



Our aims and objectives are...

- To deliver the strategic framework for the City's cultural and visitor sectors to recover from the pandemic and thrive in a post-Covid era.
- To support, connect and enable London's cultural, heritage and tourism sectors through partnership and contributions to pan-London and industry-led recovery programmes.
- To vigorously promote access to the City's tourism offer in domestic and overseas leisure and business markets, and to deliver a world-class welcome pre-, in- and post-trip.
- To engage with, and support, the diverse communities we serve promoting equality and inclusion.
- 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.
- To contribute to changing perceptions of the City to ensure that it is recognised as a global leader in culture, creativity and learning as well as commerce.

Our major workstreams this year will be...

1. To remodel our services in response to required efficiencies, the fundamental and governance reviews, target operating model and changing user behaviour (as a result of COVID-19).
2. To deliver our Visitor Strategy Covid Recovery Plan as agreed with City tourism stakeholders and to develop (and deliver on) a similar supplementary plan for our Cultural Strategy based on findings from the Culture and Commerce Taskforce and other initiatives, while informing and responding to wider City Corporation strategies and initiatives such as London Recharged and the Covid Recovery Taskforce.
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 respond actively across all relevant programmes to the City's climate action work and its equality and inclusion agendas, particularly those arising from the work of its Tackling Racism Taskforce.

The Corporate Plan outcomes we have a direct impact on are...

- *Outcome 3* People have equal opportunities to enrich their lives and reach their full potential.
- *Outcome 7* We are a global hub for innovation in finance and professional services, commerce and culture.
- *Outcome 8* We have access to the skills and talent we need.
- *Outcome 10* We inspire enterprise, excellence, creativity and collaboration.
- *Outcome 12* Our spaces are secure, resilient and well maintained.



What's changed since last year...

- *Our City Together* launched: a series of collaborative digital platforms enabling streaming and promotion of cultural content from across the City's assets (internal and external); to be retained.
- Significant loss of overseas and domestic visitor footfall and spend at attractions due to Covid; 2021/22 actions will continue to address this.
- Focus on local London communities for cultural engagement and to drive audiences at attractions (with hyper-local discount incentives); to be retained.
- Fluidity of staff across teams to focus on areas of highest priority as capacity allows; to be retained.
- Loss of all income streams at the City information Centre; 2021/22 actions will seek to address this and drive revenues.
- Co-commissioning and partnership delivery of cultural activities are prioritised to drive value and extend reach; to be retained.
- Adoption of the assessment of Blue Plaques by City Arts Initiative; to be retained.
- Commitment to the Climate Action Strategy with Julie's Bicycle integrating environmental sustainability and embedding this across our services and through a positive cultural exploration of the climate emergency through the Outdoor Arts Programme; 2021 only.
- Commitment to the City's Black history across all our programmes working in collaboration with the BAME network and Tackling Racism Taskforce; to be retained.
- Refocus of engagement activities and a broadening of access online (through LMA and GHL) in response to the impact of Covid-19 while on site public access has been suspended.
- Further development of diversity and inclusion programmes (through LMA, GHL and CBL), including the launch of LMA's *Switching the Lens* project.
- Progress into the final year of *Unlocking the UK's Sound Heritage*, LMA's 3-year project as the London regional hub, working with the British Library and funded by the National Heritage Lottery Fund (NLHF).
- Commencement of *Positive history: preserving the archives of HIV/AIDS*, LMA's 18-month project funded by the Wellcome Trust.
- Progress through years 1 and 2 of *Voices Through Time: the Story of Care*, LMA's partnership project with Coram for their NLHF funded 4-year project.
- Strategic development of CBL's services, particularly in the light of the pandemic, through increased digital SME support services and a transition to a more focused business service, better aligned with the needs of SMEs in the City, London and the wider UK.
- Leadership taken by CBL during the pandemic in the co-ordination of the SME support that is delivered throughout the Corporation to ensure consistent messaging and alignment with the Corporate Plan.

Our strategic commitments

Visitor Destination Strategy 2019/22

- All actions within strategy are served by the work of the Cultural and Visitor Development Team as strategy champions and delivery agent, excepting Culture Mile elements. Focus will be on the recently approved strategy supplement which addresses recovery for the City's tourism sector.

Cultural Strategy 2018/22

- All actions within strategy are served by the work of the Cultural and Visitor Development Team as strategy champions and delivery agent, excepting Culture Mile elements. A supplement that focuses on recovery for the sector will be developed as part of this work.

Culture Mile Strategy 2018/28

- To contribute to changing perceptions of the City to ensure that it is recognised as a global leader in culture, creativity and learning as well as commerce.
- To develop Culture Mile as a vibrant and welcoming cultural, creative & learning destination for all.

Climate Action Strategy 2020/27

- The City's outdoor arts programme will focus on climate action, championing strategy themes to audiences while a partnership with Julie's Bicycle will see Cultural and Visitor Development assets strive to achieve a carbon neutral position for operations.

Digital Skills Strategy 2018/23

- Continue to develop and improve digital service delivery, the digitisation of City collections, digital preservation and staff/stakeholders' digital skills.

Social Mobility Strategy 2018/28

- Continue to develop and improve digital service delivery and the digitisation of collections at all City cultural and heritage institutions.
- Increase a more diverse engagement with our services through our cultural and heritage programmes
- Support the London Borough of Culture Programme - making culture more inclusive and accessible to residents.
- Fund projects aimed at 'Inspiring London through culture' through the Central Grants Programme.

London Recharged: Our Vision for the London in 2025

- Support SMEs and artists to recharge the city centre (3C)
- Create vibrant experiences within the city (5.3)

Tackling Racism Taskforce

- Contributions through the City Arts Initiative in response to the Historic Landmarks Consultative Exercise's findings
- Increase a more diverse engagement with our services through our cultural and heritage programmes; and specifically at LMA, through its rediscovering collections programme
- Google Arts and Culture Black History pages and diversity as a key programmatic theme in the 2021 Outdoor Arts Programme.

Information Management

- Continue to support the wider City strategic commitments through LMA's Records Management work.

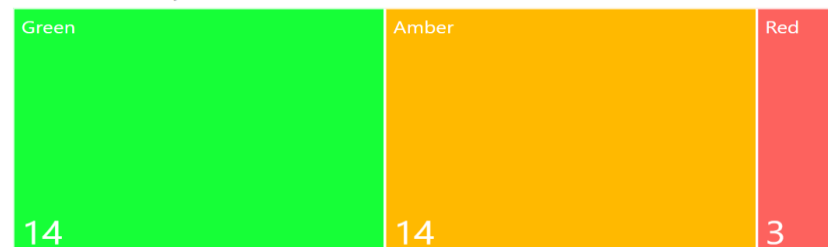
Plans under consideration

Plan	Time Scale
Dynamic responses in a cultural and tourism context re national, London and City Covid-19 recovery strategies, boards and taskforces, and delivery of ambitions cited.	2021-24
Response to Brexit regulations in a cultural and tourism context; utilisation of soft power options to champion international trade.	2021-22
Contributions to national and London celebrations (partially aligning with above), notably Australia 2021, China 2022, Wren 300 (2023) and Bart's 900 (2023).	2021-23
Explore options around consolidation of LMA and GHL services and accommodation needs under fundamental review and the target operating model.	2021-22
Continue to 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.	2021-22
<p>This business plan will need to evolve in the light of:</p> <ol style="list-style-type: none"> 1. Culture and commerce taskforce outcomes 2. Recovery taskforce outcome 3. Next steps on the pandemic/return to the City 	2021-22



Key Risks

Number of risks by current RAG



Risk Title	Score
GAG footfall and income falls due to long periods of closure (lockdown) and significantly reduced capacity due to social distancing mitigations related to COVID-19	16
The conditions for displaying art in the gallery are compromised	16
Covid-19 lockdown restrictions prevent outdoor events from taking place or event costs are prohibitive due to required mitigations	16
London's tourism footfall reduces (through terrorist, climate, political or economic incident)	16
Damage to or loss of the valuable and often unique collections held by LMA and GHM through inadequate intellectual and physical preservation	16

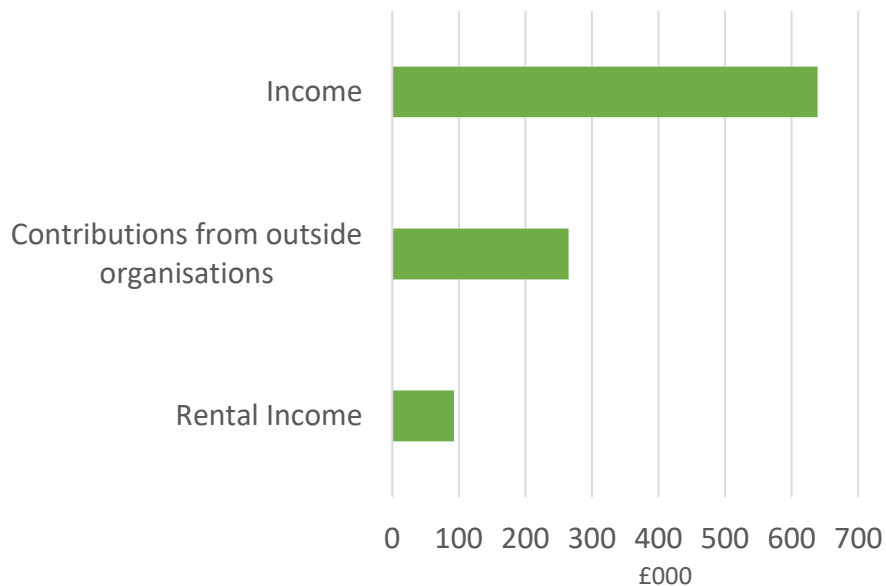
Key Performance Indicators

KPI	Current Performance	Direction of Travel/ Target
# visitor footfall at City attractions	7.44m	Down due to Covid
# business and leisure visitor footfall within City	21m (2019)	Down due to Covid
# overall visitor spend in the City	£2.1bn (2019)	Down due to Covid
% income targets achieved	100% (2019/20)	Down due to Covid
% culture-at-risk organisations sustained	-	New; target 70%
Use of LMA's direct website	385,000 page impressions (2019/20)	Improvement
Use of LMA's online catalogue	2,500,000 page impressions (2019/20)	Improvement

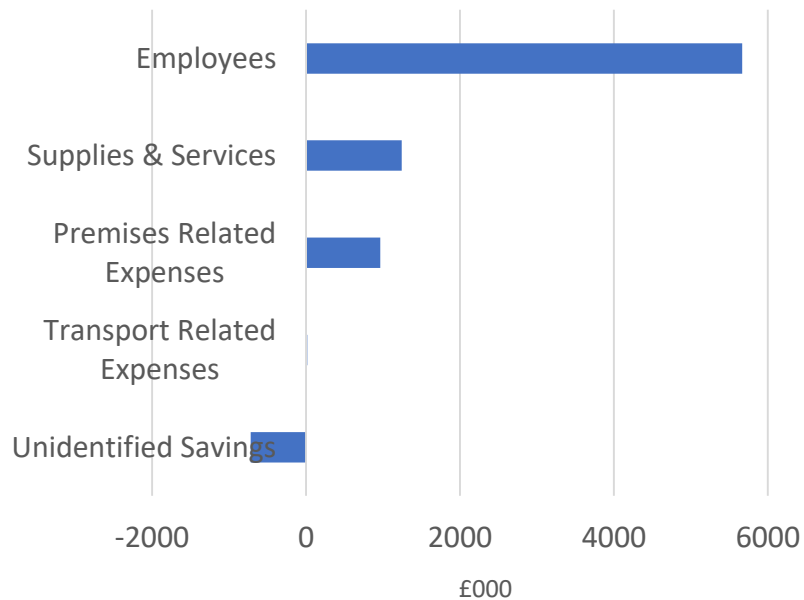
Equalities, Diversity & Inclusion

Our E, D & I self assessment score	LMA	GAG	CIC	CVD
Monitoring and use of data and information	N/A	4	4	2
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	2	2	4	1
Target setting and mainstreaming equalities into performance systems	2	1	2	1
Using procurement and commissioning to achieve equality and cohesion targets	4	1	1	1
Engagement & partnership	4	3	3	4
Employment and training	2	4	4	1

Where our money comes from



Where our money is spent



Budget vs Actual

