

<b>Committee:</b>	<b>Date:</b>
Culture, Heritage and Libraries Committee	24 October 2016
<b>Subject:</b> Culture Heritage & Libraries Business Plan 2016-2019 – Q1 Monitoring Review	<b>Public</b>
<b>Report of:</b> Director of Culture, Heritage and Libraries <b>Report author:</b> Margaret Jackson	<b>For Information</b>

### Summary

This report provides the Business Plan progress which has been made in Quarter 1 (April – June 2016) against the key objectives and key performance indicators (KPIs) set out in the Culture Heritage & Libraries Department’s Business Plan 2016-2019.

Good progress has been made against the Department’s two Key Objectives during Quarter 1. These have been summarised in Appendix A.

Appendix A also sets out the performance in Quarter 1 against our departmental key performance indicators and the relevant corporate Service Response Standards. We have made progress against all 10 of the reported KPIs, although a measure of success for KPI 4 has been amended to reflect a change to available IT information; these are listed in more detail on the appendix.

We have met three of the four reported corporate Service Response Standards with one at Red due to a small sample disproportionately affecting the percentage result.

The first 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 April - June for the Department of £40K (1.9%) against the overall local risk budget from April - June of £2,156K for 2016/17.

Overall the Director of Culture Heritage & Libraries is currently forecasting that his outturn will be on target for the City Fund. However, City’s Cash is expected to be over budget by £106K largely due to the unexpected closure of the Monument for a significant period during the first quarter for essential repair works and the impact of the TfL hoardings at Fish Street Hill which partially obscures views of and access to the attraction. There is estimated to be a surplus of income of £300K, on the Bridge House Estate (Culture, Heritage and Libraries) service under his control due to income above target during the first quarter of the year. However, the forecasted surplus is a reasonably conservative figure based on the predicted substantial negative impact on income levels during the closure of Tower Bridge for major resurfacing works throughout the third quarter.

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The current position on Risk Management at Corporate and Departmental level is set out as a summary of the key risks. A more detailed risk report will be brought separately to this Committee. It is expected that Service Based Review efficiencies will be satisfactorily dealt with.

A few highlights of the services provided by our department in Quarter 1 are also included for your information.

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 1 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 23 May 2016, Members approved the Culture Heritage & Libraries Department's Business Plan for the period 2016–2019.
2. Two business plan objectives were agreed by Committee which are the same as our two overarching departmental Strategic Aims:
  - 1) To transform activities through best use of technology and community engagement, to improve customer service and increase efficiency and effectiveness; and
  - 2) To transform the perception and experience of the City as a destination.
3. Our vision remained 'To educate, entertain and inform, through discovery of our amazing range of resources'.
4. Good progress has been made against the Department's Key Objectives through the 10 supporting KPIs. A measure of success for KPI 4 has been amended to reflect a change to available IT information. Targets will continue to be reviewed quarterly and revised where necessary in line with forecasted results. These results have been summarised in more detail in Appendix A.
5. Performance against the four reported corporate Service Response Standards has been fair to good with 33% 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 4.4% 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

1. The first 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 April - June for the Department of £40K (1.9%) against the overall local risk budget from April - June of £2,156K for 2016/17.
2. Overall the Director of Culture Heritage & Libraries is currently forecasting that his outturn will be on target for the City Fund. However, City's Cash is expected to be over budget by £106K largely due to the unexpected closure of the Monument for a significant period during the first quarter for essential repair works and the impact of the TfL hoardings at Fish Street Hill which partially obscures views of and access to the attraction. There is estimated to be a surplus of income of £300K, on the Bridge House Estate (Culture, Heritage and Libraries) service under his control due to income above target during the first quarter of the year. However, the forecasted surplus is a reasonably conservative figure based on the predicted substantial negative impact on income levels during the closure of Tower Bridge for major resurfacing works throughout the third quarter.
3. Discussions have taken place with the Chamberlain and Town Clerk, and are continuing, to ensure that Service Based Review targets are satisfactorily dealt with.

Detailed table at  
Appendix B

	3 months to 30 June 2016				Forecast for the Year 2016/17		
	Approved Budget 2016/17	Budget Quarter 1	Actuals Quarter 1	Variance Quarter 1	LAB	Forecast Outturn	Over/ (Under)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CHL City Fund	7,814	2,084	2,104	20	7,889	7,889	0
CHL City's Cash *	(42)	9	88	79	(17)	89	106
CHL Bridge House Estates **	(896)	(318)	(463)	(145)	(824)	(1,124)	(300)
<b>Total Culture, Heritage and Libraries Committee ***</b>	<b>6,876</b>	<b>1,775</b>	<b>1,729</b>	<b>(46)</b>	<b>7,048</b>	<b>6,854</b>	<b>(194)</b>
<b>Total Planning and Transportation Committee</b>	<b>1,480</b>	<b>368</b>	<b>366</b>	<b>(2)</b>	<b>1,480</b>	<b>1,480</b>	<b>0</b>
<b>Total Culture, Heritage &amp; Libraries Committee - City Surveyors</b>	<b>99</b>	<b>13</b>	<b>21</b>	<b>8</b>	<b>99</b>	<b>99</b>	<b>0</b>
<b>TOTAL DIRECTOR OF CULTURE, HERITAGE &amp; LIBRARIES LOCAL RISK</b>	<b>8,455</b>	<b>2,156</b>	<b>2,116</b>	<b>(40)</b>	<b>8,627</b>	<b>8,433</b>	<b>(194)</b>

\* The reasons for the deficit of income are due to the unexpected closure of the Monument for a

significant period during the first three months of the financial year for essential repair works and the impact of the TfL hoardings at Fish Street Hill which partially obscures views of and access to the attraction. In addition, the advertising budget has been spent in advance in preparation for the 350<sup>th</sup> anniversary of the Great Fire. The main reason for the adverse £106K forecast is due to income from April-June 2016 being at £77,618 against a target figure of £184,085 as a result of the prolonged closure.

\*\* The reasons for the income surplus is mainly attributable to the venue hire element of the business which is approximately £100K above target and admissions and vending income above target by £20K during the first quarter. It is likely that income targets will be revised upwards in the 16/17 revised estimates by £300K with the agreement of the Chamberlain, this being a reasonably conservative figure based on the predicted substantial negative impact on income levels during the closure of Tower Bridge throughout quarter 3.

\*\*\* In addition to the above, forecast LAB budgets across all three funds have been increased owing to planned underspends carried forward from 2015/16 and a commission by the Department of Community and Children's Services to carry out a range of Children's Centre Services. The carry forwards, SLA for the commission and associated funding were not agreed until after Quarter 1.

## Risk Management

4. CHL currently have no corporate level risks identified on the risk management system, Covalent. A separate risk report will be provided to this Committee as set out in the Corporate Risk Management Framework.

Risk Number	Risk Title
DCHL 001	The effect of terrorism on the tourism business at Tower Bridge & Monument
DCHL 002	Reduction of budgets on service delivery
DCHL 003	Loss of IT systems at public facing sites
DCHL 004	Facilities Management maintenance response times
DCHL 005	Heritage collections conservation and storage facilities
DCHL 006	Social media/digital realm consumer behaviour
DCHL 007	Perception of service relevance
DCHL 008	Major events/incidents occur that affect London
DCHL 009	Working partnerships
DCHL 010	CoL's policies and approval processes

## Highlights

5. Some of the highlights of Quarter 1 linked to our Strategic Aims and Objectives are set out below:

### Strategic Aim/Objective key:

**CHL1:** To transform activities through best use of technology and community engagement, to improve customer service and increase efficiency and effectiveness.

**CHL2:** To transform the perception and experience of the City as a destination.

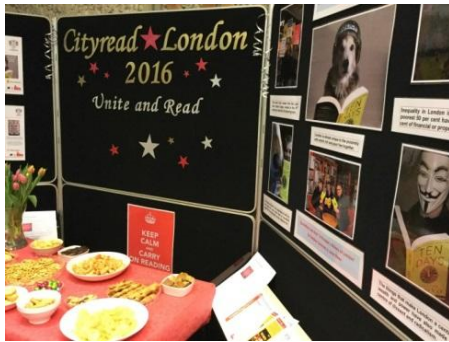
6. After a successful one-year pilot, Fexco Ltd and the City Information Centre have agreed a new partnership that will see the Centre's Bureau de Change facility continue for the next 10 years. With a value exceeding £400k over the term of the contract, the Bureau is an essential part of savings targets for the Centre as agreed under the Service Based Review (SBR). To complement this, the Centre launched a new retail operation in June, selling a range of visitor and City merchandise. The arrangement, which will help achieve the shortfall in SBR targets (£28k per annum after all other SBR initiatives are taken away) provides a potentially lucrative income stream with products likely to deliver a 50% margin. This compares with the 10 to 20% the Centre receives in commission from the tickets it sells. [*Strategic Aim 2*].
7. From 1 June to 3 July, Guildhall Yard played host to Fields of Battle Lands of Peace: Somme 100 - a photographic exhibition commemorating the centenary of one of the bloodiest battles in history. Delivered in partnership with the Royal British Legion, the Diocese of London, Cheapside Business Alliance and Broadgate (the latter two hosting satellite exhibitions focussing on Verdun), the exhibition generated footfall in excess of 70k for the Yard alone. Complementing the exhibition sites and educational activities were a "sell-out" lecture series in St Lawrence Jewry and an exhibition that featured The London Irish Rifles 'Loos' Football in Guildhall Art Gallery. [*Strategic Aim 2*]
8. The contract for the popular lunchtime markets was renegotiated through a competitive tender process. Throughout the pilot year, markets have cost the City £830 each, with only a £250 return from the supplier; this was acknowledged as a necessary part of the Yard's public event development because no footfall was guaranteed and providers were initially nervous to commit to greater fees. Now, with a guaranteed footfall established, the supplier has agreed to a fee of £1,100 per market. The surplus profit (around £2,700 across the year) will be used to help support other programming in the Yard.



[*Strategic Aim 2*]

9. During this quarter, community dentists from the Bow Lane Dental Group visited Barbican and Shoe Lane Libraries. They gave a talk to parents about good oral health for children and followed this with check-ups in the library for all the children present. These visits were arranged in partnership with our colleagues in the Department of Community and Children's Services. [*Strategic Aim 1*]
10. Keats House has been awarded a grant from the Heritage Lottery Fund of £41,300 to deliver a new project with young people, in partnership with Jacksons Lane in Highgate. OMG Keats! is a youth-led project that will engage new and young audiences with Keats' heritage and poetry through a series of activities in 2016-17. The House was also awarded a 2016 certificate of excellence from TripAdvisor for receiving consistently highly rated reviews. [*Strategic Aim 1*]

11. Throughout April, London's Libraries came together for **City Read**, an annual celebration of literature that aims to bring reading to life for the whole capital. Each April, Cityread asks London's citizens, workers and visitors to pick up a



book – the same book – and read it together. This year, the book was *10 Days*, a gripping thriller by Orange Prize-shortlisted author Gillian Slovo and library customers in the City enjoyed the programme of talks, reading groups, a play reading and (in partnership with the City Guides) *Rebels, Rioters & Dissenters* – a guided city walk. [Strategic Aim 1]

12. On 21 June 2016 at the **UK Memory of the World awards** in Cardiff, the **Great Parchment Book** of the Honourable the Irish Society was inscribed to the UK register of the UNESCO Memory of the World which recognises documentary heritage deemed by a panel of experts to be of outstanding significance to the UK. The Great Parchment Book was recognised as a hugely significant record of the Ulster Plantation in the early 17th century, providing a unique insight into an important period of the history of Northern Ireland, for which there are few other original archives surviving. The inscription of the Great Parchment Book means that LMA and the City of London now have four items on the UK Register. [Strategic Aim 1]

13. The main aim of the international **'Without Borders' LGBTQ ALMS Conference**, held across Bishopsgate Institute, the University of Westminster and London Metropolitan Archives (22-24 June 2016), was to generate a dialogue within the co-dependent fields of LGBTQ+ historical research and collecting, and share experiences, ideas and best practice through a programme of presentations and short talks that explore margins, borders, barriers and intersections, past and present.



14. Three days filled with vibrant speakers, enthusiastic audiences and thought-provoking stories from the LGBTQ+ community across the world. The 200 delegates who attended the final day at LMA were able to take full advantage of a wide range of talks, workshops and stalls. Proud to be included, those who staffed the event had a busy time making the day an outstanding success. LMA Director Geoff Pick thanked staff and said: "I am always proud of LMA and what you and we do, but today has been quite simply in another league." [Strategic Aim 1]

15. A formal education provision was established at **Tower Bridge** in 2014, which has grown in scope and popularity ever since. Now the education programme and team at Tower Bridge have been recognised with the highly coveted **2016 Sandford Award for Heritage Education**.



16. The Sandford Award is an independently judged, quality assured assessment of education programmes at heritage sites, museums, archives and collections across the British Isles. It focuses on formal, curriculum-linked education opportunities offered to schools by heritage sites, although recognition is also made of informal learning such as family programmes.



17. Lead judge Julie Taylor said:  
'As beautifully structured and presented as the iconic building that houses it, the educational programmes at the Tower Bridge Exhibition are everything that you could ask for in a visit for students. It is enthusiastically presented by skilled facilitators, and provides a very carefully thought out programme delivering many strands of the National Curriculum.'

Many at the Bridge will have had input into this achievement but we would single out the following officers: David Laird, Sophie Jordan, Natalie Cain, Josephine Noti, Farhana Begum and Katherine Johnson for a special mention.  
[Strategic Aim 1]

### **Property Considerations**

18. There are a number of major capital projects planned across the Culture, Heritage and Libraries portfolio budget totalling between £19.75m and £30.775m, 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

19. A specialist project manager, Donal Insall Associates (DIA), has been appointed to manage the phased conservation programme, starting with Phase 1. A programme has been re-cast following the review of existing records by DIA. Due to the long lead-in, the hammercloth has been put back until later phases. However, the invasive investigation is programmed to start after the Lord Mayor's Show 2016, following the current works tender, starting with enabling work to set up a conservation workshop in one of the City owned arches under Southwark Bridge. 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

20. A Gateway 5 report setting out the progress of this project and seeking authority to start work was approved in June 2016. Work on site is scheduled to commence in July. Tender returns were received in March 2016 and after a tender evaluation process Russell Trew Limited were recommended for approval. The estimated cost of the project was originally £1,382,500 (excluding risk, currently estimated at £225,000) however the revised project sum after the evaluation of tenders is now £732,969 a significant saving on the originally approved budget. 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 triple layered barrel roof lights in accordance with current sustainability and environmental regulations.

#### Tower Bridge – Car Park

21. The development of Phase 2, Bridgemaster's House completed in April 2016 and provides refurbished operational accommodation and by glazing over the yard has provided a new restaurant as well as a wine bar in the redundant reservoir. A new entrance to the Engine Rooms has been created in the first bridge arch with a new glazed façade. This will become operational once the Gift Shop has been refurbished.

#### The Monument

22. The external screen and gallery lighting project of circa £108,000 continues to be progressed. The brief is being developed in consultation with the City Planning Officer and the Environmental Enhancement Team of the Department of the Built Environment (DBE), addressing planning and design issues, as well as technological and software requirements with the City's IT/Agilisys. These involve integrating the screen within Skanska landscaping proposals for 11-19 Monument, which have not been finalised to date. DBE's Gateway 4/5 report, seeking approval to the landscaping in conjunction with Skanska is due in October 2016, following the Working Party's approval of the outline design. Currently, DBE's works are estimated to start in January 2017. The screen is expected to follow in Mar-May 2017 after the landscaping has been completed with some enabling work taking place earlier.

#### Tower Bridge Gift Shop Refurbishment

23. Tenders have been received for the work and the lowest tender is from ALD Shopfitters Ltd. for a total price of £297,000. The tender has been checked and found to be acceptable. Arrangements are being made to place a contract, including a Gateway 5 report with a provisional start date for the works of 3 October 2016 (this date has been selected to avoid closing the shop over the busy summer season). A works contract of 6 weeks gives an anticipated completion date of 11 November 2016.

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

24. AECOM have submitted their report on replacement options for the high level walkway roofs and repairs to the tower and abutment roofs and elevations. It is anticipated that a Detailed Options Appraisal Report will be submitted to relevant committees in December 2016.

#### **Strategic Implications**

25. The work of the Department links clearly to the Corporate Plan aims and objectives through its business plans and uses the corporate risk management process. 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**

26. 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, 2016–2019

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