

### Our aims and objectives are...

- To deliver the strategic framework for the development and promotion of the City as a compelling cultural and visitor destination
- To support, connect and enable London’s cultural, heritage and tourism sectors
- To offer a world-class welcome for all who come to the City for leisure or business purposes and to enable them to explore its offer including our heritage attractions
- To engage with, and support, the diverse communities we serve through exciting and relevant cultural events, partnerships and activities
- To preserve and make accessible our collections, on-site and digitally
- To deliver enterprise and employability strategies, business skills development for young people and partnerships for enterprise development

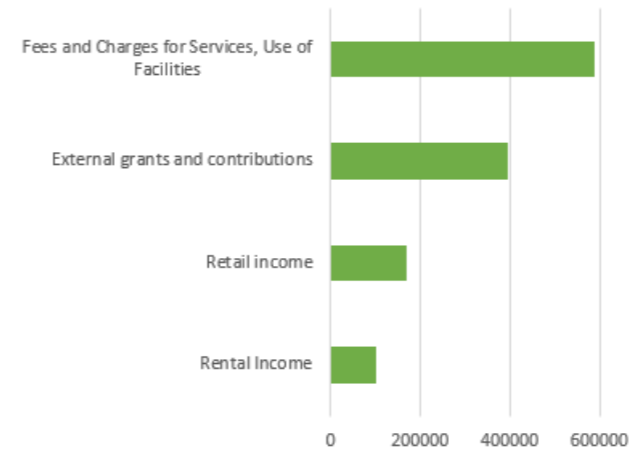
### Our five major workstreams this year will be...

1. To deliver the workstreams and efficiencies stemming from the fundamental review and to work with other departments to seek opportunities to deliver the City of London’s cultural offer in a more coordinated and efficient manner
2. To deliver not less than 15% of actions listed within our new, five-year City Corporation Visitor Destination Strategy (2019/23) and to continue to contribute to the realisation of our Cultural Strategy (2018/22) ambitions. To realise best value for the City’s tourism sector through our support of the London and Partners’ Domestic Tourism Campaign work, winning national visitor audiences back to the capital
3. To continue to broaden access to the collections and services of London Metropolitan Archives (LMA) Guildhall Library (GHL) and City Business Library (CBL), particularly through partnerships with external organisations and stakeholders, including the London boroughs; and digitally
4. To continue to develop London Metropolitan Archives’ services for the City Corporation, including records management and the Islington Partnership
5. To deliver Believe! - our 2020 programme of outdoor arts activities - maximising value and reach through partnership and building our audiences across the diversity spectrum; and to deliver all remaining elements of our Recognition of Women programme.

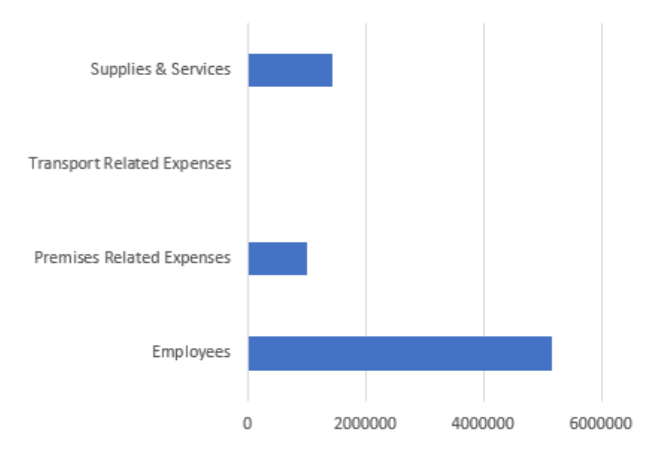
### Partners

The Aldgate Partnership	London and Partners	Prince’s Trust
Archives and Records Association (UK and Ireland)	London Archives Partnership (City and all London boroughs)	Royal College of Surgeons
Bank of America	London Borough of Newham	Thames Museum Trust
Bloomberg/London Mithraeum	London Festival of Architecture	Totally Thames
The Box, Plymouth	London Games Festival	Tyne & Wear Archives & Museums
British Library	London Landmarks Half Marathon	Visit Greenwich
Cheapside Business Alliance	London Screen Archives	WB Live
Culture24	London Southbank University	Wembley Stadium
Diocese of London	Major Funders (Wellcome Trust, National Lottery Heritage Fund, Arts Council)	Women’s Pioneer Housing
England’s Historic Cities	Mayflower 400	Worshipful Company of Architects
Greater London Authority	Mercers’ Company/Gresham College	Worshipful Company of Brewers
Greenwich and Docklands International	National Archives	Worshipful Company of Joiners and Ceilers
Festival Historic England	Noel Coward Archive Trust	
Illuminated River Foundation	Pensions Archive Trust	
International Council on Archives		

### Where our money comes from

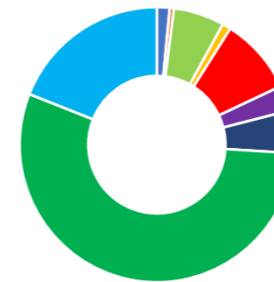


### Where our money is spent

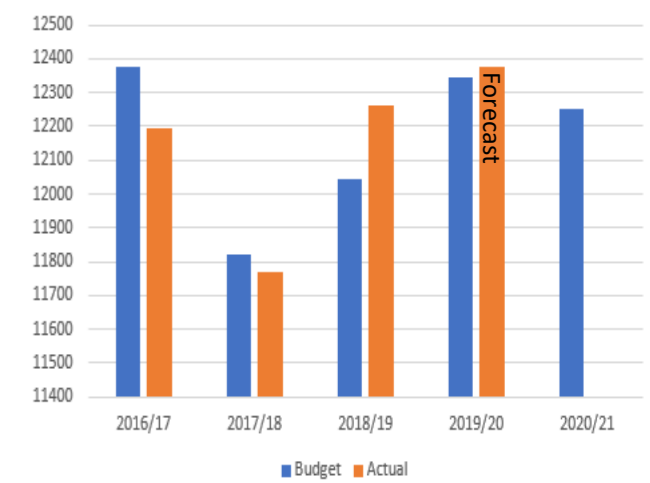


### Spend by Outcome FY 19/20

- 1. People are safe and feel safe
- 2. People enjoy health and wellbeing
- 3. People have equal opportunities to enrich their lives and reach their full potential.
- 4. Communities are cohesive and have the facilities they need
- 7. We are a global hub for innovation in finance and professional services, commerce and culture.
- 8. We have access to the skills and talent we need
- 9. We are digitally and physically well-connected
- 10. We inspire enterprise, creativity, excellence and collaboration
- 12. Our spaces are secure and resilient



### Budget vs Actual



### Our Impact

Online use: 34,485,378 Images views or page impressions across LMA digital platforms in 2018/19 including the Collections Catalogue, Collage image library, Ancestry.co.uk and social media channels.

2018/19 was a year of record-breaking firsts for our Guildhall and Roman attractions with the highest ever footfall recorded at City of London Police Museum (up 11%) and Billingsgate Roman House and Baths (up 2%), with Guildhall Art Gallery beating its best ever footfall total from 2015/16 with 118.5k visits (up 3.7% on the previous record).

In addition, facilitated school visits to London’s Roman Amphitheatre were up 6% in 2018/19, facilitated school sessions in the Gallery up 69% and family activities up 100%.

Sales revenues for the City Information Centre were last year (2018/19) the highest ever achieved (up just under 8% year-on-year); overall, the Centre generated a total sales figure of £619,403.55 which generated a profit of £194,654 (an increase of 4.2%).

48% of CBL’s users come from diverse ethnic backgrounds and 41% are aged 16-35.

## What's changed since last year...

- Fundamental Review
- Introduction of paid membership scheme for CBL
- Plans for new City of London website which will impact on LMA's digital transformation strategy especially around public online access to information
- Progress into second half of Unlocking the UK's Sound Heritage, LMA's 3-year project with British Library funded by NLHF
- New Visitor Destination Strategy (2019/23) approved by Court in May 2019
- Funding of £100k per annum from Policy Initiatives Fund for three years agreed for London and Partners to help win back UK audiences to London
- Support for year 1 of London Borough of Culture successfully realised; 2020 will see same level of support with benefit-in-kind agreed for 2021 and 2023
- First Cultural Strategy (2018/22) evaluation report available publicly from Spring 2020
- *Fantastic Feats: the Building of London* fully delivered in 2019/20, attracting record audiences (up 57% year on year) and cash sponsorship (up 1,248%)
- First phase of Illuminated River delivered on schedule with our support

## Key Customer Feedback

LMA rated 9.4 out of 10 for overall satisfaction in UK Archives Distance Users Survey 2019 [organised by the Archives and Records Association (UK and Ireland) in conjunction with The Chartered Institute of Public Finance and Accountancy (CIPFA)]

96% of visitors to the Guildhall Art Gallery & London's Roman Amphitheatre rated their experience very good or good (2018 survey)

At the City Information Centre 98% of users rated the staff and 97% the quality of the information as excellent or good (2019 survey)

For our Outdoor Arts programme in 2019, 54% of *Fantastic Feats* audiences rated their overall experience at the top score of very good, the programme's best rating to date, with 84% scoring it as "good" or "very good". For the Yard lunch markets. 95% of audiences considered the markets good for the City's image, with 90% believing that they enhance a sense of community in the City.

## Corporate Performance Framework Measures

- % positive perception of the City for cultural and heritage offer
- # visitors (broken down as per visitor destination strategy types)
- % improvement in diversity in organisational and institutional activities (audience, participant, employees, volunteers, apprenticeships, applicants)
- % income targets achieved
- # participating in creative/cultural learning programmes (as per education, cultural and creative learning and skills strategies)
- % diversity (type) and quality of public space and public realm in the Square Mile
- Monetary amount of philanthropic activity delivered by City Corporation
- # audience members attending CoL hosted performances
- Employment in creative industries, sports and academia
- % improvement made on relevant processes or projects as a result of review

## Plans under consideration...

Change Action	Time Scales
Consolidate LMA and GHL services and accommodation needs under Fundamental Review	March 2021
Improve the City's good public governance through developing (a) more coordinated records management systems, particularly through LMA's work with the cross departmental Information Management Board and the Comptroller's Compliance Team and (b) LMA's digital archiving systems	March 2021
Delivery of a positive response and unlocking of benefits as part of the Government's Tourism Sector Deal agreed in June 2019	February 2020 and ongoing
GAG will deliver two key exhibitions in 2020. 'Enchanted Interior' and 'The Art of Noel Coward: London and beyond'	From March and July 2020 respectively
A major celebration of Keats and the concept of beauty as part of Keats 200 in 2021/22 (through our outdoor arts programme)	Summer 2021

## Equalities & Inclusion

LMA Examples: Magical Mollie: cataloguing and celebrating the achievements of Mollie Angelia Hunte (1932-2015), black educational psychologist treating Black African-Caribbean children in London (project funded by the Wellcome Trust)

In June LMA worked with the charities Culture& and the Friends of the Huntley archives to deliver a one day event to coincide with Windrush Day, focusing on the use of archives to provide multisensory stimulation for people with dementia.

Haringey Vanguard, NLHF-funded project on LGBTQ+ history, LMA working in partnership with the London Borough of Haringey's archive service at Bruce Castle together with local people and communities.

LMA received in July the archives of Women's Pioneer Housing. WPH was founded in 1920 to provide homes for single working women in London and is still active today. WPH has received NLHF funding to work with LMA to catalogue and digitise the archive

- In 2019, the CVDT have embarked on a Recognition of Women programme seeking to better recognise women across City Corporation collections and in our streetscape; a public callout and desk-based research will inform what actions are taken later next year. As part of this, the first Guildhall Artist in Residence was launched under the theme *Celebrating City Women*. Hannah Starkey was appointed as the inaugural Artist in Residence (2019)

In 2019, audience diversity played a key role in developing our Outdoor Arts Programme, with events targeting LGBTQ, Asian and South American audiences. These included a Diwali lunch market, a Columbian Fiesta, *Notice Me* (LGBTQ focus), a small-scale Mela and *Fiesta de Mexico*, which attracted well over 5,000 attendees. In 2020, our *Believe!* programme with its themes of diversity, worship and tolerance including a large-scale Mela in Aldgate Square, exhibitions exploring native Americans and Judaism and a float in the London Pride Parade, will capture a larger and more diverse

## Key Risks

- Effect on the preservation of collections and our reputation as a loan recipient of unstable environmental conditions at Guildhall Art Gallery
- Damage to or loss of the rare, valuable often unique collections held by LMA and GHL through Inadequate intellectual and physical preservation
- Brexit impact on visitor numbers, and recruitment and retention of staff across assets.
- A major terrorist incident may restrict visitor numbers.
- Weather continues to threaten the success of outdoor events programmes.