

<b>Committee:</b>	<b>Date:</b>	<b>Item no.</b>
Culture, Heritage and Libraries Committee	7 March 2016	
<b>Subject:</b> Culture Heritage & Libraries Business Plan 2015-2018 – Q3 Monitoring Review	<b>Public</b>	
<b>Report of:</b> Director of Culture, Heritage and Libraries	<b>For Information</b>	
<b><u>Summary</u></b>		
<p>This report provides the Business Plan progress which has been made in Quarter 3 (October – December 2015) against the key objectives and key performance indicators (KPIs) set out in the Culture Heritage &amp; Libraries Department’s Business Plan 2015-2018.</p> <p>Good progress has been made against the Department’s four Key Objectives during Quarter 3. These have been summarised in Appendix A.</p> <p>Appendix A also sets out performance in Quarter 3 against our departmental key performance indicators and the relevant corporate Service Response Standards. We have met 11 of the 12 reported KPIs with one relating to Keats House rated Amber; these are listed in more detail on the appendix.</p> <p>We have met all of the four reported corporate Service Response Standards.</p> <p>The third quarter monitoring position for Culture, Heritage &amp; Libraries services covered by the Culture, Heritage &amp; Libraries Committee is provided in Appendix B. This reveals a net underspend for the three months from October - December for the Department of £31K (1.3%) against the overall local risk budget from October - December of £2,326K for 2015/16.</p> <p>Overall the Director of Culture Heritage &amp; Libraries is currently forecasting that his outturn will be over budget by £3K, for his budgets for the City Fund and City’s Cash. There will be a surplus of income of £650K, on the Bridge House Estate (Culture, Heritage and Libraries) service under his control due to income expected to exceed the target by 13% (£650K) at Tower Bridge.</p> <p>The current position on Risk Management at Corporate and Departmental level is set out as a summary of the key risks. This section highlights progress made in mitigating risks and identifying new risks and complements the separate Risk Report to this Committee.</p> <p>A few highlights of the services provided by our department in Quarter 3 are also included for your information.</p> <p>Service Based Review efficiencies are on track.</p>		

Key property considerations for the department are summarised with progress made against the Capital Projects budget set out in Appendix C.

### **Recommendations**

I recommend that your Committee notes:-

- The Quarter 3 progress shown against our Key Objectives, KPIs and corporate Service Response Standards as set out in Appendix A;
- The financial information contained in Appendix B; and
- The Capital Projects spend to date summary at Appendix C.

## **Main Report**

### **Background**

1. At your meeting of 26 May 2015, Members approved the Culture Heritage & Libraries Department's Business Plan for the period 2015–2018.
2. Four business plan objectives were agreed by Committee which are the same as our four 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;
  - 3) To continue to use technology to improve customer service and increase efficiency; and
  - 4) To develop the City's contribution to the life of London as a whole.
3. Good progress has been made against the Department's four Key Objectives. These results have been summarised in more detail in Appendix A.
4. Performance against a range of 12 KPIs to support the objectives was also agreed and progress is shown at Appendix A. At the third quarter stage we have met or exceeded 11 of the 12 KPIs, with one relating to Keats House rated Amber. Targets will be reviewed quarterly and revised where necessary in line with forecasted results.
5. Performance against the four reported corporate Service Response Standards has been good 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); 94.1% of all telephone calls answered within the standard (SRS E); and only 4.8% of calls going to voicemail (SRS F). SRS C and D should be seen in the context of a very small sample.

### **Financial and Risk Implications**

6. 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 underspend for the three months from October

- December for the Department of £31K (1.3%) against the overall local risk budget from October - December of £2,326K for 2015/16.

7. Overall the Director of Culture Heritage & Libraries is currently forecasting that his outturn will be over budget by £3K, for his budgets for the City Fund and City's Cash. There will be a surplus of income of £650K, on the Bridge House Estate (Culture, Heritage and Libraries) service under his control due to income expected to exceed the target by 13% (£650K) at Tower Bridge.
8. The Service Based Review efficiencies, both income generation and savings, are on track against the overall departmental plan as agreed with Town Clerk's and Chamberlain's departments.

Detailed table at Appendix B

	3 months to 31 December 2015			Forecast for the Year 2015/16			
	Approved Budget 2015/16	Budget Quarter 3	Actuals Quarter 3	Variance Quarter 3	LAB	Forecast Outturn	Over/ (Under)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CHL City Fund	8,274	2,069	2,118	49	8,274	8,280	6
CHL City's Cash	295	74	99	25	295	295	0
CHL Bridge House Estates *	(871)	(218)	(342)	(124)	(871)	(1,521)	(650)
<b>Total Culture, Heritage and Libraries Committee</b>	<b>7,698</b>	<b>1,925</b>	<b>1,875</b>	<b>(50)</b>	<b>7,698</b>	<b>7,054</b>	<b>(644)</b>
<b>Total Planning and Transportation Committee</b>	<b>1,410</b>	<b>353</b>	<b>363</b>	<b>10</b>	<b>1,410</b>	<b>1,410</b>	<b>0</b>
<b>Total Culture, Heritage &amp; Libraries Committee - City Surveyors</b>	<b>98</b>	<b>48</b>	<b>57</b>	<b>9</b>	<b>98</b>	<b>95</b>	<b>(3)</b>
<b>TOTAL DIRECTOR OF CULTURE, HERITAGE &amp; LIBRARIES LOCAL RISK</b>	<b>9,206</b>	<b>2,326</b>	<b>2,295</b>	<b>(31)</b>	<b>9,206</b>	<b>8,559</b>	<b>(647)</b>

\* The reasons for the income surplus is due to income being expected to exceed targets at Tower Bridge by 13% (£650K).

## Risk Management

9. CHL currently have no corporate level risks identified on the risk management system, Covalent. During Q1/Q2 there were four departmental risks identified at AMBER level and one at GREEN. A further risk at Keats House has been added in Q3 where the failure of the two boilers has been detrimental to maintaining a reasonable temperature and level of humidity throughout the historic building. This may adversely impact on our achievement of the site's Service Based Review objective. City Surveyor's are working on mitigating the effects with temporary heaters, whilst a feasibility study is prepared on

replacement/repair options. This may include obtaining Listed Building consent for flue alterations. A separate risk report will be provided to this Committee as set out in the Corporate Risk Management Framework.

Risk No.	Title and progress	Current Risk Score
CHL GL001	<p>Flooding in lower ground levels high value storage areas at Guildhall Libraries.</p> <p>City Surveyor's have completed pavement works (October 2015) and the monitoring period has demonstrated no further leakage. This risk will be removed in Q4 from the risk register.</p>	AMBER
CHL TBM 001	<p>The effect of terrorism on the tourism business at Tower Bridge and Monument.</p> <p>Ongoing actions include liaison with both City and Metropolitan Police, TfL and 24/7 security control room monitoring.</p>	AMBER
CHL GAG 001	<p>Partial insurance of collections held within the department's Art Gallery premises.</p> <p>All actions relating to this risk have been taken and an external audit shows we are in line with national guidance and best practice.</p> <p>This risk will be moved to GREEN in Q4.</p>	AMBER
CHL PP 001	<p>Loss of IT at multiple public facing sites across the department.</p> <p>Work has continued with the IT teams to mitigate the effects of the outages at our public sites.</p>	AMBER
CHL CVD 001	<p>City Information Centre temperature control.</p> <p>City Surveyor's have been pursuing both contractors involved to gain a mutual understanding of each part of the air conditioning system. Work has been completed and this is being monitored.</p>	GREEN
CHL KH 001	<p><b>New Risk</b> - Detrimental effects of temperature/humidity fluctuations on the historic building and museum collection at Keats House and may affect our SBR targets.</p> <p>This risk may be escalated to a RED risk if the temporary measures implemented by City Surveyor's prove not to be effective.</p>	AMBER

## Highlights

Some of the highlights of Quarter 3 were:

10. The **CIPFA statistics for 2014-15** have just been released and yet again, Barbican Library loaned more stock than any other library in London and recorded the 10th highest loans for any library in England. If you add in Scotland and Wales, Barbican Library recorded the 13th highest loans in Great Britain. The combined CD loans total (65,473) for our 3 lending libraries in 2014-2015 is more than the combined loans for all libraries in any London borough. [*Strategic Aim 1*]
11. The City hosted the **annual conference of the Tourism Management Institute (TMI)** in November – a national body made up of senior tourism professionals from across the UK. Funding and benefit-in-kind with a total value in excess of £40,000 was brokered by the City's Cultural and Visitor Development Team including favourable room rates for delegates at Grange City Hotel where the main elements of the conference took place. On the opening day, delegates enjoyed a tour of Guildhall Galleries, and a reception in the presence of the Lord Mayor at the Tower of London followed by dinner at Tower Bridge. With sessions led by the Director of Culture Heritage and Libraries and the Head of Cultural and Visitor Development, the conference provided an ideal opportunity for the City to showcase its visitor offer to this prestigious audience of sector professionals. [*Strategic Aim 2*]



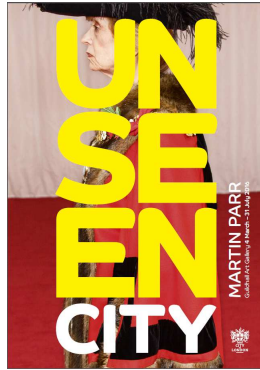
12. In November, Keats House won a coveted Time Out Love London Award. The museum was voted 'Best Hampstead Cultural Attraction' by members of the public. In December, the house was shortlisted by Hudson Heritage Awards in the 'Best Hidden Gem' category – winners will be announced in March 2016. [*Strategic Aim 4*]



13. This year marks the **400th anniversary of Shakespeare's death**. To commemorate, the Cultural and Visitor Development Team has partnered with Barbican and Shakespeare's Globe to deliver a cost-shared promotional campaign focussing on the London where Shakespeare lived and worked. Printed collateral featuring over 50 events and exhibitions taking place within the City and Bankside areas, a dedicated Shakespeare sub-site on the City's website, an Underground campaign and a website takeover of [www.visitlondon.com](http://www.visitlondon.com) (part of the City's platinum partnership with London & Partners) will help drive fans of the Bard to our attractions and sites this spring and further promote the City as a cultural destination on the international stage. Programme highlights include the Shakespeare Son et Lumiere in Guildhall Yard (4 & 5 March), the display of the Shakespeare Deed and First Folio in the Heritage Gallery, and Visscher Redrawn at the Guildhall Art Gallery (20 February to 20 November). **Shakespeare Woz Ere** forms part of the nationwide Shakespeare400 programme of events: [www.cityoflondon.gov.uk/shakespeare400](http://www.cityoflondon.gov.uk/shakespeare400) [*Strategic Aims 1&2*]



14. Q3 was exceptionally busy for the **City Information Centre** with £114,145 worth of **sales** achieved. This figure represents a 13.5% increase on the same period last year, with December in particular taking just under £40k to make it the highest grossing December in the history of the CIC. These achievements bring the sales total for 2015 to a very exciting £525,691.26 with 33,071 products sold at an average of £15.89 per product. [*Strategic Aim 2*]
15. **Keats House** was featured on Comedian Helen Lederer's edition of the popular BBC show, **Celebrity Antiques Road Trip**, first aired on the 7th of January 2016. Principal Curator Vicky Carroll, who welcomed Helen to the House, can be seen on the show telling the story of John Keats's life. [*Strategic Aim 4*]
16. **Visitor figures for Guildhall Art Gallery and London's Roman Amphitheatre** continue to rise. 23,939 people visited in Oct-Dec, up 37% on the previous quarter. Success can be attributed to the vibrant exhibition programme, including No Colour Bar: Black British Art in Action, 1960-1990 and Unveiling the Crystal Sceptre: Henry V's Gift to the City and increased targeted marketing activity. [*Strategic Aim 2*]



17. For the first time in the history of its exhibition programme, **Guildhall Art Gallery** has teamed up with **the Barbican** to offer a **joint exhibition ticket**. Part of a new drive to work in closer partnership with other cultural destinations funded by the City of London, visitors will be encouraged to visit both **Unseen City: Photos by Martin Parr** at Guildhall Art Gallery and **Strange and Familiar: Britain as Revealed by International Photographers**, an exhibition curated by Parr for the Barbican. The combined ticket price is £13, and both shows open in March 2016. [*Strategic Aims 1&2*]
18. The **glass floor feature** continues to draw high numbers of visitors to Tower Bridge Exhibition, with over 100,000 additional tickets sold in comparison with the first 3 quarters of last financial year (a 20% increase). The marketing team at the Bridge has been busy experimenting with new ways to promote the feature with the aim of keeping it fresh in the eyes of the public, including a programme of sold-out yoga sessions, and the ways in which Exhibition staff interact with the public on the glass floor has helped to further instil excitement, leading visitors to pass the news of 'something special to see' on to friends and family long after their experience onsite has ended. [*Strategic Aim 2*]



19. **London Metropolitan Archives** has been awarded a substantial grant by the **Wellcome Trust**, through its [Research Resources in Medical History](#) scheme, to fund a two-year project to catalogue the archives of the Tavistock and Portman NHS Foundation Trust. The aim is to open up both the corporate archives and clinicians' records for researchers so that they may explore the internationally recognised innovative work in mental health and social care of the Trust and its predecessors. [*Strategic Aims 1&3*]
20. **LMA** has also been awarded a grant by the [National Manuscripts Conservation Trust](#) for conservation work on a number of pre-1660 Diocese of London Consistory Court Books currently unavailable for consultation owing to their fragile condition. These volumes are recognised as invaluable sources of

information for social, legal, economic and ecclesiastical historians and those for London are especially rich. Recruitment for project staff will take place in Q4 with a view to getting the projects underway in 2016-17. [*Strategic Aim 4*]



21. The Talbot House exhibition **An Oasis in a World Gone Crazy** attracted over 4000 visitors and received excellent feedback, which was reflected in increased shop sales and donations. The exhibition ran from 12 October to 8 January and was a partnership between Guildhall Library and Talbot House, Poperinge, Belgium, marking the 100th anniversary of the Everyman's Club and Tubby Clayton's connection with the City of London.
22. The exhibition scored exceptionally high in visitor satisfaction, averaging 73% for "Strongly Agree", in the statements about enjoyment and access. It also scored 78% for recommendation to others. Such scores are very high for the cultural heritage sector. Talbot House intends to display the same exhibition in Poperinge in autumn 2016 and Guildhall Library has been approached by the National Army Museum about future events based on an Everyman's Club. [*Strategic Aims 1&2*]



#### **Strategic Aim Key**

**CHL1:** To refocus our services with more community engagement and partnerships with others

**CHL2:** To transform the sense of the City as a destination

**CHL3:** Continue to use technology to improve customer service and increase efficiency

**CHL 4:** To develop the City's contribution to the life of London as a whole



## **Property Considerations**

23. There are a number of major capital projects planned across the Culture, Heritage and Libraries portfolio budget totalling between £8.1802m and £13.1302m, which in conjunction with The City Surveyor's 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. A full list of Capital Projects is at Appendix C with commentary on some key projects below.

### The Lord Mayor's State Coach

24. A specialist project manager (PM) is currently being procured to manage the phased conservation programme, starting with Phase 1 which consists of the invasive investigation to confirm the exact amount of the repair / conservation the coach needs, prioritizing the works / executing priority repair and firming up the current estimates. Following the PM fees tender, an issue report will be submitted to Projects Sub Committee in January seeking approval to an increased initial budget. Thereafter, the tender analysis and the PM appointment are expected to be completed in February 2016. A programme will be drawn up in conjunction with the consultant PM with some initial surveys and priority works, such as the hammercloth, expected early in 2016. However, the invasive investigation is likely to start after the Lord Mayor's Show 2016. The subsequent phases are subject to the findings during Phase 1. The estimated completion of the whole phased programme is 2019.

### London Metropolitan Archives Roof Project

25. A Gateway 4 report setting out the progress of this project was approved at both Projects Sub and Culture Heritage & Libraries Committees in January 2015. Tender returns are expected to be received in March 2016 with work on site scheduled to start in March 2016 completing before calendar year end 2016, subject to approval to commence works. The project will provide a new roofing system to all areas and will increase insulation levels in the roof, add roof 'falls' to improve drainage and replace the existing life expired roof lights with tripled layered barrel roof lights in accordance with current sustainability and environmental regulations. The estimated cost of the project is £1,382,500 (excluding risk, currently estimated at £225,000).

### Tower Bridge – Car Park

26. The development of Phase 1, Horace Jones House is now complete and provides 43 social housing units managed by the Community & Children's Services Department. It also provides Tower Bridge with 10 car parking spaces, a workshop, cycle bays, storage facilities, a new security control room and a loading bay with access from Tower Bridge Road.
27. The development of Phase 2, Bridgemaster's House is progressing and due to complete in April 2016. The project will extend and refurbish the existing operational accommodation and by glazing over the yard will provide a new restaurant as well as a wine bar in the redundant reservoir. In addition to the main works the entrance to the Engine Rooms will be relocated into the first bridge arch with a new glazed façade. Finally, the reception and retail areas in

the Engine Rooms will be refurbished to a high standard in order to complement Phase 2 and increase potential tourism related revenues.

### The Monument

28. The external screen and gallery lighting project of circa £108,000 remains in its early stages. The brief requires considerable input from the City Planning Officer and the Environmental Enhancement Team (DBE) to resolve planning and design issues. These involve integrating the screen within Skanska landscaping proposals for 11-19 Monument, which have not been finalised to date. DBE's Gateway 3 report, seeking approval to the landscaping in conjunction with Skanska is due in February 2016. So far, an 'Urban / Landscape Design Brief' has been produced by DBE, following the Working Party meetings which are also attended by the City Surveyor. While some initial landscaping is expected to take place in 2016 before the 350<sup>th</sup> anniversary of the Great Fire in September, the main work, including the screen, is currently anticipated to take place after anniversary events in the period September 2016 to February 2017.

### Tower Bridge Gift Shop Refurbishment

29. The Gateway detailed options appraisal report for the project was approved at the Project Sub Committee meeting on 8 October 2015. The design work for the project has been completed and Listed Building Consent was received on 6 October 2015. The work is programmed to follow completion of the current work to Bridgemaster's House which is expected in April 2016. The project is currently out to tender with a tender return date in February 2016.

### Tower Bridge: Replacement of High Level Walkway Roof Coverings, Repair of Tower and Abutment Roofs and Elevations

30. AECOM have been appointed to develop proposals for replacement of the high level walkway roof coverings and carry out a survey of the tower and abutment roofs and elevations to establish the nature and extent of repair works required. It is anticipated that a Detailed Options Appraisal Report will be submitted to relevant committees in July 2016.

### **Strategic Implications**

31. 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**

32. 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 – Capital Projects spend to date

**Background Papers:**

Culture Heritage & Libraries Department's Business Plan, 2015–2018.

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