



**Q4 Key Objectives outturn progress to 31 March 2012**

**Appendix A**

| <b>Actions</b>   | <b>Measure of Success</b>  | <b>By when</b>  | <b>Responsibility Level</b>  | <b>Progress</b>  |
|--|--|---|--|--|
| e-books  |  | 2011  | Libraries  | On schedule for 1 April 2012 launch. Service set up with both Askews and Bloomsbury.   |
| Enhance catalogues and finding aids <ul style="list-style-type: none"> <li>• Increase collection coverage on M2A</li> <li>• Increase collection coverage on AIM25</li> <li>• Further integrate data from legacy systems (CoLRO etc)</li> <li>• Develop new M2A interface for GAG collections</li> <li>• Enhance content of Libraries catalogue</li> <li>• Enhance access to information sources</li> </ul> | Increased use of catalogues <ul style="list-style-type: none"> <li>• inclusion of reader reviews investigated</li> <li>• 200 records added to Libraries catalogue</li> </ul> | 31 Mar 2012<br><br><br><br><br><br><br><br><br><br>31 Dec 2011<br><br>31 Dec 2011 | Asst. Director Heritage Services<br><br><br><br><br><br><br><br><br><br>Bibliographical Access Manager<br><br>Bibliographical Access Manager | <b>Achieved.</b><br>GL MSS data complete. 40,423 items from GL PAM added; 90,799 Sun policies added.<br>All collections now added to AIM25<br>Legacy data quantified and staff recruited to carry out the integration.<br>Quote received from MINISIS.<br><br>260 records added (as at 31/3/12). |
| Assess and address user needs, wishes and perceptions via surveys, consultations and analysis of suggestions, comments and complaints received   | Art Gallery survey<br>Adult PLUS survey<br>PSQG survey<br>Children's PLUS survey<br>(KPI 4 (i,ii & iii))   | 30 Aug 2011<br>31 Mar 2013<br>31 Dec 2012<br>30 Oct 2013                          | Head of Public Engagement & Support Services<br>Manager  | Art Gallery survey <b>completed</b> ;<br>PLUS survey due Feb/Mar 2013<br>PSQG survey due Oct/Nov 2012 as planned.  |

|  |  |  |  |  |
|--|--|--|--|--|
| <b>Objective:</b>  | <b>To encourage use of our services through advocacy, innovation, marketing, outreach and participation</b>  |  |  |  |
| <b>Supporting TCT Strategy themes:</b>   | <b>1, 2 &amp; 4</b>  | <b>Rationale:</b>  | <b>This objective seeks to promote and widen awareness of services and collections and to increase visitor numbers and use of Departmental services</b>  |  |
| <b>Aligns to Corporate Plan:</b>   | <b>2 &amp; 3</b>   |  |  |  |
| <b>Departmental Strategic Aims:</b>  | <b>2</b>   |  |  |  |
| <b>Actions</b>   | <b>Measure of Success</b>  | <b>By when</b>   | <b>Responsibility Level</b>  | <b>Progress</b>  |
| Promote services via a programme of introductory sessions, events, outreach visits, exhibitions and displays | <ul style="list-style-type: none"> <li>▪ Promotional visits made to a minimum of 6 City firms</li> <li>▪ Barbican Library Open day held</li> <li>▪ Barbican and Shoe Lane Library 30<sup>th</sup> Anniversary Open Evenings held</li> <li>▪ Minimum of 50 introductory tours/sessions provided</li> <li>▪ Minimum of 40 subject/topic displays provided</li> </ul> | <p>31 Mar 2012</p> <p>31 Dec 2011</p> <p>30 Nov 2011</p> <p>31 Mar 2012</p> <p>31 Mar 2012</p> | <p>Lending Librarians</p> <p>Barbican Librarian</p> <p>Barbican &amp; Shoe Lane Librarians</p> <p>Lending &amp; Guildhall Librarians &amp; Bibliographic Services Manager</p> <p>Lending &amp; Guildhall</p> | <p><b>Achieved</b> - 13 visits made</p> <p>Christmas Fayre held 2/12/2011. 918 visitors attended.</p> <p>This was changed to a survey of the best fiction and popular music of the last 30 years and a lunchtime celebration, more in keeping with the economic climate.</p> <p><b>Achieved</b> - 215 to date</p> <p><b>Achieved</b> - 62 displays</p> |

**Q4 Key Objectives outturn progress to 31 March 2012**

**Appendix A**

| <b>Actions</b>                       | <b>Measure of Success</b>   | <b>By when</b>                        | <b>Responsibility Level</b>  | <b>Progress</b>   |
|--------------------------------------|---|---------------------------------------|--|---|
|                                      | <ul style="list-style-type: none"> <li>▪ Minimum of 50 events/seminars and workshops delivered</li> <li>• Minimum of 12 relevant networking events attended</li> </ul>                                      | <p>31 Mar 2012</p> <p>31 Mar 2012</p> | <p>Librarians</p> <p>Lending &amp; Reference Librarians</p> <p>City Business Librarian</p> | <p><b>Achieved</b> – 758 delivered</p> <p><b>Achieved</b> - 88 events</p>   |
| <p>Make best use of social media</p> | <ul style="list-style-type: none"> <li>• Departmental services and events publicised via Facebook, YouTube and Flickr</li> <li>• Performance data collected as the basis for a potential new KPI</li> </ul> | <p>31 Mar 2012</p> <p>31 Mar 2012</p> | <p>Asst Directors</p> <p>Support Services Manager</p>                                      | <p><b>Achieved</b></p> <p>The Department has embraced social media using Twitter, Flickr, Facebook, YouTube, LinkedIn and HistoryPin to publicise services and events. Data is being collected wherever possible. The Great Parchment Book Blog and the Bibliographical Services blog have been launched.</p> <p>CBL has 699 FaceBook friends and Sara Pink, Head of Guildhall Library was designated Social Media Champion for the department.</p> |

|   |   |   |  |   |
|---|---|---|--|---|
| <b>Objective:</b>   | <b>To engage and empower individuals and community groups by supporting and promoting learning, reading and social or economic benefits</b>   |   |  |   |
| <b>Supporting TCT Strategy themes:</b>  | <b>1, 2, 4 &amp; 5</b>  | <b>Rationale:</b>   | <b>Literacy and information are fundamental to personal and economic success, for individuals and for society more widely.</b> |   |
| <b>Aligns to Corporate Plan:</b>  | <b>1, 2 &amp; 3</b>   |   |  |   |
| <b>Departmental Strategic Aims:</b>   | <b>3</b>  |   |  |   |
| <b>Actions</b>  | <b>Measure of Success</b>   | <b>By when</b>  | <b>Responsibility Level</b>  | <b>Progress</b>   |
| Promote reading via participation in national reading schemes, the provision of storytelling and Rhymetime sessions for children and organisation and support of reading groups | <ul style="list-style-type: none"> <li>• Minimum of 330 children participating in the Summer Reading Challenge</li> <li>• Minimum of 5 National Young Readers' Programme events delivered</li> <li>• Bookstart packs distributed to 95% of children born in the City</li> <li>• Minimum of 200</li> </ul> | <p>31 Aug 2011</p> <p>30 Sep 2012</p> <p>31 Mar 2012</p> <p>31 Mar 2012</p> | Lending Librarians   | <p>317 children registered. The temporary replacement mobile library service was introduced after the Challenge ended and the shortfall against the target was adversely affected by the closure of Camomile Library.</p> <p><b>Achieved</b> - 6 events delivered</p> <p><b>Achieved</b> - Baby packs 120%; Bookstart Plus 140%; Treasure Chest 107%.</p> |

Q4 Key Objectives outturn progress to 31 March 2012

Appendix A

| Actions   | Measure of Success   | By when                                | Responsibility Level  | Progress  |
|---|--|--|---|---|
|   | <p>Rhymetime sessions provided</p> <ul style="list-style-type: none"> <li>• Minimum of 80 reading group meetings held</li> <li>• Stay &amp; Play sessions introduced at Shoe Lane Library</li> </ul> | <p>31 Mar 2012</p> <p>30 June 2011</p> | <p>Lending Librarians</p> <p>Shoe Lane Librarian</p>                          | <p><b>Achieved</b> - 305 sessions provided</p> <p><b>Achieved</b> - 122 meetings held</p> <p><b>Achieved.</b> Shoe Lane Library is the only place DCCS staff can reach potential clients in the west of the City.</p> |
| <p>Support the development of computer literacy and digital inclusion through workshops and training sessions</p> | <ul style="list-style-type: none"> <li>▪ Minimum of 100 introductory IT sessions provided</li> <li>▪ Minimum of 40 introduction to electronic resources sessions provided</li> </ul>                 | <p>31 Mar 2012</p> <p>31 Mar 2012</p>  | <p>Lending Librarians</p> <p>Lending &amp; Guildhall Librarians</p>           | <p><b>Achieved</b> - 124 sessions provided (some sessions covered IT/electronic resources)</p> <p><b>Achieved</b> - 36 sessions provided</p>  |
| <p>Support business and employment success</p>  | <ul style="list-style-type: none"> <li>• Minimum of 25 Skills for Life advice surgeries provided</li> <li>• Minimum of 25 database workshops delivered</li> <li>• Minimum of 150 seminars</li> </ul> | <p>31 Mar 2012</p>                     | <p>Barbican Librarian</p> <p>City Business Librarian</p> <p>City Business</p> | <p><b>Achieved</b> - 27 surgeries provided</p> <p><b>Achieved</b> - 68 workshops delivered – (£2,240 income)</p> <p><b>Achieved</b> - 509 seminars</p>  |

**Q4 Key Objectives outturn progress to 31 March 2012**

**Appendix A**

| <b>Actions</b>  | <b>Measure of Success</b>   | <b>By when</b>   | <b>Responsibility Level</b>  | <b>Progress</b>  |
|---|---|--|--|--|
|   | delivered <ul style="list-style-type: none"> <li>• Minimum of 100 introductions to CBL's services delivered</li> </ul>  |  | Librarian<br>City Business Librarian   | <b>Achieved</b> – 600 (including 395 student visits)   |
| Deliver a Departmental adult and community learning programme comprising: <ul style="list-style-type: none"> <li>▪ Events and activities for adults</li> <li>▪ Events and activities for children</li> <li>▪ Events and activities for schoolchildren and teachers</li> </ul> | Programme to include events celebrating: <ul style="list-style-type: none"> <li>▪ LGBT History Month</li> <li>▪ World Book Day</li> <li>▪ Adult Learners Week</li> <li>▪ Archives Awareness Campaign</li> <li>▪ Black History Month</li> <li>▪ National Poetry Day</li> <li>▪ Big Draw</li> <li>▪ Charles Dickens Bi-centenary</li> <li>▪ City Life Festival</li> </ul> Huntley Conference<br><br>12 archive projects/activities for schools and community projects in the City and City Fringe provided<br><br>Positive feedback from attendees received | 28 Feb 2012<br>31 Mar 2012<br>31 May 2011<br>30 Nov 2011<br><br>31 Oct 2011<br>31 Oct 2011<br>31 Oct 2011<br>31 Dec 2012<br><br>30 Nov 2011<br><br>28 Feb 2012<br><br>31 Mar 2012<br><br>31 Mar 2012 | Principal Interpretation Officer, Lending Librarians, Principal Librarian<br>Guildhall Library | <b>Achieved.</b> Events included: City Life Festival 24/9/2011. Black History Month displays in libraries (500 attended). World Book Day events and promotions. City Read (to promote reading Oliver Twist) – 3 lunchtime lectures at Shoe Lane Library. Holocaust Memorial Day displays.<br><br><b>Achieved</b> – 7 <sup>th</sup> Huntley Conference held 18/2/12 on 'Arts and Activism: Culture and resistance'.<br><br><b>Achieved</b> - 12 school visits and activities provided. [Positive feedback measured 98% - KPI 10]. |

|  |  |   |   |  |
|--|--|---|---|--|
| <b>Objective:</b>  | <b>To enhance appreciation of the unique historical and cultural resources of the City through ongoing development, interpretation and care of the collections</b>   |   |   |  |
| <b>Supporting TCT Strategy themes:</b>   | <b>2 &amp; 4</b>   | <b>Rationale:</b>   | <b>The stewardship and promotion of the City's collections, which record the history of London, is a major cultural service to the nation as a whole.</b> |  |
| <b>Aligns to Corporate Plan:</b>   | <b>3</b>   |   |   |  |
| <b>Departmental Strategic Aims:</b>  | <b>4</b>   |   |   |  |
| <b>Actions</b>   | <b>Measure of Success</b>  | <b>By when</b>  | <b>Responsibility Level</b>   | <b>Resources</b>   |
| Implement Guildhall Art Gallery review programme   | <ul style="list-style-type: none"> <li>▪ Permanent collection rehung</li> <li>▪ Exhibition of Gilbert paintings</li> <li>▪ Exhibition of Grimshaw paintings</li> </ul>   | 28 Feb 2012<br><br>28 Aug 2011<br><br>15 Jan 2012             | Head of Public Engagement   | <b>Achieved</b> , April 2011<br><br><b>Achieved</b> 29 Apr– 29 Aug 2011<br><br><b>Achieved</b> - opened September 2011 (closed 15/1/12). |
| Develop and deliver a programme of events to support the Guildhall 600 <sup>th</sup> anniversary programme | <ul style="list-style-type: none"> <li>• London Maze held</li> <li>• City of London Festival/Gladiator event</li> <li>• National Poetry Day event at Guildhall</li> <li>• City Treasures book is launched</li> </ul> | 16 Apr 2011<br>30/31 Jul 2011<br>6 Oct 2011<br><br>5 Dec 2011 | Head of Public Engagement   | <b>Achieved</b><br><b>Achieved</b><br><br><b>Achieved</b><br><br><b>Achieved</b>   |



**Q4 Key Objectives outturn progress to 31 March 2012**

**Appendix A**

| <b>Actions</b>  | <b>Measure of Success</b>  | <b>By when</b>                          | <b>Responsibility Level</b>                                       | <b>Resources</b>   |
|---|--|---|---|--|
| <p>Conservation programme delivered</p> <ul style="list-style-type: none"> <li>▪ PBMM programme</li> <li>▪ Guildhall Art Gallery conservation team programme</li> </ul> | <ul style="list-style-type: none"> <li>▪ Attractive exhibitions</li> <li>▪ User satisfaction - KPI 4 (ii)</li> </ul>           | <p>31 Mar 2012</p>                      | <p>Asst Director<br/>Heritage<br/>Services</p>                    | <p><b>Achieved.</b><br/>PBMM conservation programme completed. 2 well-received LMA displays mounted.<br/>GAG conservation programme completed. Two exhibitions held.</p>   |
| <p>Develop plans to create the Heritage Gallery</p>   | <ul style="list-style-type: none"> <li>▪ Feasibility study completed</li> <li>▪ Scope and programme of works agreed</li> </ul> | <p>30 Sep 2011<br/><br/>30 Nov 2011</p> | <p>Head of Access and Buildings<br/>Head of Public Engagement</p> | <p>This was <b>rescheduled</b> to 30 April 2012 due to a dependence on City Surveyor's Dept. who tendered the works in December 2011. The consultant to carry out the study has been appointed and this will be completed in 2012-13</p> |

|  |  |                   |  |   |
|--|--|-------------------|--|---|
| <b>Objective:</b>  | <b>To improve organisational efficiency through best corporate use of Departmental skills and services and by contributing to better integration of the City's cultural and heritage agendas</b> |                   |  |   |
| <b>Supporting TCT Strategy themes:</b>   | <b>2 &amp; 4</b>   | <b>Rationale:</b> | <b>It is important to ensure not only that the Department is fully integrated into the life of the City, but also that the professional skills it embraces are used to maximise corporate performance.</b> |   |
| <b>Aligns to Corporate Plan:</b>   | <b>3</b>   |                   |  |   |
| <b>Departmental Strategic Aims:</b>  | <b>5</b>   |                   |  |   |
| <b>Actions</b>   | <b>Measure of Success</b>  | <b>By when</b>    | <b>Responsibility Level</b>  | <b>Resources</b>  |
| Develop the workforce through a planned programme of work-related learning & development | <ul style="list-style-type: none"> <li>Departmental Learning and Development strategy updated</li> </ul>   | 30 Jun 2011       | Support Services Manager   | <b>Achieved</b>   |
|  | <ul style="list-style-type: none"> <li>Divisional Learning &amp; Development Plans produced</li> </ul>   | 31 Jul 2011       | Head of Collections & Systems & Asst Director Libraries  | <b>Achieved</b>   |
|  | <ul style="list-style-type: none"> <li>Positive evaluation of activities at individual team and divisional level</li> </ul>  | 31 Mar 2012       | All managers   | Improved evaluation procedure <b>launched</b> September 2011. |

**Q4 Key Objectives outturn progress to 31 March 2012**

**Appendix A**

| <b>Actions</b>   | <b>Measure of Success</b>   | <b>By when</b>   | <b>Responsibility Level</b>  | <b>Resources</b>  |
|--|---|--|--|---|
| <p>Optimise use of buildings and spaces for service delivery</p> <ul style="list-style-type: none"> <li>▪ Redevelopment of Camomile Street Library</li> <li>▪ Visitor facility improvement programme at LMA</li> </ul> | <ul style="list-style-type: none"> <li>▪ Library relocated to temporary premises</li> <li>▪ Develop plans for First Floor extension of digital services</li> <li>▪ Enhance external signage and branding</li> </ul> | <p>31 Oct 2011</p> <p>31 Oct 2011</p> <p>28 Feb 2012</p> | <p>Asst Director Libraries</p> <p>Head of Access &amp; Buildings</p> | <p><b>Achieved</b></p> <p>Introduction of mobile library service started Sept.2011</p> <p>An IS delay in connecting services meant a <b>revised end date</b> of 31 December was met.</p> <p>Due to budgetary constraints and planning permission issues, this was <b>deferred</b> to 2012/13.</p> |
| <p>Develop City of London Records Management Service</p>   | <ul style="list-style-type: none"> <li>▪ Increased awareness and take up of service</li> </ul>  | <p>31 Mar 2012</p>                                       | <p>Head of Collections</p>   | <p>Presentation to City of London staff delivered on 5 December 2011 resulting in increased take up of service. <b>Achieved</b></p>   |

|   |  |  |   |   |
|---|--|--|---|---|
| <b>Objective:</b>   | <b>To ensure that our services deliver value for money</b>   |  |   |   |
| <b>Supporting TCT Strategy themes:</b>  | <b>1 &amp; 4</b>   | <b>Rationale:</b>                                  | <b>In the current economic climate, value for money and financial efficiency in all our services and processes is essential</b> |   |
| <b>Aligns to Corporate Plan:</b>  | <b>1, 2 &amp; 3</b>  |  |   |   |
| <b>Departmental Strategic Aims:</b>   | <b>6</b>   |  |   |   |
| <b>Actions</b>  | <b>Measure of Success</b>  | <b>By when</b>                                     | <b>Responsibility Level</b>   | <b>Resources</b>  |
| Deliver agreed budget savings   | End of year balances are within budget   | 31 Mar 2012 (phase 1)<br>31 Mar 2013 (phase 2)     | Director  | <b>On target</b>  |
| Investigate opportunities for shared services and implement where appropriate | <ul style="list-style-type: none"> <li>▪ Opportunities for co-location of Camomile Street Library &amp; DCCS services established</li> <li>▪ Appropriate collaborative work with other local authority archive services in place</li> <li>▪ Pilot cataloguing service for Camden Libraries reviewed</li> </ul> | 31 July 2011<br><br>31 Mar 2012<br><br>30 Apr 2011 | Asst Director Libraries<br><br>Asst Director Heritage Services<br><br>Asst Director Libraries                                   | <b>Achieved</b><br><br>Interim service for Hammersmith & Fulham Archives established to run until 31 March 2012 while options for the future delivery of the service are explored.<br><br><b>Achieved</b> |

**Q4 Key Objectives outturn progress to 31 March 2012**

**Appendix A**

| <b>Actions</b>   | <b>Measure of Success</b>   | <b>By when</b>            | <b>Responsibility Level</b>   | <b>Resources</b>  |
|--|---|---------------------------|---|---|
| Finalise and implement review of retail outlets at Guildhall | <ul style="list-style-type: none"> <li>▪ Report produced</li> <li>▪ Recommendations in place</li> </ul> | 9 May 2011<br>31 Mar 2012 | Asst Director<br>Heritage<br>Services &<br>Support<br>Services<br>Manager | <b>Achieved</b><br><br>Bookshop closed 30/6/2011.<br>Other recommendations are in hand. |

**Q4 Progress against former Department of Environmental Services Key Objectives 2011-2012**

| <b>Ref:</b>                                | <b>Objective</b>  | <b>Progress to date</b>   |
|--|---|---|
| <b>Business Development (Tower Bridge)</b> |   |   |
| 2  | To produce a photographic exhibition of historic London in partnership with the London Metropolitan Archives for public display in the summer of 2011.      | <p>The "London in Black &amp; White" Exhibition opened in the West Walkway on 30th June 2011 with a launch event attended by the press.</p> <p>The press launch event was successful in securing positive publicity and the visitor feedback has given the exhibition a consistently high approval rating.</p> <p>Completed</p> |
| 3  | To enhance the image and reputation of the City Corporation and the profile of the Bridge through involvement in the promotion of the London 2012 Olympics. | <p>New high tech floodlighting system to be installed by April 2012 (subject to planning approval) CoL/GLA/EDF/GE.</p> <p>Olympic Rings to be installed under the high level Walkways - CoL/GLA/LOCOG in June 2012 following the Queen's Diamond Jubilee celebration. On track</p>  |

**Q4 Key Objectives outturn progress to 31 March 2012****Appendix A**

|   |   |  |
|---|---|--|
|   |   | <p>Development of an Olympic Exhibition &amp; Games on the high level walkways from May 2012. The Olympic Exhibition and Games were launched on 1 May 2012 by Dame Tanni Grey-Thompson.</p> <p><a href="#">Completed</a></p> <p>Planning permission has been obtained for the Olympic Rings and Agitos and the installation plan is <a href="#">on schedule</a>.</p> |
| 4 | To manage the effects of the Potters Fields development to achieve the optimum outcome for the operational and tourism business activities at the Bridge. | <p>A scheme for the development of the Tower Bridge Offices and yard adjacent to the Potter's Fields Development has been chosen following submissions from 3 architectural practices. The proposals have been considered by the City's Projects Sub Committee and a feasibility study is currently being undertaken. <a href="#">On track</a>.</p>                  |