



Culture, Heritage & Libraries Department

Business Plan 2016-2019

Mission Statement:

'To educate, entertain and inform, through discovery of our amazing range of resources'

Director: David Pearson

Policy & Performance Manager: Margaret Jackson

Introduction

- 1.1 The work of Culture, Heritage and Libraries contributes to the wider work of the City of London Corporation on many fronts. We provide essential and much valued services to residents and to the City workers who power so much of London's business – once again, the Barbican Library has been shown to loan more books than any other library in London – and we bring entertainment and enlivenment to the Square Mile in all kinds of ways, from *Son et Lumière* shows in Guildhall Yard to concerts in the bascule chambers of Tower Bridge. The steady upward march of visitor numbers brings reputational, as well as economic, benefit – our cultural offer is part of what makes London so globally renowned – and the tourist business at Tower Bridge is of course a major income stream for the City Bridge Trust. It's therefore good to see the numbers there still rising, just as we were delighted that in 2015/16 the Guildhall Art Gallery finally broke the barrier of 100,000 visitors in one year. The heritage assets which sit in our care, and which we are constantly seeking to open up for education and enlightenment, are of international significance and our shorthand for London Metropolitan Archives – London's Memory – is no idle boast.
- 1.2 We are pleased to have completed another good year of progress against our targets, which included preparing plans to modernise another of our libraries (Shoe Lane), and consider future models for Keats House as well as the Archives services. It has been a year of real progress on the ever-important technology front – everything we do, including the provision of access to information or the selling of tickets for visitor attractions, depends increasingly on up to date software and hardware to meet the changing expectations of our customers, in a digital world. A new-generation library management system, and a new network for publicly accessible terminals across the libraries, are essential infrastructure upgrades which will deliver many benefits. Ongoing IT-related developments will continue to be an important theme in the year ahead, when we plan to introduce a new automated system as the backbone of our retail operations, and a new interface for our online image gallery (Collage). 2015 saw us advance our aspirations to improve the recognition of the Guildhall as an iconic heritage venue, bringing more people into the Yard for events and monthly markets; an award from the Heritage Lottery Fund to allow us to convert the Clockmakers' Museum space into a City of London Police Museum will further develop this agenda when it opens towards the end of 2016.
- 1.3 Anniversaries offer great opportunities to bring heritage into the spotlight, to reflect on the past and focus on the future, to bring history alive. Last year we had Magna Carta, and were pleased to play our part around various displays of our particularly fine copy. In the year ahead two anniversaries are uppermost in our minds; one is a uniquely City one, it being 350 years ago that most of it was burnt down in the Great Fire of

1666. That's not so much an anniversary to celebrate as to commemorate, but we will also use it to reflect on a whole range of themes around resilience, rebuilding, and renewing, thinking how cities cope and bounce back, with the help of Artichoke, public art creators extraordinaire. More immediately, it will be 400 years ago (in April) that England, and arguably the world, lost its greatest ever playwright, who may have been born in Stratford but who often walked the City streets we are still familiar with today. *Shakespeare Woz Ere*, our programme around that theme, is a six-month collaboration between Culture, Heritage & Libraries, the Barbican Centre, and the Globe Theatre, and has already proved one of our most popular packages of public events. These anniversary-themed programmes also showcase collaboration in action, working with all our colleagues in the City involved in cultural provision, and lay the ground for more partnership of this kind as we all support the wider agenda around creating a Cultural Hub in the City in years to come.

Our vision and strategic aims

Our vision: '**To educate, entertain and inform, through discovery of our amazing range of resources**'.

To implement that vision, we have two high-level strategic aims/ key improvement objectives which link to the Corporate Plan aims and objectives which are:

- To transform activities through best use of technology and community engagement, to improve customer service and increase efficiency and effectiveness.
- To transform the perception and experience of the City as a destination.

Each of our strategic aims/key objectives has Key Performance Indicators underpinning them which are set out below and, in more detail at Appendix 1.

Key Performance Measures

1. Transform activities through best use of technology and community engagement, to improve customer service and increase efficiency and effectiveness.

To remain relevant and responsible we will:

- Offer a range of library services that positively impact on our customers' health and wellbeing
- Procure and implement a new EPOS, bookings management, online ticketing and retail system
- Deliver year 2 of LMA's 5-year digitisation plan
- Review and redefine the mission and vision of the City Business Library
- Restructure and improve the retail offer for Guildhall Art Gallery and generate venue hire income
- Continue to develop service model options for LMA's accommodation

2. Transform the perception and experience of the City as a destination

To be radical but reliable we will:

- Deliver a new Visitor Strategy for the City
- Create a City of London Police Museum in the Guildhall complex
- Facilitate and deliver cross-departmental commemorations
- Enhance the visitor programme at the Monument

Organising for success

- The financial position for the Department is given at Appendix 2, in the Departmental Summary Business Plan. This provides the original 2016-17 total net budget of £22,279,000 and summarises the forecast outturn. Our structure chart is provided at Appendix 3.
- Through shared services and partnerships we continue to explore ways of working that reduce the monetary and resourcing costs to the organisation begun as part of the Service Based Review. Examples of our extensive range of shared services and partnerships are given in Appendix 4.
- Staff learning and development continues to be a priority for the Department as part of our overall Investors in People commitment. The Learning & Development budget for 2016/2017 is £61,000 which takes into account training to gain or maintain professional qualifications. Public facing services have undertaken relevant counter terrorism training with the City of London Police. Organisational change is a key driver in reviewing our workforce skills and future needs.

- We provide information and services which are accessible to all our customers. As part of the corporate commitment to equal opportunities, we have a responsibility to ensure that the services provided meet the criteria in the Public Sector Equality Duty.
- The Department hosts Work Experience students including those from the City Academies, internships from London universities and volunteers across the services. Its City Information Centre delivers training and development opportunities on a national scale with product knowledge programmes this year provided for the GLA Ambassadors, Transport for London visitor centres, Business Improvement District operatives and front of house staff at City shopping hubs as well as led a Tourist Information Centre staff exchange programme that has seen exchanges with Belfast, Oxford and Windsor.
- In line with corporate policy, the Department has detailed and annually reviewed business continuity plans for our various sites. London Metropolitan Archives (LMA) has been designated as the corporate Disaster Recovery Centre for key City departments in the event of Guildhall being affected by a major emergency.
- The identified significant business risks for the Department are set out in the departmental Risk Register at Appendix 5 and include two risks where we are dependent upon other departments: one risk is around loss of IT provision in our public facing services; and the other is around security of our collections in the Guildhall Art Gallery, both of which could have an adverse customer service as well as reputational effect. The departmental Management Team are undertaking a series of risk management workshops with the corporate Risk Adviser to ensure we capture all relevant risks on our next Risk Management report to your Committee. The Health and Safety risks are also regularly monitored, updated and discussed by our CHL H&S Coordinators Group and will be reported as appropriate. Throughout the year we will continue to engage with central corporate departments on the Service Based Reviews and other corporate initiatives which may affect our service delivery.
- The priority of optimising use of space both for frontline services and collections storage across sites remains unchanged. The Department regularly consults visitors to its services and understands what users want through City residents meetings, national and local visitor surveys and recorded comments. The City Surveyor's Department provides property asset and facilities (including heritage) management services to Culture Heritage and Libraries through a dedicated team and offers a project management service. The need for efficient use of existing space includes a requirement constantly to evaluate the service being

provided in each property to ensure that service is being delivered in accordance with the wishes of users and the Corporate Property Asset Management Strategy. Forthcoming capital projects are set out in Appendix 6.

- We continue to consult with our staff through dedicated business planning meetings (All Staff meetings; Senior Manager Forums; Staff Survey; and all services have regular team meetings) to communicate and discuss the department's priorities for the coming year. The work of the CHL Internal Communication Group, CHL Health & Safety Coordinators Group and our in-house staff newsletters (e.g. Intercoms, Bridge Watch) ensure messages about staff, new policy, procedures and departmental initiatives are passed up and down the structure engaging staff at all levels.

Appendices

- Appendix 1 Key Objective Plans 2016/17
- Appendix 2 Departmental Summary Business Plan
- Appendix 3 Structure Chart
- Appendix 4 Shared Services and Partnerships
- Appendix 5 Strategic Risk Register
- Appendix 6 Capital Projects

Further documents

The following supporting documents are available upon request:

- KD 1. Service Specific Summary Business Plans 2016-17
- KD 2. London Metropolitan Archives – Strategic Work Plan 2016-17/ Team Plans
- KD 3. Tower Bridge Extended Business Plan 2016-17
- KD 4. CHL Business Plan 2015-16 and appendices
- KD 5. Schedule of Assets (City Surveyor's Department)

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