

<b>Committee:</b>	<b>Dated:</b>
Culture, Heritage and Libraries	5 March 2018
<b>Subject:</b> Town Clerk's Cultural Services Business Plan progress report	<b>Public</b>
<b>Report of:</b> Assistant Town Clerk and Culture Mile Director	<b>For Information</b>
<b>Report author:</b> Sarah Blogg, Head of Business Support	

### Summary

This report updates Members on the progress made towards achieving the objectives set out in the Town Clerk's Department (Cultural Services) business plan for 2017/18.

Key highlights are:

- City of London Culture Strategy 2018 -2022 approved by Court of Common Council in December 2017
- The Guildhall Library Friends scheme launched in June 2017
- Appointment of Apprentices under the Apprenticeship scheme
- LMA retained its Archive Service Accreditation
- The City's Outdoor Arts Programme delivered 38 events in collaboration with 27 external partners and six internal partners in 2017/18

### Recommendation

Members are asked to note the report.

### Main Report

#### Introduction

1. The 2017/18 Business Plan for the Town Clerk's Department (Cultural Services) was approved by the Cultural, Heritage and Libraries Committee on 30 May 2017.
2. The functional areas of the Town Clerk's Cultural Services within the remit of this Committee are:
  - The City Business Library and Guildhall Library
  - London Metropolitan Archives
  - Guildhall Art Gallery and London's Roman Amphitheatre
  - City Information Centre
  - City Outdoor Arts Programme
  - Cultural and Visitor Development Team

## **Current Position**

3. Good progress has been made towards achieving the actions detailed in the plan. Key highlights are shown below.

## **The City Business Library and Guildhall Library**

4. Guildhall Library has liaised with Opera Close Up and identified the ideal time to run a programme of opera events is 2019, which will coincide with the Library's exhibition programme based on its music collection.
5. The Guildhall Library events programme continues to be successful with all afternoon events nearly selling out and evening events generating good levels of numbers and engaging new people. Highlights included John Clark's *Geoffrey of Monmouth's Roman London*, which was featured in the London Archaeology magazine. Guildhall Library marked Black History Month with *Crime and Punishment: Black People at the Old Bailey 1674-1913*, a talk by Avril Nanton, tour guide and historian. Miranda Kauffman, historian and author, gave a lecture based on her new book. *Black Tudors: the untold story*, looking at black people in London during the Tudor period. It took place on 30 November and was sold out.
6. The Guildhall Library Friends scheme was launched in June 2017. It presently has 33 members with further promotional events planned for this year. The first event was held in June 2017. It was open to the public and successfully recruited 20 members. The next event, Bloods and Penny Dreadfuls: A Tale of Sensational Victorian Fiction, was held on 14 December and had 40 attendees. Guildhall Library Friends attend free of charge, non-Friends pay the full amount. The event acted as a promotional event to recruit more Friends. Another Friends event is planned for April 2018.
7. Guildhall Library worked with the Cultural and Visitor Development Team to deliver a programme as part of the Londinium festival. This included an exhibition of material from the Guildhall Library's collections, 19<sup>th</sup> century excavation journals and objects borrowed from the Museum of London. This told the story of the early archaeologists who saved parts of Roman London from destruction. The exhibition was featured on the Londonist website, in its "Things To Do Today" section. The events programme included a series of evening and afternoon talks on the history of Roman London, all of which were sold out. In addition, a series of innovative wine tasting events, based on Roman wine took place in the Roman Amphitheatre and the Chief Commoner's Parlour.
8. The Guildhall Library has worked towards full accessibility, the target of cataloguing at least 70% of un-catalogued material has already been exceeded and is expected to reach nearer 95%.
9. The Whittington collection has now been fully catalogued, a conservation survey completed and a report produced. The material is already fully accessible in hard copy with some material requiring supervision. Parts of the collection are being

photographed and made digitally accessible through Pinterest and links have been added from the catalogue entries to the digitised images.

## **London Metropolitan Archives**

10. LMA was pleased to announce in November that it had retained its Archive Service Accreditation, the new UK quality standard which recognises good performance in all areas of archive service delivery. Retaining accredited status demonstrates that LMA continues to meet clearly defined national standards relating to management and resourcing; the care of its unique collections and what the service offers to its entire range of users.
11. The programme of celebration in connection with the 950th anniversary of the City of London Corporation's extensive archives launched on 3 April with an event in the Old Library at Guildhall to mark the 950th anniversary of the 1067 William Charter. A panel led by Professor Nicholas Vincent, Professor of Medieval History, University of East Anglia, with contributions from Professor Caroline Barron, Emeritus Professor of History, Royal Holloway University of London and Dr Nick Holder, Honorary Research Fellow, University of Exeter, discussed the importance of the Charter and attendees were able to see the charter on display in the Heritage Gallery.
12. Ancestry helped LMA to mark the 950th anniversary and to reflect on its on-going partnership with LMA to digitise its family history sources with their first ever Facebook Live event on 19 September featuring LMA director, Geoff Pick and Sir Tony Robinson to discuss London's history.
13. Exhibitions during the year have included *The Londoners: Portraits of a Working City, c.1447 to 1980* with, in a first for LMA, an outdoor extension displayed in Guildhall Yard; and in another new departure, in partnership with the academic project Digital Panopticon, *Criminal Lives, 1780-1925: Punishing Old Bailey Convicts* which traces the impact of punishment on individuals convicted in London. Key events have included the 2017 annual Spring Arts Festival *Word on the Street: Migration – Let's Talk About It!*; and a day exploring the histories of disability and people with disabilities featuring a breakfast as part of the Explore Your Archive campaign at which Geoff Pick, LMA Director and Chair of the Archives and Records Association, spoke about the strengths of the LMA collections and *Taking Stock: LMA's third LMA Disability History Conference*, at which the key note speaker Lord David Blunkett spoke about how figures from history can inspire people with disabilities.
14. LMA also participated in two London-wide events, the first ever London History Day, created by Historic England and supported by the Greater London Authority, celebrating the capital's extraordinary history and heritage; and Open House London - the world's largest architectural festival which gives free access to hundreds of buildings across the capital. Both days were a great success and attracted many visitors who had never been to LMA before.
15. A significant milestone this year has been the signing of a new contract between the City of London and Ancestry, LMA's commercial partner for the digitisation of family history sources, which will enable LMA to make even more of its name rich

sources accessible online. This year LMA has achieved its target to make available publicly an additional 60,000 new digitised images (see also below).

16. LMA's online catalogue was relaunched in November. This is the first stage of ongoing development to make the catalogue more accessible with improved functionality and user support. There is a new home page offering a range of pathways into the collections, not only through the usual search box, but via subject based searchable research guides and with direct access to digital documents, images and film, and online exhibitions. In connection with the 950th anniversary, 950 'Digital Documents' (around 12,000 digital images) have been made available via the catalogue including the 950 year old William Charter which started it all.
17. Steady progress has been made with developing options for LMA's accommodation, particularly in relation to Culture Mile. One of the key findings of the consultants is that while there is potential value in leaving the Clerkenwell site early, this would need to be balanced against the significant benefits of the current lease arrangements. The main driver is therefore finding the right long-term accommodation; work is ongoing.
18. LMA is delighted to be involved as a major partner with 2 major Heritage Lottery Fund funded projects aimed at improving digital access: the University of London's Layers of London project which is using digital mapping to show how London has changed over its history; and the British Library's Unlocking the UK's Sound Heritage as part of the Save our Sounds programme for which LMA is the hub lead for London.
19. At the Guildhall on 1 February 2018 LMA was presented with the National Archive Volunteering Award for its project Speak Out London – Diversity City. The award is made annually by the Archives and Records Association (UK and Ireland) in partnership with The National Archives, the Scottish Council on Archives and the Welsh Government. It was part of LMA's continued engagement with the LGBTQ+ community and volunteers from the community were critical to its success, acting as interviewers, exhibition curators and ambassadors.

### **Guildhall Art Gallery and London's Roman Amphitheatre**

20. An initial review of operations at Guildhall Art Gallery (GAG) was agreed with Members in May 2017. The review saw the GAG shop moving from a salaried staff model to one run by volunteers, the appointment of a new Visitor Experience and Volunteer Manager and (at a later date) the installation of donation boxes which have already delivered higher than expected returns. A phase 2 report is currently being drafted and will be presented to your Committee in May 2018.
21. In September 2017, the Guildhall Art Gallery delivered its *Nature Morte* exhibition in collaboration with the Museum of Contemporary Art London (MOCA) and has secured its next exhibition – Sublime Symmetry – from the De Morgan Foundation at no cost (for the exhibition) to the Gallery; it continues to collaborate with Museum of London to deliver its schools programme.

## **City Information Centre**

22. Training has been offered to staff throughout the year – with a focus on the CIC’s casual staff pool which has a higher than average turnover. However, there has also been a significant turnover of permanent and temporary staff this year and so it has been especially challenging ensuring that skills are embedded within teams at all times. That said, the book and souvenir sales business delivered around £30,000 in net income (profit) in quarters one and two of this financial year (2017/18), thus meeting target six months ahead of time. This news should be viewed with some caution, as diminishing footfall and sales figures in the second half of the year (across all sales including ticket sales which, historically, have been the staple of Centre income) will impact significantly on year-end totals. These reductions are not unusual to the Centre and align with the performance of many central London tourism businesses. They are likely to be a delayed result of the acts of terrorism London witnessed in spring and summer of this year and a summer of poor weather.
23. The City Information Centre has – this financial year – met efficiency savings of just over 50% of its budget (£105,000) through partnership. This includes through its foreign currency exchange concession, its leaflet rack rental agreements, centre takeovers and strategic contra-dealing with partners such as McDonald’s. It continues to partner with the GLA and other organisations to deliver training for ambassadors, volunteers and tourism operatives across London, driving footfall to the City and the centre as part of this.

## **City Outdoor Arts Programme**

24. The new City Outdoor Arts Programme was launched in March 2017. Over the year, it achieved a collective footfall of over 57,000 visitors with both spring and autumn seeing major events in the Yard and ten other outdoor spaces. This included a significant event programme entitled *Londinium* which celebrated the City’s Roman heritage. All in all, 38 events were delivered while working with 27 external partners and delivering a media reach estimated at 382m. Of these events, seven were major new commissions. Next year’s programme – on the theme *Women: Work and Power* – has already been programmed and will include a major new commission for Aldgate Square, delivered by Artichoke (who provided the 350<sup>th</sup> anniversary commemoration of the Great Fire)
25. A significant community engagement programme working with Artichoke in the Aldgate area has been agreed for the 2018/19 City Outdoor Arts programme.

## **Cultural and Visitor Development Team**

26. The City of London Culture Strategy 2018-22 was approved by Court of Common Council in December last year. An officer group is currently being set up to deliver the strategy’s action plan and ensure appropriate reporting against objectives. Development of the City of London Visitor Destination Strategy (2018/22) was suspended until the Culture Strategy and Corporate Plan had been approved to ensure that it could most effectively reflect the aims and

ambitions of both. A programme of Member, officer and external stakeholder meetings, workshops and focus groups is underway as part of the visitor strategy consultative process and will be completed by end April 2018.

27. Over the year, your officers have worked closely with the Mayor of London's Culture Team to identify how the City Corporation may best support the Mayor's London Borough of Culture (LBOC) initiative. This has resulted in the City Bridge Trust pledging £300k over two years as part of the LBOC funding award, and an officer working group, chaired by your Head of Cultural and Visitor Development, being established. The group is exploring how City Corporation resources may most appropriately be used in-kind to assist the winners when they are announced later in February. These resources include your cultural assets as well as other areas of the City Corporation's business operations. A letter outlining the City Corporation's in-principle commitment to support the LBOC was sent from your Chairman of Policy and Resources to the Mayor of London and the Chairman was invited to speak at the launch of the competition in June last year.
28. An alliance between Visit Greenwich and the City of London was agreed in late July 2017. Since then, both destinations have delivered promotions for one another within their marketing collateral and a number of cost-sharing initiatives have been realised. These include a joint stand at the world's largest travel trade expo World Travel Market, an opportunity previously denied to the City because of expense. Working with Greenwich, the City has also joined up with England's Historic Cities – a consortium of regional heritage destinations – to realise a successful £1.2m bid to the Discover England Fund that will deliver campaigns targeted at the North American market, driving footfall to regional destinations with the City Information Centre significantly promoted as part of London's gateway role.
29. The 'Illuminated River' project continues apace with the first four bridges due to be lit in Spring 2019, all being located within the City.
30. The London Landmarks Half Marathon (led by Tommy's) is on track, with an anticipated footprint of 40,000 spectators and 10,000 runners raising funds for over 100 charities; there will be 10 activation points and 17 themed charity cheer stations along the route.

### **Common objectives across the services**

#### **Volunteers**

31. At the Guildhall Gallery, a scheme for volunteers working on the gallery floor has been up and running for some years. With the appointment of a Visitor Experience and Volunteer Manager – a new post – a recruitment drive was launched in September 2017 to find volunteers to work in the Gallery's shop

following the withdrawal of Tower Bridge from providing staffing to do this. This is now well established and a pool of 15 volunteers has been established.

32. Since the City of London Police Museum opened, 55 volunteers have volunteered approximately 81.5 days, which has included areas such as, giving walks and talks to the public, working with education groups and recording oral histories. Some of these volunteers have been serving City of London Police Officers. The volunteers continue to give tours and talks in the Museum for groups. Discussions with potential and previous volunteers have and are still taking place, assessing what is achievable in the initial period. From this, volunteer mini talks (30 minutes long) were arranged in the Museum for January and April. These have been advertised and aimed at a lunchtime audiences.
33. The volunteer pool is still small and it has been recognised in the HLF evaluation report to “Develop and implement a strategy for growing the volunteer base, in conjunction with the Police to ensure good reach and suitability of volunteers.” This is the next step with the aim of integrating volunteers with the museum visit.

### **Apprenticeships**

34. Cultural Services (Town Clerk's) has embraced the apprenticeship scheme. In September, a Customer Service Apprentice was appointed to work at the City Information Centre and, in November, a Cultural Heritage Apprentice was appointed to the Guildhall Art Gallery. An Apprentice (Culture/Events) will be sought for the new City Outdoor Arts Programme, but this role will not be open until the next application round.
35. LMA's two apprentices started in December and are working in the Collections team as well as supporting learning activities such as conferences and seminars. The Apprenticeship Framework is the Cultural and Heritage Venue Operations (England). Level 2 Certificate in Cultural Heritage and the training provider is the National College Creative Industries.
36. Guildhall Library and the City of London Police Museum's Public Programmes has shared an apprentice with the Guildhall Library's Librarians team. She has assisted with social media, the Friends scheme, researching particular areas of the City of London Police's history for blogging and new interpretation, assisting with distributing the Exhibition and Events programme and inputting evaluation data.

## Financial Position at Mth 09 (Town Clerks)

<b>Service</b> (Local Risk only except*)	<b>Latest Approved Budget 2017-18</b>  <b>£000</b>	<b>Actual to date Apr-Dec 2017</b>  <b>£000</b>	<b>Balance Remaining</b>  <b>£000</b>	<b>% Spend (target 75%)</b>	<b>Forecast Outturn 2017-18</b>  <b>£000</b>	<b>Notes</b>
Guildhall Library, Police Museum and City Business Library	1,472	1,058	414	72	1,392	1
Guildhall Art Gallery	373	301	72	81	414	2
London Metropolitan Archives	1,967	1,529	438	78	1,967	
City Records Services	1,102	837	265	76	1,102	
Visitor Services and City Information Services	610	421	189	69	610	3
Outdoor arts programme* (new City of London Festival) (Central Risk)	359	287	72	80	289	4
<b>Total</b>	<b>5,883</b>	<b>4,433</b>	<b>1,450</b>	<b>75</b>	<b>5,774</b>	

1. Following confirmation that the redundancy costs for the Service Assistants are to be met centrally, it is expected that this area will be under budget at year-end by around £80K.

2. The current overspend and forecast overspend of £41K for the year is owing to the maternity cover costs (£15K), Amphitheatre bookings cancelled by the Remembrancer because of other events (£8K) and lower sales figures from the Nature Morte Exhibition than anticipated (£18K), despite the Exhibition being a critical success and receiving good press coverage.

3. The current underspend at the Visitor Services & CIC is wholly attributable to the City Visitor Trail and a planned (major) spring campaign (due to hit in March/April) having not yet been confirmed with suppliers. It is expected that this money will be committed by early-February and spent by end March with the budget being on target at year-end.

4. It is expected – as agreed with Members of the Culture Heritage and Libraries Committee in September – that the programme will deliver a £70K underspend over the year due to no activity taking place in spring 2018. It is hoped that this may be carried over to the 2018/19 budget year.



5. Although not under the control of the Assistant Town Clerk and Culture Mile Director, please note that DCCS expenditure is expected to be on budget and Open Spaces forecast a £150k overachievement of income at Tower Bridge.

37. A report to Finance Committee on 20<sup>th</sup> February on 'City Fund: 2018/19 Budget Report and Medium Term Financial Strategy' included a recommendation to the Court Of Common Council in March that allowances for pay and prices are factored in at 2% for 2018/19 and thereafter. The 2018/19 Revenue Budget report that came to this Committee on 18<sup>th</sup> December 2017 assumed there would be no inflation uplift. The revised budget figures including a 2% inflation increase is set out in the table below. This funding will be used throughout the FY to address areas of budget pressure which may emerge.

	Original Budget 2018/19 Total Net Expenditure	2 % Inflation (on local risk only)	Revised Budget 2018/19 Net Expenditure
	£'000	£'000	£'000
Town Clerks	(17,054)	(108)	(17,162)
Open Spaces	825	(40)	785
Community & Children Services	(3,502)	(42)	(3,544)
TOTAL	(19,731)	(190)	(19,921)

## Appendices

- Appendix 1 – Town Clerk's Corporate and Member Services high-level business plan 2017/18

## Background Papers

- Report to Culture, Heritage and Libraries 30 May 2017: *Departmental Business Plans 2017/18*

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