

## Culture Heritage & Libraries Department: Summary Business Plan 2015/18

Our Strategic Aims/ Key Objectives are:	<p>1) To refocus our services with more community engagement and partnerships with others.</p> <p>2) To transform the sense of the City as a destination.</p> <p>3) Continue to use technology to improve customer service and increase efficiency.</p> <p>4) To further develop the City's contribution to the life of London as a whole.</p>
Mission Statement:	To educate, entertain and inform, through discovery of our amazing range of resources.
Key Policy Priorities are:	<p><b>KPP1</b> Supporting and promoting the international and domestic financial and business sector.</p> <p><b>KPP2</b> Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency.</p> <p><b>KPP3</b> Engaging with London and national government on key issues of concern to our communities including policing, welfare reform and changes to the NHS.</p> <p><b>KPP4</b> Maximising the opportunities and benefits afforded by our role in supporting London's communities.</p> <p><b>KPP5</b> Increasing the impact of the City's cultural and heritage offer on the life of London and the nation.</p>

Our Key Performance Indicators are:	
Description: (SBR = Service Based Review)	2015/16 target
1) Remodel the CIC through restructuring, sponsorship and introduction of a Foreign Exchange (FX) service (SBR)	Restructure by 31/12/15. At least 33% of (£105k) sponsorship agreed 31/03/16. Introduce FX service by 31/03/16
2) Reconfigure Shoe Lane Library in partnership with DCCS, and establish plans for reconfiguration of Barbican Library (SBR)	Reconfiguration plans for Barbican Library by 31/12/15. Shoe Lane reconfigured by 31/03/16
3) Investigate options for alternative models at Keats House and deliver a report with recommendations (SBR)	Options identified by 30/09/15. Report delivered by 31/03/16
4) Achieve 6 lunchtime markets and 2 major events in Guildhall Yard	Markets and events planned and promoted by 31/12/15 Programme delivered by 31/03/16
5) Deliver a new Cultural Strategy for the City.	Strategy agreed and produced by 31/03/16
6) To embed the Tower Bridge online retail offering and to achieve 5% of ticket/retail sales via this method.	Achieve 3% of retail/ticket sales online by 31/12/15. Achieve 5% of retail/ticket sales online by 31/03/16.

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7) Deliver year 1 of LMA 5-year digitisation plan	Funding bid to Heritage Lottery Fund fully scoped by 31/12/15. 600,000 images made available publicly through major commercial and other partnerships by 31/03/16
8) Select and implement new Library Management System	Go to tender stage by 31/03/15. System/Supplier selected by 30/06/15. System implemented by 31/12/15
9) Renew public IT infrastructure across libraries and LMA	Scoping of capital project by 31/12/15
10) Increase visits to attractions in the Square Mile by 3%, as measured by the City's Visitor Attractions Monitor	Achieve a 3% increase on a (2014/15) baseline of 6,613,154 visits by 31/03/16
11) Facilitate and support plans for cross-departmental commemorations of major 2015/16 anniversaries, including Shakespeare, the Great Fire and the Battle of the Somme	Great Fire partnerships and working groups – 26/06/15 Magna Carta programme delivered – 21/09/15 Shakespeare campaign delivered – 04/01/16 Agree Great Fire programme – 31/03/16 Battle of the Somme supporting programme - 31/03/16
12) Develop a 20-year plan for the location and services of LMA	Plan developed by 31/03/16

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<b>Our Financial Information:</b>							
	2013/14 Actual	2014/15 Original Budget	2014/15 Revised Budget	2014/15 Forecast Outturn (latest)		2015/16 Original Budget	
	£000	£000	£000	£000	%	£000	
Employees	10,444	10,366	10,219	10,219	-	10,587	
Premises	1,093	1,320	1,378	1,378	-	1,294	1
Transport	40	39	49	49	-	42	
Supplies & Services	3,248	2,439	2,844	2,844	-	2,370	2
Third Party Payments	9	-	-	-	-	-	
Contingencies	149	-	-	-	-	-	
Unidentified Savings	-	-	-	-	-	-	
<b>Total Expenditure</b>	<b>14,983</b>	<b>14,164</b>	<b>14,490</b>	<b>14,490</b>	<b>-</b>	<b>14,293</b>	
<b>Total Income</b>	<b>(6,417)</b>	<b>(4,971)</b>	<b>(5,393)</b>	<b>(5,543)</b>	<b>(2.8)</b>	<b>(5,372)</b>	<b>3</b>
<b>Total Local Risk</b>	<b>8,566</b>	<b>9,193</b>	<b>9,097</b>	<b>8,947</b>	<b>(1.6)</b>	<b>8,921</b>	
<b>Central Risk</b>	<b>6,258</b>	<b>6,608</b>	<b>6,517</b>	<b>6,517</b>	<b>-</b>	<b>6,655</b>	<b>4</b>
<b>Total Local and Central</b>	<b>14,824</b>	<b>15,801</b>	<b>15,614</b>	<b>15,464</b>	<b>(1.0)</b>	<b>15,576</b>	
Recharges	5,258	4,932	5,105	5,105	-	5,433	5
<b>Total Net Expenditure</b>	<b>20,082</b>	<b>20,733</b>	<b>20,719</b>	<b>20,569</b>	<b>(0.7)</b>	<b>21,009</b>	

### Notes on Financial Information:

1. The 2014/15 budgets include £37K carry forwards from the departmental underspend in 2013/14.
2. The decrease in budgets are due to additional one-off costs in 2014/15 at Tower Bridge relating to staff decanting to new offices, a decrease in expenditure due to grants finishing in 2014/15 and planned savings arising from the Service Based Review.
3. The increase in income budgets is due to additional income streams identified as a result of the Service Based Review.
4. The increases in the 2015/16 Central Risk budgets are due to additional depreciation charges at Tower Bridge and Guildhall Art Gallery relating to the new Glass Walkways and Heritage Gallery respectively.
5. The increase in Recharges budgets in 2015/16 is mainly due to an increase in Guildhall Admin charges as a result of increased Repairs and Maintenance costs (including AWP works) on the Guildhall Complex.

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**Notes on Forecast Outturn variance** - The main reasons for the forecast outturn variances are given below:

Tower Bridge Tourism - The forecast outturn for Tower Bridge Tourism is £150k better than budgeted and reflects the increased income for Tower Bridge Tourism, particularly in the wake of the successful opening in the new Glass Walkways. Please note that the Walkways capital project will be part-funded from any local risk year end surplus.

### Our Staffing is made up of:

	2011	2012	2013	2014
Headcount	279	298	290	275
Turnover	31	39 leavers (1/1-31/12/2012)	33 leavers (1/1-31/12/2013)	33 leavers (1/1-31/12/2014)
Gender	F: 142 (50.9%) M: 137 (49.10%)	F: 156 (52.35%) M: 142 (47.65%)	F: 152 (52.41%) M: 138 (47.59%)	F: 140 (50.91%) M: 135 (49.09%)
Age range	Under 21=1(0.4%); 61+ =14(5%)	Under 21=1 (0.34%); 61+ =14 (4.7%)	Under 21=1 (0.34%); 61+ =20 (6.9%)	Under 21=1 (0.36%); 61+ =18 (6.35%)
Ethnicity	White: 220 (84.94%) Asian/Asian British: 13 (5.02%) Black/Black British: 16 (6.18%) Mixed: 6 (2.32%) Other ethnic groups: 4 (1.54%)	White: 227 (84.39%) Asian/Asian British: 12 (4.46%) Black/Black British: 19 (7.06%) Mixed: 6 (2.23%) Other ethnic groups: 5 (1.86%)	White: 226 (82.78%) Asian/Asian British: 15 (5.49%) Black/Black British: 18 (6.59%) Mixed: 7 (2.56%) Other ethnic groups: 7 (2.56%)	White: 215 (83.98%) Asian/Asian British: 16 (6.25%) Black/Black British: 18 (7.03%) Mixed: 7 (2.73%) Other ethnic groups: 2 (0.77%)

### Notes on Staffing Information:

1. Figures correct as at 31/12/14. The headcount has reduced in line with savings reviews.
2. Ethnicity statistics - 19 people chose not to answer. Percentages relate to total number of staff responding.
3. This information will enable us to compare ourselves with the corporate figures, promote service planning and succession planning discussions with HR. We have also set up a Workforce Planning Group in the department to look at retaining knowledge within the services when staff leave.