 3.
26. The Keats House Risk Register contains one RED risk, two AMBER risks, and four GREEN risks which are owned and managed by the Head of Heritage and Museums. For each risk, appropriate mitigating actions are being undertaken, as shown in the detailed register at Appendix 2.
27. Since the date of the last report to your Committee, one new risk has been added to the register: **'Tree event or failure'** with a score of Red 24 (possible likelihood with an extreme impact). There are several large trees in the grounds of Keats House which require regular inspection and works to prevent failure; extreme weather conditions exacerbate this risk. Actions to control this risk include annual inspections of all trees to identify those which need works, with the most urgent given priority, and closure of the garden in extreme weather conditions. Officers are currently awaiting quotes for tree crown reduction works which should reduce the impact of the risk, taking the overall score to the target of Amber 6 (possible likelihood with a serious impact).

Proposals

28. Members of Keats House Consultative Committee, and Culture, Heritage & Libraries Committee are asked to note the achievements of Keats House between April and September 2025.
29. Members of Culture, Heritage & Libraries Committee are asked to approve the risk register at Appendix 2.

Corporate & Strategic Implications

Strategic implications – The activities, projects and works outlined in this report contribute towards the achievement of Corporate Plan 2024–29 outcomes as shown in Keats House Activities Plan, 2025/26 (Appendix 1).

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

The activities of Keats House are also designed to contribute to the aims and outcomes of the City Corporation's Education Strategy 2024-29 and new Cultural Strategy, which is currently in development.

Financial implications – None

Resource implications – None

Legal implications – None

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

The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental and Divisional Business Plans, and relevant corporate strategies, including, but not limited to, the Climate Action; Cultural; Sport; and Volunteering Strategies.

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

Equalities implications – None

Equality Impact Assessment – None

Climate implications – None

Security implications – None

Conclusion

Keats House is open to the public and the Keats House 100 exhibition and events programme have provided a welcome boost to the number of visitors and admissions income in the year to date. The small team based at the house continue to devise, develop and deliver a programme of exhibitions, public events, formal

learning sessions, special projects, and volunteer opportunities which provide for life-long learning and engagement with heritage and culture.

The 100th anniversary of the house opening to the public provided a focus for the partial reinterpretation and improved promotion of the house, resulting in positive local and national media coverage and positive visitor feedback, demonstrated through visitor book comments and survey returns. This is being used to provide the basis and evidence for our longer-term Business Plan and other policies required for Museum Accreditation, supporting a sustainable future for the charity.

Appendices

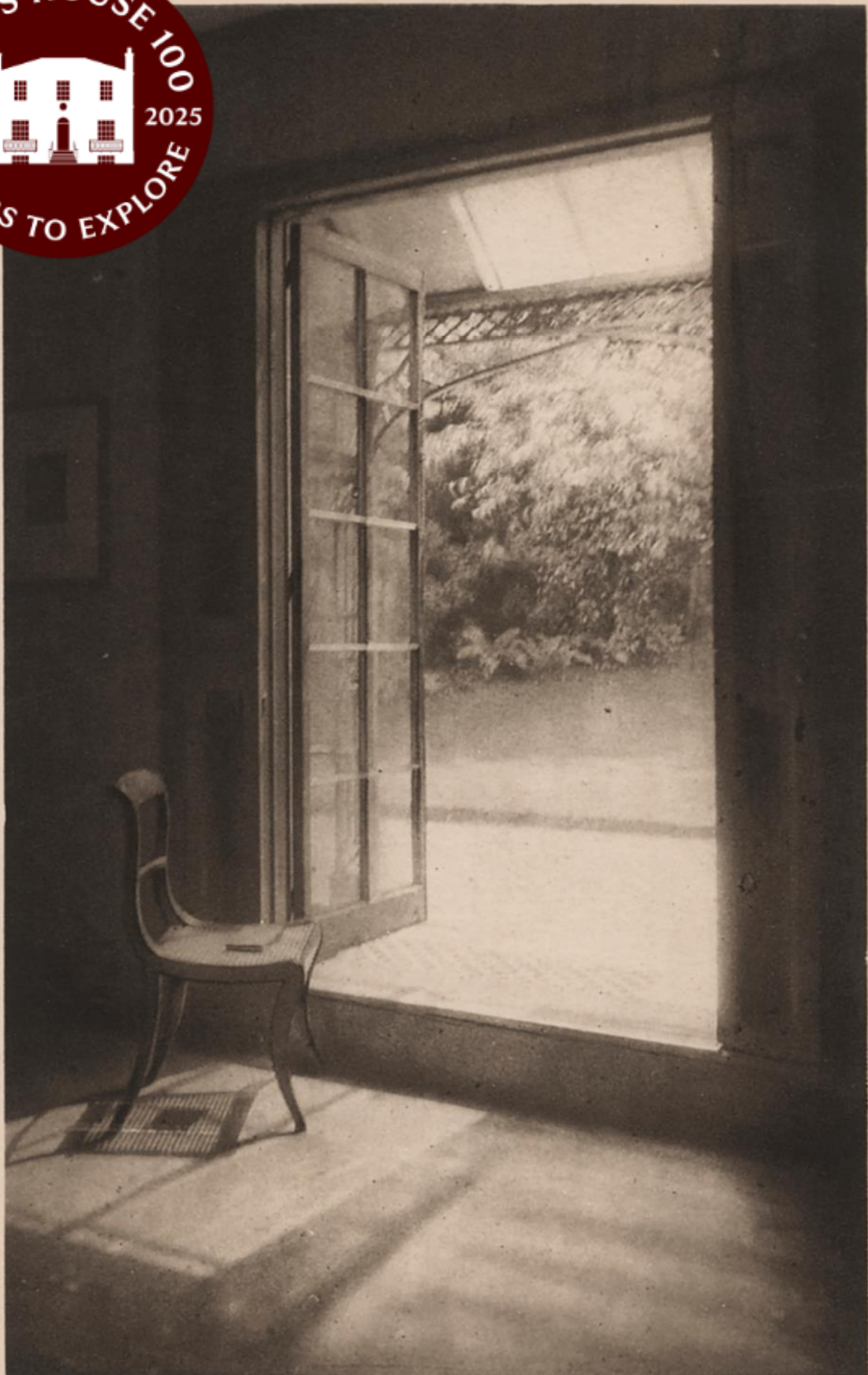
- Appendix 1 – Keats House Activities Plan, 2025/26
- Appendix 2 – Keats House Risk Register, updated October 2025
- Appendix 3 – City of London Corporation Risk Matrix

Rob Shakespeare

Head of Heritage & Museums, Environment Department

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THE KEATS PARLOUR (WENTWORTH PLACE)



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

Keats House Activities Plan 2025/26

The origins of Keats House Charity date back to the 1920s, when a public appeal raised the money to acquire the house and collections for the public. The house first opened to the public on 9 May 1925 and celebrates its 100th anniversary in 2025. The modern charity was registered in March 1996 (no. 1053381) and, since 1997, is supported by the City of London Corporation as part of its contribution to the cultural life of London and the nation.

The object of the Keats House Charity is:

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

About Keats House today

Keats House is a Grade I listed Regency villa, which was built between 1814 and 1816. Romantic poet John Keats lived here between December 1818 and September 1820, writing some of his most-loved work, including Ode to a Nightingale, during the spring and summer of 1819.

Today, Keats House is open to the public as an Accredited Museum (no. 097) and visitor attraction, delivering a programme of exhibitions and events, formal and informal learning opportunities for all ages and abilities, as well as supporting volunteer, work, creative, and research placements.

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

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

In 2024/25, Keats House continued its recovery from the COVID-19 pandemic and subsequent economic and social changes impacting on the cultural and tourism sectors. While most measures showed positive improvement, Keats House is yet to return to pre-pandemic visitor numbers and income.

Important priorities within 2025/26 include the opening of our Keats House 100 exhibition and centenary programme, the launch of our collections catalogue online, and planning to support our anticipated Museum Accreditation application.

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

Our achievements in 2024/25

Between April 2024 and March 2025, Keats House:

- **Delivered the 'Hidden Histories of Keats House' exhibition and events programme**, revealing new stories of the people who lived at the house in the 1800s.
- **Devised three new object displays** in partnership with The London Archives and The Shelley Conference, featuring rarely seen items from our collections.
- **Delivered 42 different events**, including poetry readings, talks, book launches, family and literary workshops, **attended by over 1,000 people**.
- **Hosted the Keats Foundation annual conference** in May **and The Shelley Conference 2024** in June, leading to new insights and research into our collections.
- Devised and **delivered Summer School at Keats House, engaging 36 young people aged 16 -19 from five different schools** in four days of creative writing.
- **Supported the learning of 1,112 students and 169 teachers / assistants**, through 60 taught sessions delivered at Keats House.
- **Collaborated with key partners** including Poetry Versus Colonialism, the Education Strategy Unit, Speakers Trust, National Literacy Trust, Heath Hands and three cultural partner venues to deliver 'Culturally Speaking', 'Young City Poets' and 'Green Changemakers' projects.
- **Supported events for Hampstead Summer Festival**, helping them to raise funds for two local charities: Keats Community Library and Hampstead School of Art.
- **Took part in Open House Festival and Heritage Open Days**, engaging new audiences with Keats House.
- **Supported 640 hours of volunteering by 12 individuals**, who delivered tours and poetry readings for our visitors, as well as helping with front of house, collections care and events.
- **Opened Keats House** to the public **receiving 7,664 visits in person**.
- Prepared our collections records ready to import into our new Collections Management System – ContentIndex+.
- **Maintained our online engagement**, including social media and web presence.
- **Worked with City Surveyor's to improve the safety and security of our premises**.

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

Our governance and strategic context

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

Our activities are developed within the framework of the City Corporation's Corporate Plan and the Environment Department's business plan. Keats House is managed within the Natural Environment Division and helps deliver its vision, mission and four key strategies. We also support wider City Corporation strategies, including for Climate Action, Education, and the emerging Culture Strategy.

Beyond the City Corporation, our activities and advocacy contribute to a wide range of heritage initiatives, led by organisations such as Arts Council England and the National Lottery Heritage Fund.

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

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

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

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

The main objectives of Keats House Charity in 2025/26 are to:

- **Implement the projects and activities identified in this Activities Plan for delivery in 2025/26**
- **Develop a longer-term Business Plan for Keats House, to ensure the future sustainability of Keats House charity and its operating model**
- **Deliver maintenance and access improvement projects at Keats House.**

The resources we have to deliver our objectives in 2025/26 include:

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

Keats House Supervisor – 1fte (vacant 0.6fte to be recruited to in '25/26)

Interpretation Officer (Programming) – 0.5fte

Interpretation Officer (Learning) – 0.43fte

Visitor Services Officer – 1fte (vacant 0.6fte to be recruited to in '25/26).

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

Financial:

In 2025/26, the City Corporation will deficit fund Keats House through City's Estate as follows:

Category:	Annual budget:	Description:
Staff costs:	£253k	Officer salary and on-costs, inc. training.
Revenue costs:	£78k*	To pay for the running costs of the premises and our programmes.
Income target:	-£118k	Generated through admissions, shop sales, private hire, events & learning programmes, and licences.
Net budget:	£213k*	* In 2025/26 spend will exceed this amount to fund Keats House 100 projects and other priorities from the Charity's Reserves.
Other costs covered:	£230k (+)	Support services / maintenance works (+ indicates that additional funds will be allocated to address the identified schedule of building maintenance works).

Between April 2025 and March 2026, we plan to support Corporate Plan outcomes by:

Diverse Engaged Communities

- Actively engaging with young people through Cultural & Creative Learning funded partnership projects.
- Growing our offer for families with young children and older people.
- Improving access for children and young people with special educational needs and disabilities (SEND) and adults with disabilities.
- Continuing to support, develop and diversify our workforce by providing a range of paid and volunteer opportunities, including for young people aged 16 – 18.
- Making our collections more accessible and relevant by launching our new collections management database, including an online, searchable catalogue.
- Collaborating with our strategic partners (The London Archives, Keats Foundation, Heath Hands, Poetry Versus Colonialism and Keats Community Library) and establish new partnerships, to enrich and diversify our offer.

Vibrant Thriving Destination

- Delivering the 'Keats House 100' exhibition and redisplay of items from 1925.
- Devising and delivering a year-round events programme, including talks, live interpretation, creative workshops, and special events.
- Researching and developing a new exhibition and events programme for 2026/27.
- Supporting local community stakeholders to deliver cultural events.
- Improving our marketing, particularly within the local and London context.

Flourishing Public Spaces

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

Providing Excellent Services

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

Leading Sustainable Environment

- Undertaking specific actions to reduce our climate impact and improve the sustainability and biodiversity of our site and services.
- Working with Heath Hands volunteers and the Learning Team to maintain and enhance the garden at 10 Keats Grove.

To find out more and follow our progress visit:

ENV NE - Keats House Risk Register

Report Type: Risks Report

Report Author: Joanne Hill

Generated on: 06 October 2025



Rows are sorted by Risk Score

Risk Level Description Service

Risk Code	ENV-NE-KH 007	Risk Title	<i>Tree event or failure</i>
Description	<p>Cause: Several large trees which require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, exacerbate the risk.</p> <p>Event: Tree or tree limb failure.</p> <p>Effect: Public safety, potential serious injury/death; damage to heritage buildings; loss of trees; loss of habitat; insurance claims and associated costs; reputational damage.</p>		

Current Risk		
Risk Score	Likelihood	Impact
24	Possible	Extreme
Red	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Mar-

Original Risk		
Risk Score	Likelihood	Impact
24	Possible	Extreme
Red	Creation Date	24-Jul-2025

Appendix 2

				2026			
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Latest Note	<p>Tree management systems are in place to address this risk. These include an annual inspection of all trees in the grounds of Keats House to identify any trees which are more likely to fail due to structural or health issues. The inspections are carried out by the CoL's North London Open Spaces Tree Team. Necessary works are prioritised to ensure the most urgent issues are addressed quickly. The Tree Team also provides reactive tree management support should an incident occur.</p> <p>Keats House follows the North London Open Spaces' Extreme Weather Protocol which contains criteria for closing the garden in extreme weather conditions.</p> <p>We are currently awaiting quotes for tree crown reduction to allow us to allocate the additional resource required to reduce this risk.</p>	02-Oct-2025
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Risk Level	Service	Risk Approach	Reduce
Department	Environment	Risk Owner	Rob Shakespeare

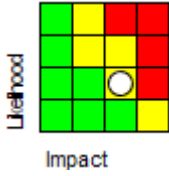
Associated Actions

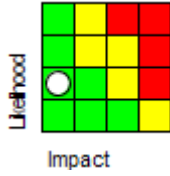
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-KH 007a Tree management	Continue to comply with established tree management systems.	The CoL's North London Open Spaces (NLOS) Tree Team continues to support Keats House with an annual tree inspection and reactive tree management.	02-Oct-2025	David Humphries; Rob Shakespeare	31-Mar-2026
ENV-NE-KH 007b Extreme Weather Protocol	Continue to enforce Extreme Weather Protocol and site closures as appropriate.	An Extreme Weather Protocol is in place which contains criteria for closing the garden during extreme weather events, such as high winds, lightning/storms or flooding.	02-Oct-2025	Rob Shakespeare	31-Mar-2026

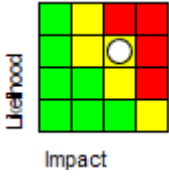
Risk Code	ENV-NE-KH 003
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Risk Title	<i>Insufficient maintenance</i>
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Description	<p>Cause: Building deteriorates due to insufficient maintenance.</p> <p>Event: City of London required to carry out maintenance on property which may cause inconvenience to visitors, including closure of building for extended periods.</p> <p>Effect: Reputational damage, poor visitor experience, poor working conditions, long-term survival of the heritage asset compromised, damage to collection due to poor environmental conditions (e.g. in case of heating failure).</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
2	Unlikely	Minor
Green	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	07-Apr-2017

Latest Note	<p>Chief Officers in occupation are typically accountable for asset condition within their functional area. They are responsible for commissioning required work, and ensuring an appropriate funding route is identified. This action is often delivered upon the professional advice of the City Surveyor's Department (CSD). Once a work package is commissioned, it is the responsibility of CSD to deliver those works as agreed and funded within the given cost/timeline/specifications.</p> <p>Funding has been allocated in the 2024-27 Cyclical Works Programme (CWP) to address current and future maintenance needs.</p> <p>Full condition and Mechanical and Engineering (M&E) surveys for both Keats House and Ten Keats Grove have</p>	02-Oct-2025
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Appendix 2

	<p>been completed and are now with City Surveyor's Department (CSD) to schedule the recommended priority works.</p> <p>The current risk score has been maintained at Amber 8 pending the completion of the urgent recommended works. The target date has been set accordingly.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Rob Shakespeare

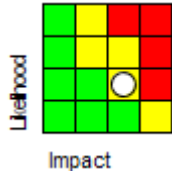
Associated Actions

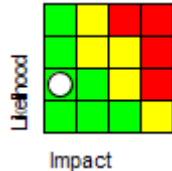
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-KH 003a Relationship Management Page 100	Keats House to continue developing relationship with City Surveyor's Department (CSD) and attend, when necessary, client liaison meetings.	The Head of Heritage and Museums liaises with the City Surveyor's Department (CSD) on matters regarding Keats House. Priority projects have been budgeted for in the 2024-27 CWP Programme. Officers continue to work closely with CSD and their appointed consultants and contractors.	02-Oct-2025	Rob Shakespeare	31-Mar-2026
ENV-NE-KH 003b Delivery of works	City Surveyor's Department to deliver works as agreed and funded either by CWP funds and/or directly by the Environment Department.	<p>The CSD's Operations Group deliver work packages as agreed with the Environment Department, within agreed allocated funds, timelines and specifications. This is delivered either via the Cyclical Works Programme (CWP), capital and/or local risk budget.</p> <p>Regular liaison meetings are held between Environment and CSD to manage the delivery programme, and to ensure any risks / issues / conflicts / etc are escalated and understood by all parties.</p>	02-Oct-2025	Peter Collinson	31-Dec-2025

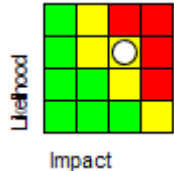
Risk Code	ENV-NE-KH 006
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Risk Title	<i>Delivery of priority projects</i>
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Description	<p>Cause: Lack of staff capacity and relationships to deliver priority projects beyond the scope of the Keats House team's expertise.</p> <p>Event: Priority projects unable to progress.</p> <p>Effect: Reduced outcomes for Keats House and the City of London.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
2	Unlikely	Minor
Green	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	27-Jul-2022

Latest Note	<p>Priority projects for 2025/26 include:</p> <ul style="list-style-type: none"> • The Keats House 100 Exhibition (completed) • Development of a longer-term Business Plan (in progress) • Launching the new Collections Management System (rescheduled to March 2026) <p>We aim to reduce the risk to the target score once the new Business Plan is approved and the Collections Management System is launched. The target date has been extended to the end of March 2026 to allow for this.</p>	02-Oct-2025
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Rob Shakespeare

Associated Actions

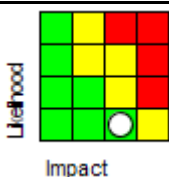
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-KH 006d Strategic planning	Develop Keats House Activity Plan 2025/26 and longer-term Business Plan.	We aim to bring the Activity Plan and Business Plan to Committee for approval by the end of the 2025/26 financial year.	02-Oct-2025	Rob Shakespeare	31-Mar-2026
ENV-NE-KH 006e Collections Management System	Launch new Collections Management System.	The launch of the new Collections Management System has been rescheduled to the end of March 2026. Work is underway to meet this target.	02-Oct-2025	Rob Shakespeare	31-Mar-2026

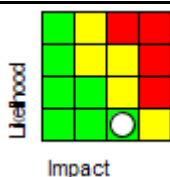
Appendix 2

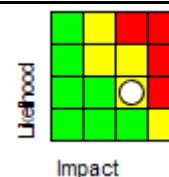
Risk Code	ENV-NE-KH 001
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Risk Title	<i>Health and Safety</i>
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Description	<p>Cause: Poor understanding and/or delivery of H&S policies and procedures; inadequate training; failure to implement results of departmental H&S audits; failure to follow fire and security management procedures; anti-social behaviour; dealing with members of the public.</p> <p>Event: Staff, volunteer or contractor undertakes unsafe working practice.</p> <p>Effect: Death or injury of staff, contractor, member of public or volunteer.</p>
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Current Risk		
Risk Score	Likelihood	Impact
4	Rare	Major
Green	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
4	Rare	Major
Green	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Creation Date	07-Apr-2017

Latest Note	<p>Understanding of health and safety continues to be reinforced through team meetings and adoption of high level and bespoke risk assessments produced for property and specific activities/events. Advice is taken from the Departmental Health & Safety Manager and Health and Safety meetings.</p> <p>Both Keats House and Ten Keats Grove/library building now benefit from an integrated fire alarm system and recently installed CCTV and intruder alarms.</p> <p>Emergency procedures have been updated and continue to be reviewed and revised to reflect current practice with advice from the CoL's Fire and Health and Safety Advisers.</p>	02-Oct-2025
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Appendix 2

	We have now achieved the target risk score of Green 4 (Rare / Major). We accept that we cannot eliminate the risk entirely, but we will work to maintain the lower risk score and will keep the situation under continual review. The target date shown is the date of the next risk review.	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Rob Shakespeare

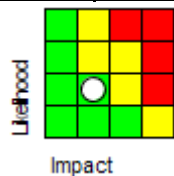
Associated Actions

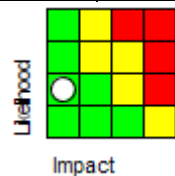
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-KH 001a Participation in Health and Safety Meetings	Represent Keats House at Health and Safety meetings.	Keats House is represented at Environment Department Health and Safety Improvement Group meetings. H&S is a standing agenda item at Keats House Team Meetings and at Culture and Projects Section meetings. This is an ongoing action.	06-Oct-2025	Rob Shakespeare	31-Dec-2025
ENV-NE-KH 001c Fire alarm and security systems (maintenance)	Maintenance of fire and security alarm systems.	<p>The Head of Heritage and Museums liaises with the City Surveyor's Department's (CSD) Project Team to ensure fire and security processes and systems are effectively maintained. This is an ongoing action.</p> <p>The most recent security inspection was completed on 23 July 2025 and fire and health and safety inspections were completed on 3 September 2025. An external fire risk assessment is being commissioned for November 2025.</p>	06-Oct-2025	Rob Shakespeare	31-Dec-2025

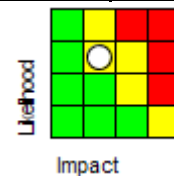
Risk Code	ENV-NE-KH 004
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Risk Title	<i>Loss of staff expertise</i>
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Description	<p>Cause: Staff move on to new roles.</p> <p>Event: Difficulties in recruitment and new staff not experienced in collection; unable to offer positive visitor experience.</p> <p>Effect: Loss of expertise; recruitment and training costs; short-staffing leading to operational issues.</p>
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Current Risk		
Risk Score	Likelihood	Impact
4	Unlikely	Serious
Green	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
2	Unlikely	Minor
Green	Target Date	30-Jun-2026

Original Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Creation Date	07-Apr-2017

Latest Note	<p>Succession planning is being actively pursued to ensure continuity of service when members of staff leave or retire. A planned flexible retirement has been approved and recruitment for the role is being progressed to overlap and provide continuity of service.</p> <p>Migration of data to the new Collections Management System is progressing, and is now expected to be completed by December 2025. Once testing and staff training has been completed, and the system launched (by March 2026) the risk will be reassessed, and we hope to reduce to the target score of Green (2).</p> <p>The target date has been revised to reflect the above actions.</p>	02-Oct-2025
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Rob Shakespeare

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-KH 004a Staff training	All staff to be familiarised with the collection and database to ensure retention of collections-related knowledge.	Implementation and launch of the Collections Management System are expected to be completed by March 2026.	02-Oct-2025	Rob Shakespeare	31-Mar-2026
ENV-NE-KH 004b Recruitment	Recruit to vacant roles.	Recruitment to key roles will be progressed in autumn/winter 2025/26. Where possible suitable handover periods will be allowed for to enable existing, experienced, staff members to train new post holders.	02-Oct-2025	Rob Shakespeare	30-Jun-2026

Risk Code	ENV-NE-KH 005
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Risk Title	<i>Financial sustainability</i>
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Description	<p>Cause: Pandemic recovery.</p> <p>Event: Continued reduction of income from all sources, particularly admissions, sales and hires following the Covid-19 pandemic.</p> <p>Effect: Inability to meet income targets resulting in pressure on the Keats House Charity's Reserves and increased liability of the City Corporation as sole Trustee.</p>
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Current Risk		
Risk Score	Likelihood	Impact
4	Unlikely	Serious
Green	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
2	Unlikely	Minor
Green	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Creation Date	29-Mar-2022

Latest Note	<p>The future financial sustainability of the Keats House Charity continues to be actively reviewed. This is now included in the development of a Cultural Strategy for the City of London and is a priority for 2025/26. The target date of the risk has been extended to the end of 2025/26 accordingly.</p> <p>Audiences and income have seen an increase in the first half of 2025/26.</p>	02-Oct-2025
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Rob Shakespeare

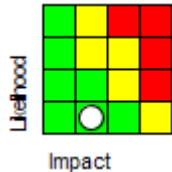
Associated Actions

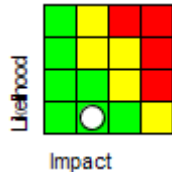
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-KH 005a Policy and staff development	Develop a longer-term Business Plan for Keats House.	Development and approval of a longer-term business plan is a priority for 2025/26 to support the Corporate Plan outcomes, Museum Accreditation and the future sustainability of the Keats House Charity.	02-Oct-2025	Rob Shakespeare	31-Mar-2026
ENV-NE-KH 005b Income generation and audience development	Develop and implement and audience development and income generation plans.	This key plan is in development to support medium to long term audience development and income recovery and will be brought to Committee by the end of the current financial year.	06-Oct-2025	Rob Shakespeare	31-Mar-2026

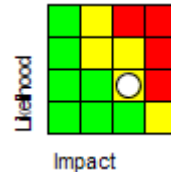
Risk Code	ENV-NE-KH 002
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Risk Title	<i>Theft or damage</i>
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Description	<p>Cause: Theft by people visiting the museum during opening hours, or a break in when the museum is closed; deliberate or accidental damage to items during museum opening or events.</p> <p>Event: Loss of or damage to heritage collection items; loss of equipment or personal belongings</p> <p>Effect: City of London are unable to open the property to the public to show items of interest due to theft of item, or damage caused in effecting theft, and necessity to carry out repair or install new collection. Loss of income; reputational damage.</p>
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Current Risk		
Risk Score	Likelihood	Impact
2	Rare	Serious
Green	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
2	Rare	Serious
Green	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Creation Date	07-Apr-2017

Latest Note	<p>The current risk score remains Green. Keats House is open to the public with staff in attendance. The security system has been replaced along with upgraded CCTV. Procedures are in place, and are followed, in response to incidents.</p> <p>We have achieved the target score of Green 2 (rare/serious). We accept that we cannot eliminate the risk entirely, but we will work to maintain the lower risk score and will keep the situation under continual review. The target date shown is the date of the next risk review.</p>	02-Oct-2025
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Risk Level	Service
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Risk Approach	Accept
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Department	Environment	Risk Owner	Rob Shakespeare
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Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-KH 002a Security maintenance	Maintain effective processes and monitoring.	Keats House and City Surveyor's Department (CSD) ensure the maintenance and monitoring of an effective security system in the Cyclical Works Programme (CWP), and Keats House maintain effective processes to respond to any incidents.	02-Oct-2025	Rob Shakespeare	31-Dec-2025

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

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

(A) Likelihood criteria

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

(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

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

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

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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Committee(s): Culture, Heritage and Libraries Committee	Dated: 03 November /2025
Subject: Developing the Cultural Strategy – progress update September to October 2025	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?	£
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, Head of Profession for Culture Omkar Chana, Interim Culture Director	

Summary

This report provides an update on the development of the Cultural Strategy. It presents the founding commitments and priorities that have emerged from the extensive stakeholder consultation that has been undertaken to date. The proposal for the next phase of development is to further share these priorities in engagement sessions with corporates, SMEs and other relevant stakeholders, particularly the cultural institutions and the BIDS, in the Square Mile. This is to further test these commitments and priorities in order to support their planning and implement their delivery.

Recommendation(s)

Members are asked to:

1. Approve the foundational commitments and priorities one to eleven (detailed in paragraph 10 of this report).
2. Approve the hierarchy of priorities as: foundational commitments and priorities (paragraph 10); opportunities (paragraph 12); and additional considerations (paragraph 14).
3. Approve the next stage of development of the Cultural Strategy which is the implementation plan based on the foundational commitments and priorities.

Main Report

Background

1. In December 2024, the Culture, Heritage and Libraries Committee (CHL) approved the Terms of Reference for developing the Cultural Strategy.
2. In September 2025, the Culture, Heritage and Libraries Committee received a report on the progress of the Cultural Strategy from July to August 2025 including a second iteration of the draft definition, commitment & priorities, and The Audience Agency's Population Survey report.
3. This period continued to involve significant internal and external co-creation and consultation with stakeholder groups including: the Culture Strategy Development Group; the Officer Group and CHL Members; as well as the City Corporation's Executive Leadership Board and the Strategy Forum.

Current Position

4. Strategy development work has continued, including a Cultural Strategy Development Group (made up of CHL Members, City Corporation Officers and a representative group of external stakeholders) designed to bring together and share perspectives and inform the next stage from ambition to creation of an achievable action plan. The version of the definition, commitments and priority created through this process is included in Appendix 1 for reference.
5. Our final 'Go and See' visit engaged stakeholders took place, with a tour of the Guildhall Art Gallery and London's Roman Amphitheatre. It shared progress on the strategy development and gathered stakeholder views.
6. The significant co-creation and consultation process has resulted in a coherent and clear set of foundational commitments and priorities which are put forward for Member approval.

Proposal

Cultural Strategy: foundational commitments and priorities, opportunities and considerations

7. The foundational commitments and priorities presented in this report are the outcome of the co-creation and stakeholder engagement process. They seek to provide a coherent and clear set of commitments and priorities that are intelligible to all and implementable by stakeholders.
8. Eleven foundational commitments and priorities are set out below. They represent the essential building blocks for delivering a cultural offer for the whole of the City of London hence, the use of the word "foundational". This includes our City workers and residents, our cultural, religious and educational establishments, our corporates and SMEs (including financial, property and legal institutions), our Liveries, BIDS and the City of London Corporation itself.

9. The foundational commitments and priorities can only be achieved through the whole City of London community working together to deliver them through partnerships, collaboration and engagement.
10. The foundational commitments and priorities focus on the most critical areas for implementation and are not intended to postpone or downplay any work that is already happening within the City Corporation and externally on other areas. The foundational commitments and priorities set out the building blocks for the Cultural Strategy.

FOUNDATIONAL COMMITMENTS AND PRIORITIES

Access Culture with Ease – make culture simple to find and effortless to enjoy, unlocking what’s hidden in plain sight and unleashing it onto our streets as part of daily life.

1. **Make the City’s culture easier to find and follow** – develop a communications campaign with partners to share the City’s cultural story, identifying ways to coordinate promotion, and connect workers, visitors and residents with its vibrant offer.
2. **Bring hidden gems into public view** – open up our extraordinary yet hidden spaces and buildings, filling them with activity, and inviting visitors to explore every corner of the Square Mile.
3. **Extend institutions beyond their walls** – encourage and support our world-class institutions to spill beyond their walls with open-air workshops, concerts and exhibitions that reflect the City’s diversity and international spirit, animating public space and opening culture to everyone.
4. **Sort the basics, signpost the rest** – improve seating, toilets and wayfinding by working with partners to enhance amenities, making cultural experiences more comfortable and welcoming so people stay longer and want to return.

Balance the Cultural Mix – create the conditions for a balanced and diverse cultural ecosystem; celebrating world-class excellence and making the space for independent culture.

5. **Embed culture across all Corporation departments** – build culture into processes across the City Corporation so that culture is not siloed or sidelined but integrated and outward looking. We will do this from planning to business support, ensuring cultural understanding informs decisions and services.

<p>6. Shape collective impact with major cultural partners – work with our world-class cultural institutions to set shared outcomes and collaborate on evaluation; making cultural value more tangible and ensuring the whole sector learns and evolves together.</p>
<p>7. Use empty spaces to seed new ideas – we will work with our corporates and BIDS to activate meanwhile space by identifying, supporting and encouraging free or low-cost, flexible places for independent culture to test ideas, build momentum and create lasting impact.</p>
<p>8. Celebrate the City’s many stories – work with artists, historians, residents and impacted communities to face the past with honesty and care, while making space for new stories to be seen, heard and celebrated in the heart of London.</p>
<p>9. Align cultural investment across the City – bring partners within the City of London together to pool resources and focus on shared goals, getting more value from investment and creating cultural activity that makes a bigger difference for everyone. This will include engagement with small cultural groups, workers and residents so they can help shape and deliver activity that feels relevant and connected to local life and reflects its diversity.</p>
<p>Create Pathways into Creative Futures – nurture the next generation of creative talent; opening doors and building routes so everyone can access the City’s creative future.</p>
<p>10. Open the City’s culture to London’s classrooms – build on the City’s strong school partnerships and educational institutions to create long-term cultural pathways so children and young people develop a lifelong attachment to City culture.</p>
<p>11. Create pathways into creative careers – develop new pathways into creative careers and leadership roles by blending hands-on experience in culture and heritage with business skills from City corporates and Livery organisations, creating an alternative to traditional degrees and placements.</p>

11. Our cultural offer is not only for the City of London community to enjoy but for all, wherever they may work, visit or live. We have identified two opportunities to facilitate this; one local and one global.
12. The opportunities set out a longer-term ambition. The intent is for further work to follow when the foundational priorities are being progressed through implementation.

OPPORTUNITIES

12. **Connect the City's culture with its neighbours** – work with neighbouring boroughs and partners to open the City's culture to surrounding communities; taking activity out, inviting audiences in, and making everyone feel part of its cultural life.

13. **Build global cultural partnerships** – utilise the City's networks and reputation to spark cultural exchange, develop international programmes, and show how culture can celebrate difference and build unity.

13. The extensive consultation process has brought some additional areas to light. We want to acknowledge all the material that has surfaced through this process. Some of these areas are complex and beyond the scope of what we can commit to at this moment.

14. To ensure that this work is documented, these areas are presented below as additional considerations. We proposed to continue to support progress in these areas led by other teams as some of these overlap with ongoing work across the City Corporation.

ADDITIONAL CONSIDERATIONS

14. **Make funding more accessible** – review and adapt funding mechanisms designed for smaller organisations and independent creatives. By making funds more accessible and flexible, the City can nurture local talent and ensure cultural investment reaches those with the biggest potential impact.

15. **Put culture on the street** – bring culture into everyday life through a year-round programme of music, performance and art in public spaces, creating joyful, unexpected moments that are free and open to all.

16. **Use rates relief to nurture independent culture** – explore a discretionary business rates policy to make space affordable for independents; helping to unlock empty units for grassroots culture and supporting distinctive ideas to take root in the Square Mile.

15. In relation to the priorities, Members are asked to

- a) Approve the foundational commitments and priorities one to eleven.
- b) Approve the hierarchy of priorities as: foundational commitments and priorities, opportunities, and additional considerations.
- c) Approve the next stage of development of the Cultural Strategy which is the implementation plan based on these foundational commitments and priorities.

16. The next step is to further refine the foundational commitments and priorities; produce a draft structure for the strategy, which may include examples of best practice drawing on the Corporate Plan, the Destination City programme and Local Plan to ensure consistency between these documents and to work up a short Cultural Strategy document.

Stakeholder engagement

17. The Cultural Strategy development process has been co-created in a highly consultative manner, which has already included our institutions, the major attractions (such as the Tower of London), places of worship, Livery companies, the BIDs and many areas of heritage and culture community in its broadest sense.
18. This has enabled the development of a robust and comprehensive set of commitments and priorities that reflects the outcome of a process which brought together the City Corporation, our institutions and many external stakeholders that have kindly given up time to assist with and support the development process. Appendix 2 provides a consultation list of those that have participated in the process up to this point.
19. The next step is to carry out stakeholder sessions via Breakfast Briefings on these foundational commitments and priorities in order to discuss further buy in and implementation. These sessions will focus on the City of London corporates, SMEs (e.g. financial and professional services, legal, banking, insurance and technology sectors), the BIDS and our cultural institutions in particular the GSMD, the Barbican and the emerging Museum of London. We intend to undertake this in-house utilising Members of CHL and Officers.
20. The process would enable the City Corporation to test the foundational priorities and develop a series of 'asks and offers' so that we can understand where we have common cultural objectives and goals with corporates, and what commitments each of us can bring to the implementation process. We hope to enter into agreements (possibly via Memorandum of Understandings) with as many of these organisations as possible outlining how we can collectively deliver on our commitments and priorities.
21. Crucially, and for the first time, as explained above, we intend to do this as a collective with representation from the City Corporation's cultural activities in its broadest sense, including representation from the Barbican, the Guildhall School of Music and Drama and the Museum of London.
22. Additionally, as we continue to engage with stakeholders through the drafting process, we are mindful that the foundational commitments and priorities will continue to evolve and may be brought back to Committee at a future date.

Corporate & Strategic Implications

23. Strategic implications – the Cultural Strategy spans four areas of the Corporate Plan: Diverse, Engaged Communities; Flourishing Public Spaces; Providing Excellent Services and Vibrant Thriving Destination. It also supports the delivery of Destination City objectives.
24. Financial implications – in November 2024, a bid of £45,000 to the 2024/25 Policy Initiative Fund, categorised as ‘Supporting the development of a Culture Strategy’ and charged to City’s Estate was approved. We are hopeful that our consultants can finalise this work within the allocated budget and will continue to monitor budgets to mitigate any cost pressure that may arise.
25. Resource implications – the Cultural Strategy is being developed using existing Culture team resource, supported by two external specialist consultancies (Things Make Public and The Audience Agency).
26. Legal implications – none identified.
27. Risk implications - none identified.
28. Equalities implications – the Cultural Strategy will impact the public, cultural institutions, residents and partners in the Square Mile. There are several strands of the Cultural Strategy in development which seek to promote and create cultural opportunities and experiences to those with protected characteristics, who may currently experience barriers to access. Officers will be working with EEDI colleagues to assess whether this strategy warrants an Equalities Impact Assessment or whether this is more appropriate for individual projects that come out of the Cultural Strategy. In either case, an explanation of how the Cultural Strategy complies with our Public Sector Equality Duty 2010 will be considered.
29. Climate implications – none identified.
30. Security implications – none identified.

Conclusion

31. This report brings together the work on developing the Cultural Strategy to date. The proposed foundational commitments and priorities, and hierarchy will simplify what is taken forward into meetings with key corporates and SMEs, BIDs and our cultural institutions in the Square Mile – these organisations will play a key role as our Cultural Strategy delivery partners.

Appendices

- Appendix 1 – draft definition, commitments and priorities (used at the 16 Oct stakeholder event)
- Appendix 2 – Cultural Strategy – Consultation List

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Definition

Culture compels us to feel something deeply personal; a spark of joy, pride, or possibility. It's what turns a collection of individuals into a community and the City into a place of belonging.

It can be found in our world-class institutions, in moments of reflection and in the meeting of tradition and change – forged in steel, stone and centuries of exchange, and brought to life by the soul and stories of our people.

Our pledge (commitments)

We're 2000 years old.

Our history is extraordinary. It's joyful and painful. It's certainly complicated.

We will carry its beauty, its weight, and make space for all it holds.

We don't need to be perfect.

Creativity is bold. Progress is messy. Failure isn't fatal.

We will be brave enough to take risks and learn openly when we do.

We are many voices.

We speak different languages. We carry different stories. We belong in different ways.

We will shape a City where no one is left questioning their place.

We all have a role to play.

Culture is too human to belong to just a few.

We will share the power that shapes it.

We don't need to contain culture.

It bounces across pavements and sprouts from the cracks in-between.

We will let it breathe, spill out, and take up space.

We want to feel joy.

Electric. Unruly. Unashamedly.

We will make culture our everyday, as well as our escape from it.

This is the not-so-square mile.

Guarded by dragons. Shaped by people.

Priorities

1) Access Culture with Ease

Make culture simple to find and effortless to enjoy, unlocking what's hidden in plain sight and unleashing it onto our streets as part of daily life.

2) Balance the Cultural Mix

Create the conditions for a balanced cultural ecosystem; celebrating world class excellence and making space for independent culture that gives the City its distinct character.

3) Create Fairer Routes Into Culture

Nurture the next generation of creative talent; opening doors for those too often excluded, and building fairer routes into the City's creative future.

4) Reflect London, Locally and Globally

Ensure culture in the City represents London as a whole; its people, its diversity, and its reputation as one of the most cosmopolitan cities in the world.

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Appendix 2 – Cultural Strategy – Consultation list

Row Labels	Count of Organisation
BID	7
Aldgate Connect / Cheapside Business Alliance	1
Culture Mile BID	2
Eastern City Partnership	2
Fleet Street Quarter	1
Primera	1
City Network	15
Bidvest Noonan	1
Carers and Parents Network	1
City Family Arts Network CFAN	1
City Pride	1
City Women Network	1
CLEAR Network (City of London Ethnicity and Race City Corporation)	2
Cultural and Creative Learning Forum	1
Disability, Ability and Wellbeing Network (City Corporation)	1
Social Mobility Network (City Corporation)	1
St James	1
Women's Inclusivity Network (City Corporation)	2
Young Employees (City Corporation)	1
Young Employees Network (City Corporation)	1
City of London Corporation	83
Chamberlain's	1
Children and Community Services	1
City Business Investment Unit	1
City Information Centre	2
City of London Corporation	6
City of London Freeman's School	1
City of London School for Girls	1
City Surveyors	1
CoL, Corporate Strategy and Performance	1
CoL, Town Clerk's	2
COLA Highgate Hill	1
COLAG	2
Community and Children's Services	5
Corporate Strategy and Performance	3
Culture	34
Destination City	4
Education Board	1
Environment	2
Environment - Natural Environment (Keats House and Monument)	2
Environment - Planning and Development	1
Natural Environment Board	1
Parent Carer Forum	1
Planning	3

Planning and Transportation	1
Planning Team	1
Policy and Resources	1
Projects and Programmes Team	1
Remembrance's	1
Strategy Forum	1
Community	7
Age UK City of London	1
Dragon Café in the City	1
Mental Fight Club	2
Shoreditch Trust	1
Urban Symbiotics	1
Voyage	1
Community - Venue	2
Artizan St Library and Community Centre	1
Portsoken and Golden Lane Community Centre	1
Corporate - Architect	7
Chairman Temple Bar Trust / Past Master The Architects' Company / Co-Founde	1
DSDHA	2
Fletcher Priest Architects	1
New London Architecture	1
Spice Design	1
RIBA	1
Corporate - Banking	2
Bank of America	1
Bank of England	1
Corporate - Developer	22
40 Leadenhall	1
AXA IM	1
British Land	4
Brookfield Property	4
CC Land	1
City Property Association / Landsec	1
Devonshire Square	1
Dominus Real Estate	1
H Properties	1
L&O	1
LandSec	3
Savills	2
Stanhope Plc	1
Corporate - FPS	8
Aviva	2
AXA IM	2
Bloomberg	2
Hiscox	1
Nuveen & MG	1
Corporate - Hospitality	5
1 Lombard St	2

Andaz London	1
Hilton Group	1
Rosslyn	1
Corporate - Other	2
Momentum Transport	1
Multiplex	1
Corporate - Property	11
Avison Young	1
Boxhall	1
Brookfield Properties	1
City Property Association	3
CWPA	2
DP9	2
Gerald Eve	1
Cultural Consultant/Strategist	10
Counter Culture	1
Coverdale Barclay	2
Forth	1
Futurecity	1
HATCH	1
Publica	2
Streetsense	2
Cultural Institution	11
Barbican Centre Board	1
Bishopsgate Institute	1
Board of Governors of the Guildhall School of Music and Drama	1
Guildhall School of Music and Drama	5
London Symphony Orchestra	1
The Barbican Centre	2
Cultural Organisation	34
Art PerUK	1
Artichoke	1
Arts Admin	2
Babes in Development	2
Barbican Centre	2
Barbican Immersive	1
Bompas & Parr	1
Broadworks - Hive	3
Dance Umbrella	3
East London Dance	1
Fabric	1
Guildhall Events	1
Hoxton Hall	1
Intermission Youth Theatre	1
Kunstraum	1
London Centre/NLA	1
London Museum	2
New Diorama Theatre	2

Open City	2
Shubbak: A Window on Contemporary Arab Culture	1
Theatre Deli	1
Urban Symbiotics	1
Wayward	2
Education	9
Campaign for Learning (National) CFAN guest	1
City of London Academies Trust	1
City of London Freeman's School	1
Kings College London	1
London Metropolitan University, Aldgate Campus	1
Northeastern University	1
Queen Mary University of London	1
UCL - East Bank	1
University of the Arts London (UAL)	1
Equity, Equality, Diversity and Inclusion	6
City of London Corporation	2
Guildhall School of Music and Drama	1
London Museum	1
City Bridge Foundation	1
Barbican	1
Festival	4
Duckie	1
Greenwich and Docklands Festival	2
Thames Festival Trust	1
Freelance Creative	5
Artist	1
Performance Artist	1
Poet	1
Wisdom Sync	1
Word & Graphic Artist	1
Funder	11
Arts Council England	2
British Council	1
Calouste Gulbenkian Foundation	1
City Bridge Foundation (Central grants)	2
English Heritage	1
Greater London Authority	2
Historic England	1
Inspiring London through Culture	1
Heritage	30
Bank of England Museum	2
Black Cultural Archives	1
Blulilli Projects	1
City Guides	3
Guildhall Art Gallery & Amphitheatre	1
Historic England	1
Leadenhall Market	1

Leadenhall Market (Barely Communications)	1
London Museum	3
London Museum Tour	1
Migration Museum	3
Queer Britain	1
St Paul's Cathedral	4
The London Archives	1
Tower Bridge	1
Tower of London	2
Guildhall Library	1
London Archives	1
The London Society	1
International Exchange	6
British Council	1
Global Cultural Districts Network	1
Japanese Chamber of Commerce and Industry in the United Kingdom	1
St Ethelburga's Centre for Peace and Reconciliation	1
Without Walls	2
Livery Company	7
Goldsmiths' Company	3
Painters Stainers' Company	1
The Founders' Company	1
The Worshipful Company of Arts Scholars	1
Worshipful Company of Chartered Architects	1
Local Authority and National Body	5
Local Government Association	1
London Borough of Camden	1
London Borough of Hackney	1
London Borough of Islington	1
London Borough of Tower Hamlets	1
Nighttime Economy	2
Eastcheap Records	1
Fabric	1
Places of Worship	3
Area Dean of the City Deanery	2
Temple Church	1
Residents and public	15
Barbican and Golden Lane Neighbourhood Forum	4
Barbican Association	1
City Question Time	2
Journalist and blogger	1
Lauderdale Tower	1
Mansell Street Estate	1
Middlesex Street Residents Association /Petticoat Square Leaseholders' Associ	1
Tudor Rose Court	1
General Public	3
Tourism	3
Central London Alliance	1

London and Partners	2
Young People and Families	6
A New Direction	1
Family Centre at Aldgate School	1
Generation Success	1
London Careers Festival	1
St Lukes Community Centre (CFAN)	1
Urban Learners	1
Grand Total	338

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