

Guildhall Art Gallery, City of London Heritage Gallery and London’s Roman Amphitheatre: Forward Plan October 2016 – March 2020

Vicky Carroll, Acting Head of Guildhall Art Gallery and London's Roman Amphitheatre, September 2016

For ease of reference, Guildhall Art Gallery, City of London Heritage Gallery and London's Roman Amphitheatre are referred to collectively as “the Gallery” within this plan. All three assets exist within the same building and make up the Gallery’s collective offer. Assets are described separately where the reference is specific to a particular asset only.

Contents

Guildhall Art Gallery, City of London Heritage Gallery and London's Roman Amphitheatre: Forward Plan October 2016 – March 2020	1
Statement of purpose for the Gallery.....	2
Strategic context within the City of London Corporation	2
The Gallery's aims and objectives.....	3
Our strategic aims	3
Our objectives.....	3
Action plan	3
Resource plan	5
People.....	5
Financial resources.....	6
Access audit and improvements	7
Environmental sustainability.....	7
Review	7
ANNEX 1: Review of 2014-16.....	8
ANNEX 2: SWOT analysis of current position	9
ANNEX 3: Organisational structure chart	11
ANNEX 4: Access action plan	12

Statement of purpose for the Gallery

To educate, entertain and engage audiences using our collections and assets to best advantage, and to contribute to the City's profile as a leading cultural and visitor destination.

Strategic context within the City of London Corporation

The Gallery sits within the Culture, Heritage and Libraries Department (CHL) of the City of London Corporation. This forward plan supports the CHL business plan 2016-19.

The mission for the CHL department is "to educate, entertain and inform, through discovery of our amazing range of resources".

The strategic aims of CHL 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

The aims and objectives for the Gallery support the broader aims of the CHL department, which in turn supports the wider aims of the City of London Corporation, especially in relation to its Corporate Plan and Cultural and Visitor Strategies. For reference, these include:

- **City of London Corporate Plan 2015/19:** the Gallery supports key policy priority (KPP) 5 – increasing the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation.
- **City of London Cultural Strategy 2012/17:** the Gallery supports this strategy's three key development strands:
 - *Sustaining Excellence in the Arts* – developing our reputation for theatre, music, dance, festivals, literature and the visual arts;
 - *Displaying the Heritage* – increasingly helping people to discover our outstanding heritage assets, to bring history alive; and
 - *Breaking down Barriers* – focusing on the importance of opening up in all directions, welcoming visitors to the Square Mile and taking the City's cultural offer to all of London, engaging more effectively with our borough partners in particular.
- **City of London Visitor Strategy 2013/17:** the Gallery supports the following key priorities (KPs) within this strategy:
 - KP1.1: to identify and respond to opportunities that will enhance, animate and promote the City's public spaces and buildings for the enjoyment of all City communities;
 - KP1.2: to enhance the appeal of the City Corporation's own attractions through the introduction of new visitor experiences that incite audiences to re-visit;
 - KP2.2 to increase access opportunities to the City's assets for all visitors, with a particular focus on neighbouring communities and London more generally, demystifying perceived barriers, especially in relation to cost and physical ability;
 - KP2.4: to engage and cultivate the City's visitor community and to develop new audiences through the use of social media and other digital broadcast mechanisms, reducing a reliance on print and delivering cost savings and a greener footprint for the City Corporation; and
 - KP5.3: to tell the story of the City government, and the importance and extent of its role, both historically and within a contemporary context at City Corporation visitor assets and through their outputs, both individually and by collective marketing.

The Gallery's aims and objectives

Our strategic aims

- To position the Gallery as a compelling and must-see visitor attraction and broaden our audiences;
- To ensure the long-term sustainability of the Gallery and its collections for the benefit of future generations; and
- To achieve recognition for the City Corporation as a steward of culture for London and the nation.

Our objectives

1. To increase and diversify our audience through offering an ambitious and inclusive public programme and excellent customer service;
2. To raise our profile and increase footfall through strategic marketing ;
3. To develop our education programme to reach more school students, families and adult learners across London;
4. To modernise the visitor experience of the Roman Amphitheatre to attract and engage a wider audience;
5. To develop, care for and increase access to our collections; and
6. To increase earned and charitable income.

Action plan

Activity	Targets
1. To increase and diversify our audience through offering an ambitious and inclusive programme and excellent customer service	
Identify funds to refurbish the temporary exhibition gallery; undertake refurbishment	Spring 2018
Deliver at least one major exhibition per year, securing partnership support and funding as required	Annually
Deliver at least one Temple Room exhibition per year, focusing on attracting new audiences – exploring the possibility of Arts Council support (the Temple Room is located in the building's Lower Galleries)	Annually
Pilot a commercial touring exhibition programme (subject to feasibility study) to support access to our collections by the UK's regions and partially offset exhibition costs	Autumn 2018
Redisplay the permanent collection, improving accessibility and range of interpretation methods	2019-2020
Conduct an annual visitor survey and implement improvements identified in survey findings	Autumn annually
Evaluate each major exhibition and use this research to inform future plans	Ongoing
Assess feasibility of regular late openings to attract City workers and young adults	2017-18
Deliver an events programme to include lunchtime curator talks, regular guided tours and at least one major late event per year, targeting City workers and young people especially	Ongoing
2. To raise our profile and increase footfall through strategic marketing of our offer	
Enhance the Gallery entrance and visitor welcome by improving external signage/banners, foyer presentation and the welcome experience	April 2017
Devise and implement a marketing action plan, in particular to raise the profile of the permanent displays and amphitheatre and to increase usage by City workers and local communities	April 2017 then annually

Develop the Gallery's web pages to improve usability and provide more relevant content	March 2017 and ongoing
Grow the Gallery's social media presence to extend reach and engage audiences nationally and internationally	Ongoing
Grow the subscriber base for the City's "Treasure of the Month" e-mailing, highlighting exhibits in the City of London Heritage Gallery	Ongoing
Exploit the marketing opportunities afforded by the Gallery's recent assessment as a Quality Assured Attraction by VisitEngland and target London's visitor communities through this	March 2017 and ongoing
Secure a presence for the Gallery in the London Pass scheme, targeting visitors to London	December 2016
Explore the opportunities afforded by the City Corporation's partnership with the Google Cultural Institute to extend reach targeting national and international audiences	January 2017
Develop the Gallery's role within the "Guildhall Galleries" collective marketing collateral, driving audiences between the Gallery and the other attractions located in the Guildhall complex	Ongoing
Work with the relevant programming teams for Guildhall Yard to develop content for events that will support the Gallery's collections and drive footfall	Ongoing
Develop programming to align with shared themes promoted by the City Corporation's Cultural and Visitor Development Team (where relevant) to ensure the Gallery has a presence in major City-wide campaigns; in particular, ensure a role for the Amphitheatre in the shared campaign to highlight the City's Roman offer in October 2017	October 17 and ongoing
Monitor developments around the City Corporation's plans for a new Cultural Hub in the area around the Barbican and champion the Gallery's inclusion in campaigns	Ongoing
Work with City cultural providers (especially in relation to the Amphitheatre and the City's other Roman assets) to identify opportunities for joint marketing, driving audiences between sites	2016-17 and ongoing
3. To develop our education programme to reach more school students, families and adult learners across London	
Create new schools sessions and resources focusing on the art collections, to complement the existing amphitheatre education programme	December 2016/ongoing
Promote online resources to increase self-guided visits	December 2016
Explore the opportunities afforded by the City Corporation's partnership with the Google Cultural Institute and their 'Expeditions' education programme	October 2016
Deliver and promote a family activity day every half term (3 per year), subject to success of trial in 2016	Ongoing
Continue to work in partnership with the Museum of London and research other partnership opportunities to maximise the impact of the schools programme, specifically targeting those delivered by other City Corporation projects such as Sculpture in the City and the Cultural Hub's City Family Arts Network	Ongoing
Participate in the City Stories project involving City Academies with 3 events per year visiting both the Guildhall Art Gallery and Amphitheatre	2016-17 and ongoing

4. To modernise visitor experience of the Roman Amphitheatre to attract and engage a wider audience	
Research competitor sites, engage potential partners and establish aspirations for a major reinterpretation of the Amphitheatre	March 2017
Submit a Heritage Lottery Fund Round I bid for a capital redevelopment grant based on research, stakeholder consultation and audience evaluation	2018
Work with other Roman attractions in the City such as the Museum of London's Roman Galleries, the Billingsgate Roman Bathhouse and the soon-to-be-opened Temple of Mithras to develop plans, exploit opportunities and drive audiences between sites	2017-18 and ongoing
5. To develop, care for and increase access to our collection	
Develop expertise in contemporary collecting and acquire an artwork for Guildhall Art Gallery as part of the Contemporary Art Society's acquisition scheme which supports its 'Money, Power, Politics' collecting priorities	2019
Continue to promote access to the Guildhall Art Gallery's collection through supporting national and international loans	Ongoing
Complete the set-up of Museum Index+ to include all thesauri and workflows	End 2017
Undertake a survey of the Guildhall Art Gallery's paintings collections to include photographing works in frames, measuring, and basic condition check	3-5 years; pilot in progress
Continue to provide conservation support for exhibitions and loans	Ongoing
Continue to host one funded conservation intern per year and expand the conservation volunteer programme to support key projects; explore opportunities for apprentices within the Gallery's teams	Ongoing
6. To increase earned and charitable income	
Working with the City Centre, promote the Amphitheatre and Lower Galleries as a premier venue for private and corporate events, to deliver at least £8,000 per annum	2016 and ongoing
Continue working with Tower Bridge to develop the retail offer, increasing the range of stock and improving displays	Ongoing
Review charges, including for loans and supporting conservation work	March 2017
Undertake a feasibility study for developing and expanding the Friends of Guildhall Art Gallery (FoGAG) network	2020

Resource plan

People

The Gallery sits within the Cultural and Visitor Development Team in the Culture, Heritage and Libraries Department. An organisational chart is shown in Appendix 3.

The Gallery's staff team comprises:

- Head of Guildhall Art Gallery and London's Roman Amphitheatre
- Senior Curator and Gallery Manager
- Curator
- Heritage Intern (p/t until March 2017)
- Senior Conservator (paintings) (p/t)
- Conservator (Paintings) (p/t)
- Lead Conservator (Frames) (p/t)

- Education Officer (p/t)
- Education and Information Assistant (p/t – also works p/t at Tower Bridge)

The Gallery is exploring the possibility of appointing an apprentice to assist with exhibitions, but this is dependent on funding being available.

Additional services are provided by other teams and departments of the City Corporation:

- Front of House services are provided by the Tower Bridge welcome host team and charged to the Gallery's local risk budget. This is a three year trial starting from April 2016;
- Retail management is provided by Tower Bridge;
- Marketing is provided by the Cultural and Visitor Development Team;
- Property services, maintenance and security is provided by the City Surveyor; and
- Security and business support functions (human resources, finance, IT support, etc.) are provided centrally.

Financial resources

The Gallery's primary source of funding is the City of London Corporation.

A modest additional income is generated through retail and the supply of services, such as loans, image sales and venue hire. Hire of the Art Gallery itself is managed separately by the City Corporation's Remembrancer, with income going to that department. The Gallery hires out the Heritage Study Room and has a partnership arrangement with the City Centre for hire of the Roman Amphitheatre and Lower Galleries. Income is also derived from the sale of tickets for some of our temporary exhibitions.

Grants and partnership are obtained for specific projects on an ad hoc basis, especially for exhibition collaborations. These are not included in the figures below. Figures are rounded to the nearest thousand.

	2017-18	2018-19	2019-20
EXPENDITURE			
Staff costs (pay, superannuation, NI)	339000	342000	345000
Training	2000	2000	3000
EXPENDITURE - OTHER			
Gallery & exhibitions	35000	37000	39000
Education	4000	4000	5000
Events (Security)	4000	5000	5000
Collections management & storage	5000	5000	6000
Conservation materials	2000	2000	3000
Equipment & maintenance	4000	5000	5000
General office	3000	3000	4000
Marketing & PR	15000	16000	17000
Collections purchases	3000	3000	4000
Memberships	2000	2000	2000
EARNED INCOME			
Retail profit	-16000	-17000	-18000
Venue hire (amphitheatre)	-7000	-8000	-9000
Loan fees	-4000	-4000	-5000
School sessions	-4000	-4000	-5000
Exhibition admissions	-20000	-22000	-25000
Image reproductions	-4000	-4000	-5000
Group visits	-1000	-1000	-1000
Total	362,000	366,000	370,000

Access audit and improvements

An access audit was completed in June 2016. This found that access was good in general, and identified some improvements required to meet the most recent guidelines. Priority and some medium-term improvements have already been implemented. Outstanding medium-term improvements will be implemented as indicated in the access action plan in Appendix 4. The City of London Corporation City Surveyor's department who provide property services for the Gallery has been notified of recommendations to be implemented during maintenance and refurbishment works.

Environmental sustainability

The Gallery is governed by the City of London Corporation's Climate Change Mitigation Strategy 2010 (currently under review). It is housed within the Guildhall Complex, which is managed by the City Surveyor in line with policies to optimise energy efficiency and manage the environmental impact of the City Corporation's property portfolio.

At the Gallery, we will continue to minimise our environmental impact day to day by:

- Recycling general and office waste;
- Reusing exhibition materials where possible;
- Using recycled paper where appropriate;
- Turning off lights when not in use; and
- Encouraging visitors to use public transport.

Review

This plan will be reviewed in Autumn 2019, with a new plan to be submitted to the Culture, Heritage and Libraries Committee (as the Gallery's governing body) for approval in early 2020, unless a review is required earlier.

ANNEX 1: Review of 2014-16

The Gallery has made good progress in achieving its strategic objectives in the period 2014-16.

The refurbishment and redisplay of the permanent collections in 2015 attracted significant media attention which, along with the Gallery's inclusion in the collective Guildhall Galleries marketing campaign and the new programme of public events in the Yard which help to drive audiences, has led to a significant increase in visitor numbers. Footfall exceeded 100,000 visitors for the first time in 2015-16.

The Gallery has delivered a strong programme of special exhibitions. 'No Colour Bar: Black British Art in Action 1960-1990' (10 July 2015 – 24 January 2016) was delivered in partnership with the Friends of the Huntley Archives, supported by the Heritage Lottery Fund, attracting a diverse audience. 'Unseen City: Photography by Martin Parr' (4 March – 31 July 2016) achieved good press coverage and exceeded visitor and income targets.

New downloadable educational resources were developed and launched in August 2016 and the education programme is set to expand following the appointment of a new part-time Education Assistant.

The implementation of a new collections management database has improved the loans service, with further development planned for the coming period.

Opportunities for income generation continue to be limited since private hire of the Gallery is outside of the Gallery team's control and retail space is restricted. A restructure in April 2016 saw the management of the shop and information service transferred to Tower Bridge and early indications suggest spend per head is increasing. In July 2016, the Gallery launched London's Roman Amphitheatre as a hire venue in partnership with its neighbour the City Centre.

ANNEX 2: SWOT analysis of current position

STRENGTHS

The collection of London paintings, Victorian genre paintings and contemporary works

The Roman Amphitheatre as a truly unique London heritage asset

Gallery is free, open 7 days, and is attracting increasing numbers of visitors

Gallery team has a depth and breadth of knowledge including onsite conservation expertise

Strong exhibition programme based on partnerships and some external funding is attracting PR and a more diverse audience

Guildhall Yard public programme has been a significant driver of audiences to the Gallery with the Shakespeare Son et Lumiere in March 2016 delivering 5,000 visitors in one weekend

The Gallery's location within the Guildhall complex alongside other attractions such as St Lawrence Jewry, Guildhall Great Hall, Guildhall Library and the new City of London Police Museum, has reduced marketing costs through the collective Guildhall Galleries campaign, which also helps to drive audiences between sites

Small, successful education programme focused on the Roman Amphitheatre, with strong links to Museum of London

New collections management system is improving loans procedures, with opportunities for further development

New Collage has improved access to images online

Early signs suggest new front of house arrangements are increasing visitor retail spend

WEAKNESSES

Interpretation of the Roman Amphitheatre is dated; Art Gallery interpretation could be more interactive, inclusive and family friendly

Requirement to use corporate website to promote the Gallery with restrictive templates and navigation not designed for gallery visitor traffic

Limited understanding of our visitors and their experiences due to lack of evaluation

Gallery does not offer a very warm visitor welcome: gallery frontage, doors, foyer, security

No café; very small shop

Temporary exhibition space is inflexible and requires refurbishment

OPPORTUNITIES

Tie-ins with the Cultural Hub development, City-wide promotions (including Romans in 2017), and Guildhall Yard activities can help raise awareness and drive footfall

Redevelopment and promotion of the Roman Amphitheatre, supported by external funding and in partnership with MOL, could dramatically increase footfall – especially from the tourist market

The development and promotion of high-impact exhibitions (dependent on external funding, gallery refurbishment and increased marketing) would greatly raise the Gallery's profile, driving footfall and on-site spend

The appointment of a new Education Assistant will enable expansion of the education programme to include the paintings collections

Investment in visitor research would help the Gallery become more relevant, engaging and inclusive for a more diverse audience, including City workers

Expansion of the volunteering and internship programmes may increase the capacity of the Gallery team to deliver a wider public programme

There is an opportunity to increase the level of external funding support through developing relationships with funding organisations, City companies and the Livery Companies

THREATS

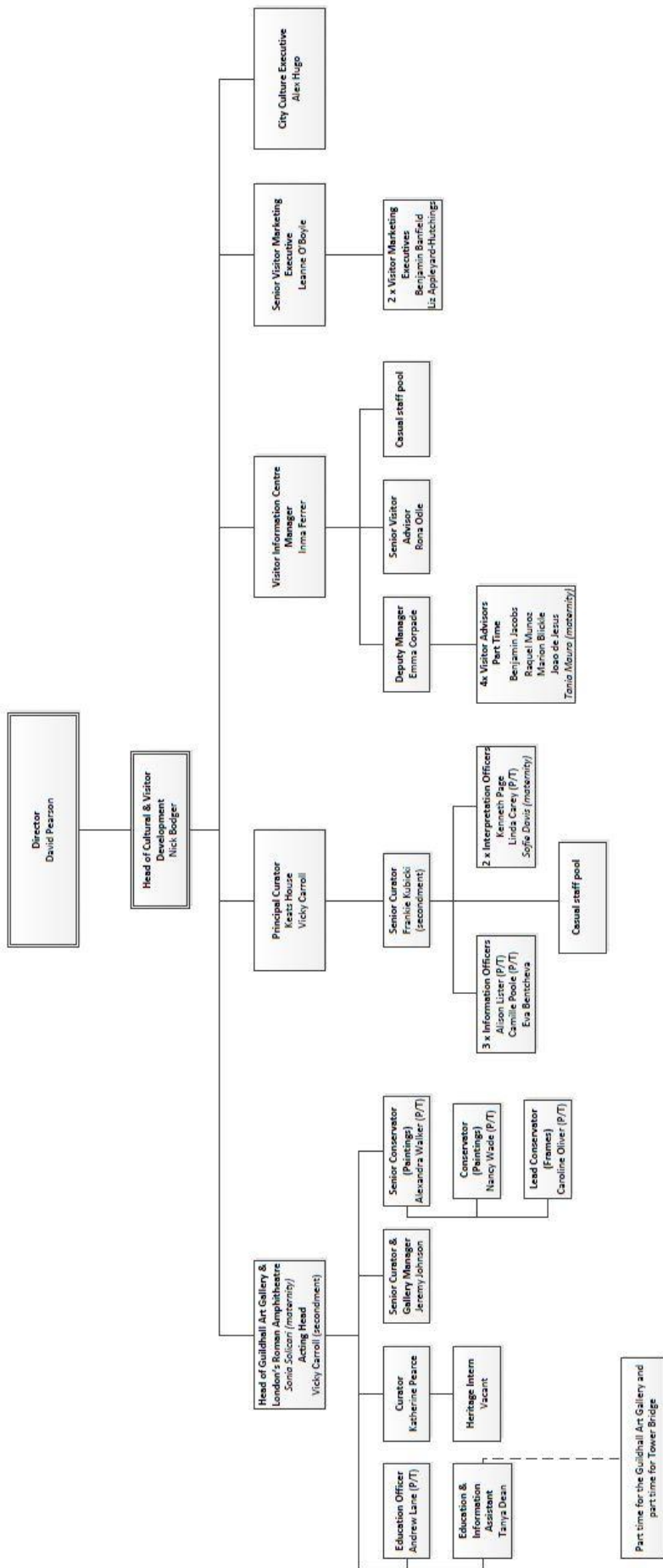
Very small discretionary budget cannot support ambitious exhibitions, or the level of marketing needed to attract large numbers

Reduced staffing levels are limiting the ability of the Gallery to expand and develop its public offer; also to fully utilise the new collections management system

Frequent closures necessitated by the corporate and private events programme run by the Remembrancer result in an inconsistent service, cancellations of group and school bookings, and barriers to programming regular events

The fabric and infrastructure (including IT) of the building is deteriorating, leading to lost working time and disruptions to the service

ANNEX 3: Organisational structure chart



ANNEX 4: Access action plan

1	Review the emergency egress plan and purchase an EvacChair. Ensure staff are trained to use the equipment.	A
	Actioned immediately (11/07/16) - with request to Surveyor's Dept (Health & Safety) to clarify situation on GAG Emergency Egress Plan, Chair Purchase (& funding) and Training.	
2	Ensure that transfer zones in accessible WC's are kept clear of objects.	A
	Actioned immediately (11/07/16) - with request to Surveyor's Dept (Facilities Management) to notified Cleaning Contractors. Follow-up meeting with Cleaning Supervisor (& regular ones ongoing). Zones cleared.	
3	Reposition signage at the Exhibition Galleries exit.	A
	Actioned immediately (11/07/16) - with request to Tower Bridge Retail Management Team (re. Gallery shop staff) to ensure its correct placement. Re-located (& subsequently removed altogether at end of charged exhibition run).	
4	Fix wall lights by the amphitheatre staircase.	A
	Actioned immediately (11/07/16) - with request to Surveyor's Dept (Maintenance & Projects - Electricians). Lights re-activated.	
5	Re-organise the existing benches to ensure that at least one bench with a backrest is present in each gallery	A
	Part-actioned immediately (11/07/16). Certain benches correctly paired, or singles with backs relocated. Others to be re-located and / or repositioned to comply following September exhibition works (in process - Sept.).	
6	Relocate the portable seats to near the welcome desk.	B
	Not practical as Entrance Foyer is too congested as it is. However, requested Tower Bridge Retail Management Team (re. Gallery shop staff) to ensure visitors are notified of the chairs' existence and location, where potential need is identified (Sept.)	
7	Check doors regularly to ensure the opening force complies with Part M guidelines.	B
	Referred to Surveyors Dept.(Sept.)	
8	Activate the audible lift announcements	B
	Referred to Surveyors Dept.(Sept.).	
9	Review text on website	B
	Details of information required referred to CHL Visitor Marketing Executive (Sept.)	
10	Replace accessible WC door locks with light action bolts that are capable to be operable with a closed fist.	B
	Referred to Surveyors Dept (Sept)	
11	Provide protection, detectable at floor level for people with white canes, to prevent people from walking into the underside of the Undercroft Gallery steps.	B
	Referred to Surveyors Dept (Sept)	
12	Ensure that staff are aware of hearing enhancement systems available to visitors.	B
	Requested TB Retail Management Team (re. GAG shop staff) notify Shop team. (Sept.)	
13	Re-position the alarm reset buttons into the accessible WC compartments.	C
	Referred to Surveyors Dept (Sept)	
14	Make adjustments to unisex accessible WC: improve colour contrast, lower hand drier, re-locate tap to right hand side and install hand towel dispenser, fixed soap dispenser and two clothes hooks	C
	Referred to Surveyors Dept (Sept)	
15	Make adjustments to female accessible WC: improve colour contrast, lower clothes hooks and light pull and replace the WC pan flush with a spatula type lever and lower.	C
	Referred to Surveyors Dept (Sept)	
16	Make adjustments to male accessible WC: improve colour contrast, lower clothes hooks and replace the WC pan flush with a spatula type lever and lower.	C
	Referred to Surveyors Dept (Sept)	
17	Replace the signage at the cloakroom with a mixture of upper and lower case text.	C
	Referred to Surveyors Dept (Sept)	
18	Upgrade steps with contrast strips on the risers, 30 to 55 mm wide.	C
	Referred to Surveyors Dept (Sept)	
19	Introduce tactile paving at the top and bottom of the external steps.	C
	Referred to Surveyors Dept (Sept)	
20	Replace the Welcome Desk with a more inclusive design; a single desk height of 750mm	C
	Not practical until overall Shop layout can be re-designed, as part of a major Gallery refurbishment	

21	Replace large diameter handrails with a Part M compliant design. Referred to Surveyors Dept (Sept)	D
22	Introduce a simplified, numerical floor naming system. Not practical at present - as new system (current) introduced as part of overall refurbishment works in 2014-15 & incorporated in various brochures	D
23	Provide large print texts within each gallery. Large text label folders to be held at Welcome point (shop). Volunteer project for Gallery in general & especially for the special exhibition (Project initiated Sept)	D