



Town Clerk's Department, Cultural Services

Business Plan 2017-2020

*'We educate, engage and inform, through the
discovery of our culture and heritage'*

Responsible Officer: Peter Lisley, Assistant Town Clerk
Contact: Paul Debuse, Head of Business Support

Introduction

1. This is the first business plan to be produced by the newly created Cultural Services division of the Town Clerk's Department. It coincides with significant changes to the City of London Corporation's business planning process, which will be rolled out over several years. A high level business plan covering this service has previously been produced and submitted to the Culture, Heritage and Libraries Committee in draft form, this document provides a more detailed look at the work that is planned within the service over the coming business planning period.
2. The Town Clerk's Cultural Services Division consists of Guildhall Library, City Business Library, The City of London Police Museum, the Guildhall Art Gallery and Roman Amphitheatre, the London Metropolitan Archives, the City Information Centre, the City's Outdoor Arts Programme and Cultural and Visitor Development. The division provides the following services and activities:
 - Information and library services for the public, nationally and internationally.
 - The strategic framework for the development and promotion of the City as a cultural and visitor destination.
 - Access for all to City Corporation visitor attractions and collections.
 - Supporting, connecting and enabling London's cultural, heritage and tourism sectors.
 - Engaging with the diverse communities we serve through compelling cultural events and activities
 - Collecting, preserving and making accessible London's archive collections, on site and digitally.
 - Delivering enterprise and employability strategies through supporting SMEs and business hubs.
3. The revised management and operational structure has presented an opportunity to review the current service provision with a view to enhancing and improving the offer, within the available resources. Early development work has focused on three main themes:
 - Working together – The new management team has explored ways to fully integrate the three main cultural service areas into one cohesive unit, the benefits gained from these closer working arrangements include better co-ordination of promotional activity and shared best practice. Work will continue in this area to increase the efficiency and effectiveness of the service.
 - Maximising Opportunities – The Cultural Hub Programme offers a fantastic opportunity to promote the services provided by the division, linking in with the corporate strategy. Close working with the Cultural Hub team will ensure that promotional activity associated with the hub and strands of the Cultural Hub strategy feature the varied services on offer.

- Sustainable services – Looking to a future of reducing resources, a programme of service reviews has been developed to ensure that the Cultural Services division will be prepared for future efficiency drives; that the services offered are relevant and sustainable; and that the best use is made of current and future emerging technology.

Vision and Ambitions

4. The Cultural Services vision statement has been refined this year following the management and structural change. The simplified vision reflects more closely the services provided. The vision is:
‘We educate, engage and inform, through discovery of our culture and heritage’.
5. Supporting the vision, two key ambitions have been developed which describe the aspirations for the future of the service and align with the Corporate Plan outcomes. The ambitions are:
 - The City of London is a must-see destination with global resonance.
 - The City’s archives, libraries, museums and art collections are accessed by audiences the world over and recognised as an unrivalled resource in a cultural and heritage context.
6. To work towards achieving the ambitions for the service, key objectives have been identified for this business planning period, each with performance and outcome measures. The detail of these objectives is set out in Appendix 1.

Looking Ahead

7. Future projects and activities that will help towards achieving our ambitions are also currently being considered. These are in the early stages of planning, they include the following:
 - Facilitate delivery of the ‘Illuminated River’ project for the City’s bridges
 - Facilitate the London Landmarks Half Marathon (led by Tommy’s) in March 2018, promoting the City’s cultural offer as part of this
 - Contribute to the national celebration of Dickens’ sesquicentenary in 2020, working title ‘Waking Dickens’.
 - Consolidate and develop LMA’s services to support good public governance through records management, Data Protection and Freedom of Information
 - Lead London-wide celebrations of anniversaries related to the collection holdings of Guildhall Library and the Police Museum comprising special events, lectures and exhibitions, in partnership with other institutions.

Organising for success

7. A financial statement for the division is given at Annex 2; this details the original 2017-18 total net budget of £5,677k. A structure chart is provided at Annex 3.

8. 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.
9. Staff learning and development continues to be a priority as part of our overall Investors in People commitment. Organisational change is a key driver in reviewing our workforce skills and future needs.
10. Information and services are provided which are accessible to all our service users. As part of the corporate commitment to equal opportunities, there is a responsibility to ensure that the services provided meet the criteria in the Public Sector Equality Duty.
11. The Division 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. Focus this year will be on the City Corporation's Apprentice scheme, which will offer opportunities to young people to gain valuable work experience and formal training leading to recognised qualifications.
12. Other initiatives planned that will boost our capabilities include:
 - Providing training in upselling for City Information Centre casual staff to drive increased revenues
 - Establishing a volunteer scheme at Guildhall Art Gallery and the City of London Police Museum to improve visitor welcome.
 - Developing staff in the best use of technology, community engagement and collaborative partnership throughout the services.
 - Developing staff with appropriate skills to fundraise effectively and contribute to a fundraising strategy, in order to recognise increased income generation and future endowment for the City's collections
13. In line with corporate policy, the division 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.
14. The identified significant business risks for the division are set out in the Risk Register at Annex 4. Health and Safety risks are also regularly monitored, updated and discussed by the Cultural Services H&S Coordinators Group and will be reported as appropriate.

15. The priority of optimising use of space both for frontline services and collections storage across sites remains unchanged. The Cultural Services Division regularly consults visitors to its services and understands user requirements through City residents meetings, national and local visitor surveys and recorded comments. 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 Annex 5.
16. Staff consultation is through dedicated business planning meetings (All Staff meetings; Senior Manager Forums; Staff Survey; and all services have regular team meetings) where the department's priorities for the coming year are communicated and discussed. Our in-house staff newsletters ensure messages about staff, new policy, procedures and departmental initiatives are passed up and down the structure engaging staff at all levels.

Appendices

- Annex 1 Key Objective Plans 2017/18
- Annex 2 Finance Statement 2017/18
- Annex 3 Structure Chart
- Annex 4 Risk Register
- Annex 5 Capital Projects

Contacts:

Peter Lisley, Assistant Town Clerk

Nick Bodger, Head of Cultural and Visitor Development

Geoff Pick, Director of London Metropolitan Archives

Sara Pink, Head of the Guildhall & City Business Libraries

Paul Debusse, Head of Business Support, Town Clerk's Department

Town Clerk's Cultural Services – Key Objectives 2017-2018

Ambition		<i>The City of London is a must-see destination with global resonance</i>		
Aligns to Corporate Plan:		<i>The Square Mile is known for world-leading culture and creativity</i>		
	Key Objectives	Measure of Success/Outcome	Target Date	Lead Officer
1.1	Deliver a new Culture Strategy for the City (2017-22).	<ul style="list-style-type: none"> A Culture Strategy is produced that is closely aligned to and maximises the opportunities offered by the Cultural Hub programme as well as the wider cultural offer in the City, especially heritage. 	Dec 2017	Nick Bodger
1.2	Deliver a new Visitor Strategy for the City (2017-22).	<ul style="list-style-type: none"> A Visitor strategy is produced that is closely aligned to the ambitions of City stakeholders and those of the agencies that support all London in a touristic context. 	Dec 2017	Nick Bodger
1.3	Facilitate City Corporation support for the Mayor's London Borough of Culture Programme	<ul style="list-style-type: none"> City support of the programme is widely recognised and delivers significant and measureable value to the winning boroughs, aligning with the City supporting London agenda Package agreed between partners 	September 2017	Nick Bodger
1.4	Establish a strategic tourism alliance between the City and Greenwich	<ul style="list-style-type: none"> Performance targets for alliance agreed by May 2017 First phase targets achieved by March 2018 	May 2017 March 2018	Nick Bodger
1.5	Establish the new model for the City of London Festival.	<ul style="list-style-type: none"> Delivery team and partners established Londinium festival delivered 	June 2017 Aug to Oct 2017	Nick Bodger

Ambition	<i>The City's archives, libraries, museum and art collections are accessed by audiences the world over and are recognised as an unrivalled resource in a cultural and heritage context.</i>			
Aligns to Corporate Plan:	<i>People live enriched lives and reach their potential The Square Mile is known for world-leading culture and creativity</i>			
	Key Objective	Measure of Success/ Outcome	Target Date	Lead Officer
2.1	Work towards full accessibility across Guildhall Library collections through a programme of cataloguing, preservation, digitisation and promotion	<ul style="list-style-type: none"> • The Guildhall Library Collections become accessible to more service users. • Ensure that at least 70% of any un-catalogued material is indexed 	March 2018	Sara Pink
2.2	LMA to retain Archive Service Accreditation by successfully completing the review stage (three years post award)	<ul style="list-style-type: none"> • The LMA's excellent reputation as a world class archive is maintained. • Archive Service Accreditation retained 	July 2018	Geoff Pick
2.3	LMA to mark the 950 th anniversary of the City of London's extensive archives through a programme of celebratory events and further widening of digital access.	<ul style="list-style-type: none"> • The Profile of the archive is raised through the events resulting in growth in volume of service users. • Celebratory events held throughout the year. • 60k new digitised images to be made available publicly 	December 2017 March 2018	Geoff Pick
2.4	Develop options for LMA's accommodation, particularly in relation to the Cultural Hub	<ul style="list-style-type: none"> • The new accommodation improves and enhances the access to and experience of the archive for the users of the service. • Options appraisal completed and future pathway identified 	March 2018	Geoff Pick

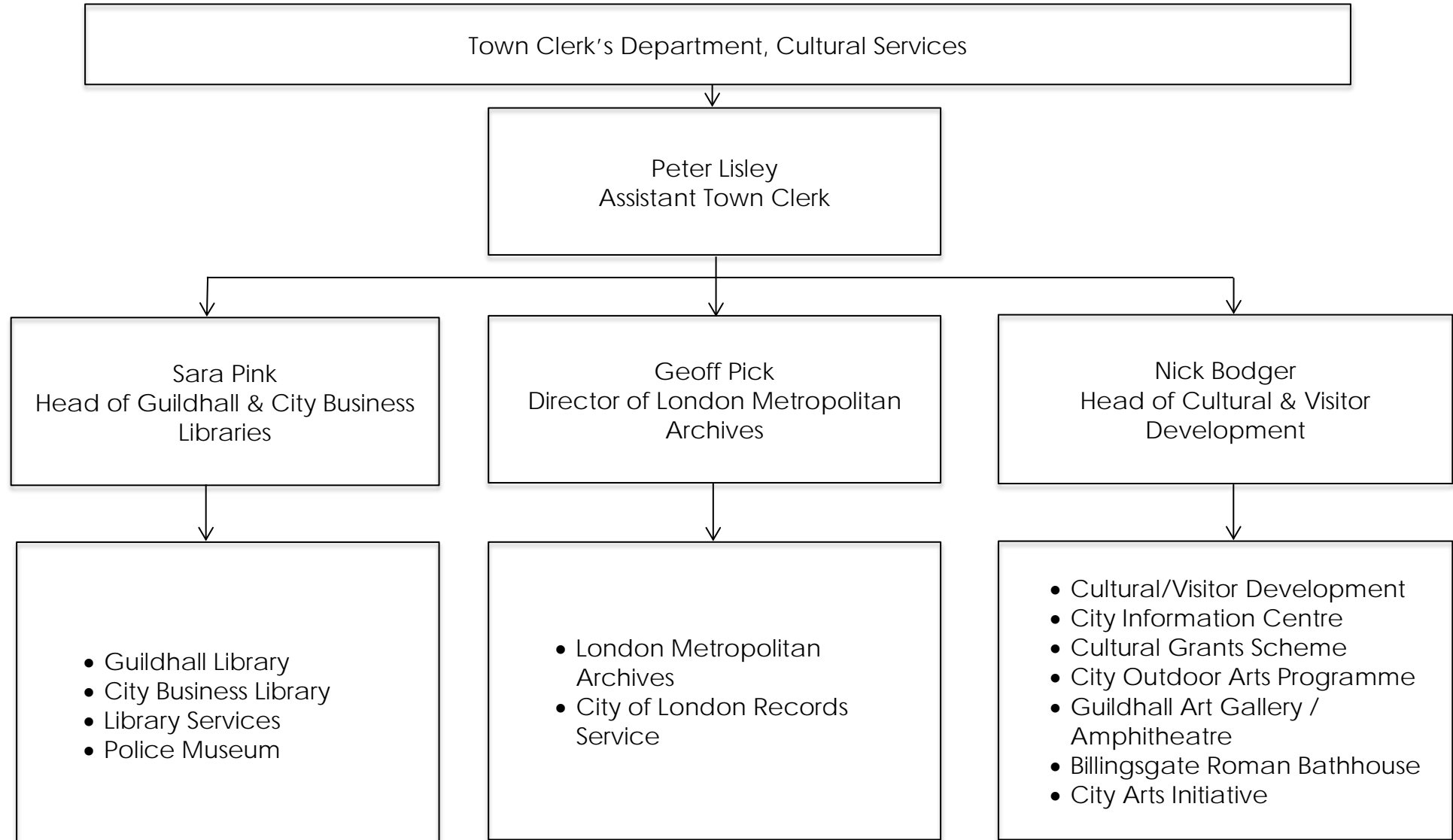
	Key Objective	Measure of Success/ Outcome	Target Date	Lead Officer
2.5	Deliver a spectacular series of events in partnership with Tower Bridge, Guildhall School of Music & Drama, Open Spaces and other partners as appropriate	<ul style="list-style-type: none"> Build on Guildhall Library's success in events and exhibitions, enhancing the profile of the library as a resource and building working relationships with partners. Deliver 2 partnership events outside the library spaces to ensure art and culture are accessible to all 	Dec 2017	Sara Pink
2.6	Develop and launch a Guildhall Library subscription-based Friends scheme.	<ul style="list-style-type: none"> The benefits of the Friends subscription scheme are to introduce paid for membership and increase to the endowment of the Guildhall Library Centenary Fund. Deliver 2 Friends events. 	Dec 2017	Sara Pink
2.7	Ensure the City of London Police Museum is a recognised attraction for visitors to the City	<ul style="list-style-type: none"> Through Promotional activity, the profile of the Police Museum is raised so that it becomes a recognised attraction for visitors to the City. Achieve 30,000 visitors to the Police Museum by the end of year 1. 	March 2018	Sara Pink
2.8	Ensure the 2016 bequest of the Richard Whittington Collection undergoes a programme of conservation, promotion and digitisation.	<ul style="list-style-type: none"> The collection will be fully accessible to the public, in both digital and hard copy formats 	Dec 2017	Sara Pink
2.9	Review operations and resourcing at City business Library	<ul style="list-style-type: none"> The City business Library has a robust and relevant business model going forwards Transition City business Library to a membership only library through the introduction of a tiered scheme offering varying access to paid services Expand the accessibility of the City Business Library through increased remote access. 	Oct 2017 Dec 2017	Sara Pink

	Key Objective	Measure of Success/ Outcome	Target Date	Lead Officer
2.10	Review operations at Guildhall Art Gallery	<ul style="list-style-type: none">• The Guildhall Art Gallery has a robust and sustainable business model enabling business success• First phase proposals considered by Committee	Dec 2017	Nick Bodger

Town Clerk's Cultural Services – Original Budget 2017-2018

Town Clerk's Cultural Services Division							
	Guildhall Library and City Business Library	Guildhall Art Gallery	London Metropolitan Archives	City Records Services	Visitor Services and City Information Centre	Outdoor Arts Programme	Total
	£000	£000	£000	£000	£000	£000	£000
Expenditure Type							
Employee Expenses	1,134	317	2,047	1,004	488	0	4,990
Premises Expenses	1	0	72	28	27	0	128
Transport Expenses	1	0	0	14	2	0	17
Supplies and Services	344	80	110	61	237	357	1,189
Total Expenditure	1,480	397	2,229	1,107	754	357	6,324
Income	(65)	(40)	(334)	(41)	(167)	0	(647)
Total Local Risk	1,415	357	1,895	1,066	587	357	5,677

Town Clerk's Cultural Services – Structure Chart



Town Clerks Cultural Services

Report Author: Paul Debusse

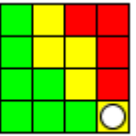
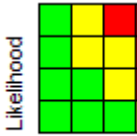

Generated on: 17 May 2017



Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
TC CS 005 Heritage collections conservation and storage facilities. 10-Jun-2016 Peter Lisley	Cause: Our systems for storing, conserving and making accessible the heritage collections we look after fail. Event: Unique heritage material of national significance may be damaged, destroyed or lost. Impact: Either the loss of the material or the associated reputational damage to CoL.		8	No change to outcome or risk from Quarter 1. 17 May 2017		4	31-Dec-2017	

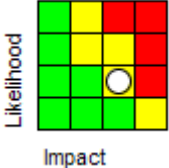
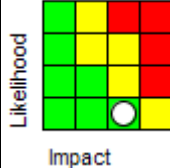

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CS 005a	Ensure high and appropriate professional standards are maintained in all areas where heritage material is stored through staff training and monitoring.	Recruitment processes help to ensure that professionally qualified staff are employed. Regular on site training must continue to be provided.	Geoff Pick	17-May 2017	31-Dec 2017
CS 005b	Ensure that effective security measures are kept in place around access, and permissions to access areas and materials.	Security measures are reviewed regularly, especially when a member of staff leaves or a new member starts. Advice is taken from Guildhall Security and the City of London Police as necessary.	Tim Harris; Jeremy Johnson	17-May 2017	31-Dec 2017

CS 005c	Ensure that CoL service departments involved in such areas are educated in the importance of the material stored. Liaison and appropriate training to be maintained.	Some liaison has been done with City Surveyor's staff to raise awareness of CHL requirements, both at liaison meetings and through staff tours of our sites.	Tim Harris	17-May 2017	30-June 2018
CS 005d	Ensure that CHL maintains an appropriate complement of professionally trained conservation staff.	The needs of the service are reviewed in terms of all resources on an annual basis by the relevant Service Heads. This includes cover for maternity, sickness absence etc. as required to maintain an appropriate professional staffing contingent.		17-May 2017	31-Dec 2017

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
TC CS 008 Major events/incidents occur that affect London 10-Jun-2016 Peter Lisley	Cause: Major events/incidents affecting London (natural environmental events, economic events or acts of terrorism). Event: Access/egress to and from our services and events in areas of London is restricted. Impact: A significant drop in footfall and income.	 Likelihood	8	These events are outside of our control however, we continue to liaise with all relevant bodies to minimise the impact as much as possible. All events arranged by us will be risk assessed and back-up arrangements made where possible. 17 May 2017	 Likelihood	8	31 March 2018	

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CS 008a	Develop and keep under review, business continuity plans for each service/asset replacing previous CHL plan; to be invoked in the event of incidents occurring.	Service heads to develop plans for the Gallery, City Information Centre, LMA, City Business Library, Guildhall Library and Police Museum	Nick Bodger / Sara Pink / Geoff Pick	17 May 2017	30 September 2017
CS 008b	Ensure good lines of communication between Town Clerk's cultural services/activities and the CoL central Security & Contingency Planning teams.	Timely liaison takes place between service leads and Security & Contingency Planning teams to ensure a robust response to security issues; all events are risk assessed by event planners and agreed with relevant security, highways and/or health and safety personnel	Nick Bodger / Sara Pink / Geoff	17 May 2017	31 March 2018
CS 008c	Ensure Town Clerk's cultural assets are resilient to a level agreed with CoLP and relevant Security & Contingency personnel	New security measures to be implemented at Guildhall & City Business Library and Police Museum to align with Guildhall protocols	Sara Pink / Dorian Price	17 May 2017	September 2017

CS 008d	Work with London’s promotional agencies to instil confidence in markets following a major incident or environmental disaster (such as flooding)	Respond to support campaigns and messages as appropriate	Nick Bodger	17 May 2017	31 March 2018
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Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
TC CS 001 Security of collections held within the Department’s Art Gallery premises 09-Mar-2015 Peter Lisley	Cause: Vandalism of a statue/destruction of a painting or other work of art. Event: Damage to our historic and cultural collections. Impact: Artworks would be removed from public view and attract adverse press coverage.		8	No change to the risk. 17 May 2017		4	31 March 2018	

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CS 001a	Insurance to be reviewed annually	Insurance updated annually to ensure relevant items are covered by the policy	Elizabeth Scott	17 May 2017	31 March 2018
CS 001b	Ad hoc visits by Government security advisors	Advisors assess and approve security arrangements for loans and exhibitions	Elizabeth Scott	17 May 2017	31 March 2018
CS 001c	Catering at events to ensure no food or drink is served that could damage artworks if spilt/upset	Caterers continue to be advised of requirements	Elizabeth Scott	17 May 2017	31 March 2018

Town Clerk's Cultural Services – Capital Projects 2017-2019

Brief description of potential project	Rough idea of the cost	Indicative source of funding (e.g. City Fund, City's Cash, Designated Sales Pool, External)	Indicative timetable for the project
London Metropolitan Archives Freehold	£10-20m	City Fund	2018 <i>(subject to the establishment of a long term strategy requiring the retention of LMA archives in Central London)</i>
Boiler Replacement at LMA	£200k	City Fund, additional works programme	2017-18 <i>(Work is scheduled for the year 2017/18. However, work may be deferred and is subject to Member approval before it will be completed)</i>
Chiller Plant Replacement at LMA	£387k	City Fund, additional works programme	2017-18 <i>(Work is scheduled for the year 2017/18. However, work may be deferred and is subject to Member approval before it will be completed)</i>
External Decoration at LMA	£250k	City Fund, additional works programme	2017-18 <i>(Work is scheduled for the year 2017/18. However, work may be deferred and is subject to Member approval before it will be completed)</i>
Replacement Access Control System at LMA	£100k	City Fund, additional works programme	2017-18 <i>(Work is scheduled for the year 2017/18. However, work may be deferred and is subject to Member approval before it will be completed)</i>
Landlords Lighting and Power Rewire at LMA	£250k	City Fund, additional works programme	2017-18 <i>(Work is scheduled for the year 2017/18. However, work may be deferred and is subject to Member approval before it will be completed)</i>