

<b>Committee:</b>	<b>Date:</b>
Culture, Heritage and Libraries Committee	03 March 2014
<b>Subject:</b> Culture Heritage & Libraries Business Plan 2013-2015 – Q3 Monitoring Review	<b>Public</b>
<b>Report of:</b> Director of Culture, Heritage and Libraries	<b>For Information</b>

### Summary

This report provides the Business Plan progress which has been made in Quarter 3 (October – December 2013) against the objectives and key performance indicators (KPIs) set out in the Culture Heritage & Libraries Department's Business Plan 2013-2015.

Good progress has been made against the Department's 10 Key Objectives - with Quarter 3 targets being achieved or exceeded. These have been summarised in Appendix A.

Appendix A also sets out performance in Quarter 3 against our key performance indicators and the relevant corporate Service Response Standards. We have met or exceeded all 10 of the reported KPIs; in more detail on the appendix. We have also met the 4 reported corporate Service Response Standards.

The third quarter monitoring position for Culture, Heritage & Libraries services covered by the Culture, Heritage & Libraries Committee is provided in Appendix B. This reveals a net overspend for the 3 months from October – December for the Department of £39K (1.6%) against the overall local risk budget from October – December of £2,442K for 2013/14.

Overall the Director of Culture Heritage & Libraries is currently forecasting a net underspend of £328K, which is due to minor works projects being delayed until the new financial year and higher than anticipated visitor numbers to Tower Bridge, partly offset by the rising costs of online databases at the City Business Library, for his budgets for the City Fund, City's Cash and Bridge House Estate services under his control.

### **Recommendations**

I recommend that your Committee notes:-

- The Quarter 3 progress shown against our Key Objectives, Key Performance Indicators and Service Response Standards as set out in Appendix A;
- The financial information contained in Appendix B; and
- The updated Top X Risk Register for the department in Appendix C.

## **Main Report**

### **Background**

2. At your meeting of 29 April 2013, Members approved the Culture Heritage & Libraries Department's Business Plan for the period 2013–2015.
3. Ten business plan objectives were agreed by Committee which are linked to our three overarching departmental Strategic Aims:
  - 1) To refocus our services with more community engagement and partnerships with others;
  - 2) To transform the sense of the City as a destination; and
  - 3) To continue to use technology to improve customer service and increase efficiency.
4. Good progress has been made against the Department's 10 Key Objectives - with all 10 objectives either on target or achieved. These results have been summarised in Appendix A.
5. Performance against a range of 10 Key Performance Indicators was also agreed and progress is shown at Appendix A. We have met or exceeded all of the 10 KPIs.
6. Performance against the 4 reported corporate Service Response Standards has been high with 100% of emails to published email addresses being responded to within 1 day (SRS C); results of 100% for responding to specific requests for information (SRS D); 93.4% of all telephone calls answered within the standard (SRS E); and only 4.9% of calls going to voicemail (SRS F).

### **Financial and Risk Implications**

7. The third quarter monitoring position for Culture, Heritage & Libraries services covered by the Culture, Heritage & Libraries Committee is provided in Appendix B. This reveals a net overspend for the 3 months from October – December for the Department of £39K (1.6%) against the overall local risk budget from October – December of £2,442K for 2013/14.
8. Overall the Director of Culture Heritage & Libraries is currently forecasting a net underspend of £328K, which is due to minor works projects being delayed until the new financial year and higher than anticipated visitor numbers to Tower Bridge, partly offset by an increase in the costs of online databases at the City Business Library, for his budgets for the City Fund, City's Cash and Bridge House Estate services under his control.

Detailed table at  
Appendix B

	3 months to 31 December 2013			Forecast for the Year 2013/14			
	Approved Budget 2013/14	Budget Quarter 3	Actuals Quarter 3	Variance Quarter 3	LAB	Forecast Outturn	Over/ (Under)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CHL City Fund *	8,501	1,855	1,902	47	8,501	8,523	22
CHL City's Cash	(129)	(24)	(40)	(16)	(129)	(129)	0
CHL Bridge House Estates **	(290)	154	170	16	(290)	(640)	(350)
<b>Total Culture, Heritage and Libraries Committee</b>	8,082	1,985	2,032	45	8,082	7,754	(328)
<b>Total Planning and Transportation Committee</b>	1,573	429	414	(15)	1,573	1,573	0
<b>Total Culture, Heritage &amp; Libraries Committee - City Surveyors</b>	97	28	35	7	97	97	0
<b>TOTAL DIRECTOR OF CULTURE, HERITAGE &amp; LIBRARIES LOCAL RISK</b>	9,752	2,442	2,442	39	9,752	9,424	(328)

\* The main reason for the overspend is due to the Quarter 2 income targets not being met. A rise in the cost of online databases has led to a projected overspend of £22K.

\*\* A combination of the postponement to next year of minor works projects and higher than anticipated visitor numbers has led to a projected surplus at year-end of £350K.

### Business/Top X Risk

- Problems have been encountered with water leaks into the Whittington Room on the Lower Ground Floor of the libraries at Guildhall. This has led to ceiling tiles being dislodged and water leaks in a venue used by the public. A regime of emptying water from trays on a daily basis is far from ideal. City Surveyor's Department have been asked to repair the pipes and investigate the source of the leaks as a priority and this has been added to our updated Top X Risk Register (see Appendix C). (February 2014 update: The City Surveyor has installed a temporary system to remove any water ingress and is liaising with both Highways and a contractor to fully investigate the cause of the water ingress at street level).

## **Property Considerations**

10. There are a number of major projects planned across the Culture, Heritage and Libraries portfolio budget totalling £4.075m, which in conjunction with The City Surveyors Department, The City of London is investing in the future of their unique collection of historically important buildings, sites and artefacts. This expenditure aims to transform the sense of the City as a destination and enhance the visitor experience to numerous places of historic interest.

### The Lord Mayor's State Coach

11. The Gateway 4 report for the £680,000 refurbishment project will be resubmitted to Committee in May with reduced costs estimates to seek approval. However, the works are to be phased to ensure that the State Coach will be operational this November for the Lord Mayor's Show.

### Billingsgate Roman Bath

12. The project is to provide an access walkway above and across the Roman archaeology to enable conservators access and remove the fear of damaging the historically sensitive site. The more extensive project to include a DDA lift and longer walkway is currently on hold due to financial constraints, however a shorter walkway budgeted at £40,000 is still awaiting tenders due to limited number of specialist contractors but City Surveyor's would hope to instruct by April 2014.

### Guildhall Art Gallery

13. There are two substantial projects underway with a combined budget of £1.2million; the contractors for the Heritage Gallery project are signed up and work scheduled to start on site 3 February 2014.
14. The Lighting Control Project - the Detailed Design has now been completed. The project is currently out to tender returning on 29 March. Contractors are planned to be on site at the end of May with phased completion with a temporary closure of the Art Gallery for the whole of August.

### London Metropolitan Archives Roof Project

15. A Gateway 4 report has been drafted exploring the options, with the intention to go to Committee in March 2014. Work on site is scheduled to start spring/summer 2015.

### Tower Bridge Glass Walkways

16. A £990,000 project to provide a glass floor to the elevated walkway level to enhance the visitor experience and transform the sense of the City as a destination. A budget of £153,000 has been agreed for the design team and the Gateway 4 report has been approved by Committee (CH&L, P&T and Project Sub). The design team have been appointed. Pre-Planning Application meeting sought with Southwark. Delay to submission of Planning Application - awaiting formal pre-application response from both Tower Hamlets and Southwark. Delay to Contractor's appointment whilst Kier considers project risks. Delay to start of detailed design, as Structural Engineer was to be appointed under Contractor's appointment. No change to costs envisaged until Contractor involved and detailed design underway. Planning Application/Listed Building

Consent to be submitted in February 2014. (*February 2014 update: Contractor's appointment was made with Kier appointed in early February 2014*).

### The Monument

17. The external screen and gallery lighting project of circa £105,000 is in the early stages. The brief requires considerable input from the City Planning Officer to resolve planning issues. These involve integrating the screen within Skanska landscaping proposals for 11-19 Monument, these plans should be finalised in February 2014.

### **Strategic Implications**

18. The work of the Department links clearly to the Corporate Plan and the City Together Strategy aims and objectives through its business plans. The business plans are part of a clearly defined annual planning cycle devised to improve the links between service and financial planning and drive service improvement.

### **Consultees**

19. The Town Clerk, the Chamberlain and City Surveyor's Department have been consulted in the preparation of this report.

### **Appendices**

Appendix A – Progress against Key Objectives/Key Performance Indicators

Appendix B – Financial Statement

Appendix C – Top X Risk Register

### **Background Papers:**

Culture Heritage & Libraries Department's Business Plan, 2013–2015.

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