

CULTURE BUSINESS PLAN 2025/26

About us: Our purpose, aims and impacts

Summarise the purpose of the department, why it does what it does, who for and what it achieves. Reference stakeholders, customers, partners as applicable. Describe impacts, outcomes and achievements in the past year.

Culture has been in a transition year. Crucially, the development of a new Cultural Strategy is underway which will redefine the long-term vision and plan for the next five years.

In May 2024, the Court of Common Council confirmed that a future Head of Profession for Culture would be appointed to progress the cultural strategy and be accountable to the Culture, Heritage & Libraries Committee. In August 2024, Emma Markiewicz, Director of The London Archives was appointed as the Senior Responsible Officer and Head of Profession for Culture. On 1 October 2023, operational handover for the Culture team (formally known as the Destination City team) took place.

After the “Destination City – Independent Review in 2024/25” the team have maintained a strong programme of existing and new projects whilst managing the move from the Department of Innovation & Growth to Town Clerk’s.

Highlights include: Open House, Beerfest, educational and family focused activity, seasonal events, Sculpture in the City, City Festival of Music Innovation and Knowledge, Thames Day, promotion via our website and social media channels, programme and promotional partnerships (e.g. Visit London and grant-funded learning and engagement delivery (e.g. Reimagining Londinium and The Big Picture) and opening the Anne Desmet exhibition in the Art Gallery including its educational activities and the acquisition of two works by Anne ‘Colosseum Kaleidoscope’ and ‘Fires of London’, and lending 14 artworks to 5 different venues nationally and internationally.

The team continued to operate key assets, including the Guildhall Art Gallery and City Corporation’s artwork across its estate including Mansion House and Old Bailey, the Amphitheatre, the Roman Bathhouse and the City Information Centre. It led the City Corporation’s work to ‘Retain and Explain’ the Beckford and Cass statues.

Our key objectives and priority workstreams and major projects

Provide an overview of key objectives for FY2025/26. Include cross-cutting themes e.g. EEDI, transformation, brilliant basics, collaboration, statutory duties, risk, key strategies, and major projects.

Delivering the new Cultural Strategy will be a major directional project which will define how existing and new strands sit together and are to be delivered by the Culture team. The first three phases of strategy development (desk-based review, external audience



Live, Work, Learn, Explore



analysis and stakeholder engagement) are due on 31 March 2025, after which the timetable for the co-creation of the Cultural Strategy would be established.

The Cultural Strategy may alter the areas of focus for the remainder of the year so priority workstream detail may change. This business plan will be updated on completion of the strategy. At this point, the plan is to continue where there are existing and established delivery commitments. This means that the Culture team would continue with the following:

Our Strategic Objectives:

1. **Always On Digital Marketing** – manage visitor facing promotion for the City Corporation via our website, e-news, social media channels.
2. **Events Promotion and Seasonal Campaigns** – marketing and promotion for the Culture team owned programmes and supported partner activities, including Guildhall Art Gallery exhibitions and activities, the learning and engagement programme, Sculpture in the City, events programme and partnership activity.
3. **Visitor Services and Experience** – visitor facing services and cultural assets including tours and all year-round activity. This encompasses 7-day opening of the City Information Centre and the Guildhall Art Gallery and Shop, and weekend public tours of the Billingsgate Roman House and Baths (April to November). Ensure the long-term care and display of our collections and heritage assets, and improving access to them, through interpretation and programming that engages and connects with a broad audience.
4. **Cultural Engagement Programme** – deliver a programme of cultural engagement events and activities (i) exhibitions, events and programmes at Guildhall Art Gallery (ii) learning and engagement programme including school and family activity (iii) heritage tours and events promoting our cultural heritage assets (iv) seasonal cultural events (v) public art programmes.
5. **Partnership Programme and Engagement** – enable and facilitate external partners to deliver cultural programmes, events and activities across the Square Mile (including Destination City).

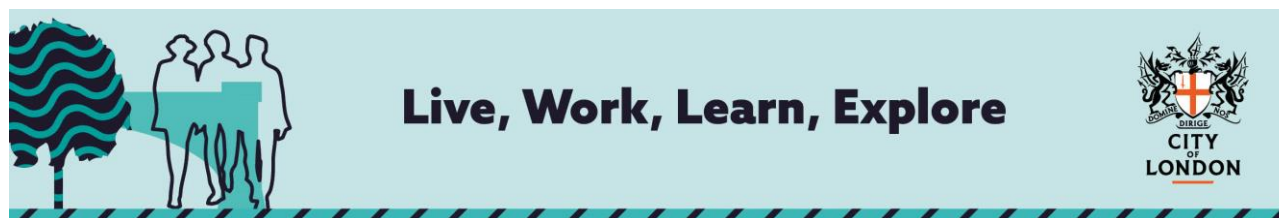


Live, Work, Learn, Explore

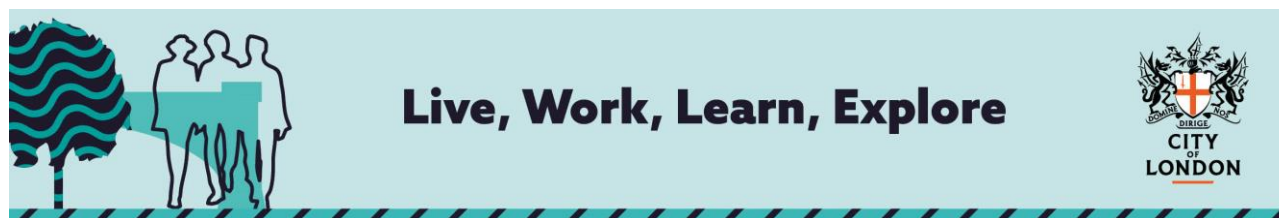


Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<i>Add the workstream name and list the key 2025/26 deliverables. Note activities and milestones and give the date these will be achieved. Note if these have a different duration to the FY (shorter or longer).</i>	<i>Estimate the % (of the total 100%) budget that will be allocated¹</i>	<i>Estimate the % (of the total workforce) that will work on this²</i>	<i>List all the CP outcomes this workstream contributes to</i>	<i>CP 2024-2029 Performance Measures should be shown in bold</i>	<i>State what will be different</i>
1. Culture Strategy A major project to reshape and define the delivery priorities for the next five years. Key activities as follows: <ul style="list-style-type: none"> a) Research and insight, including audience analysis b) Consult and engage stakeholders c) Co-create and strategy development d) Review, approve and launch (early 2026) 	14%	14%	Diverse Engaged Communities Leading Sustainable Environment Providing Excellent Services Vibrant Thriving Destination Flourishing Public Spaces	The previous Destination City (phase 1) performance measures are no longer valid. New measures will be developed as part of the Cultural Strategy.	Clear and ambitious plan for the next five-years, developing synergies across the cultural ecosystem with demonstrable outcomes.

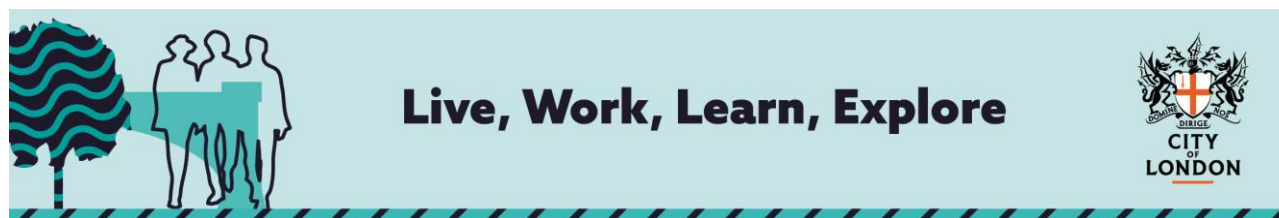
¹ Does not account for budget is allocated to 'BAU' activities and/or is unprogrammed for emerging or unexpected activities that arise in-year.



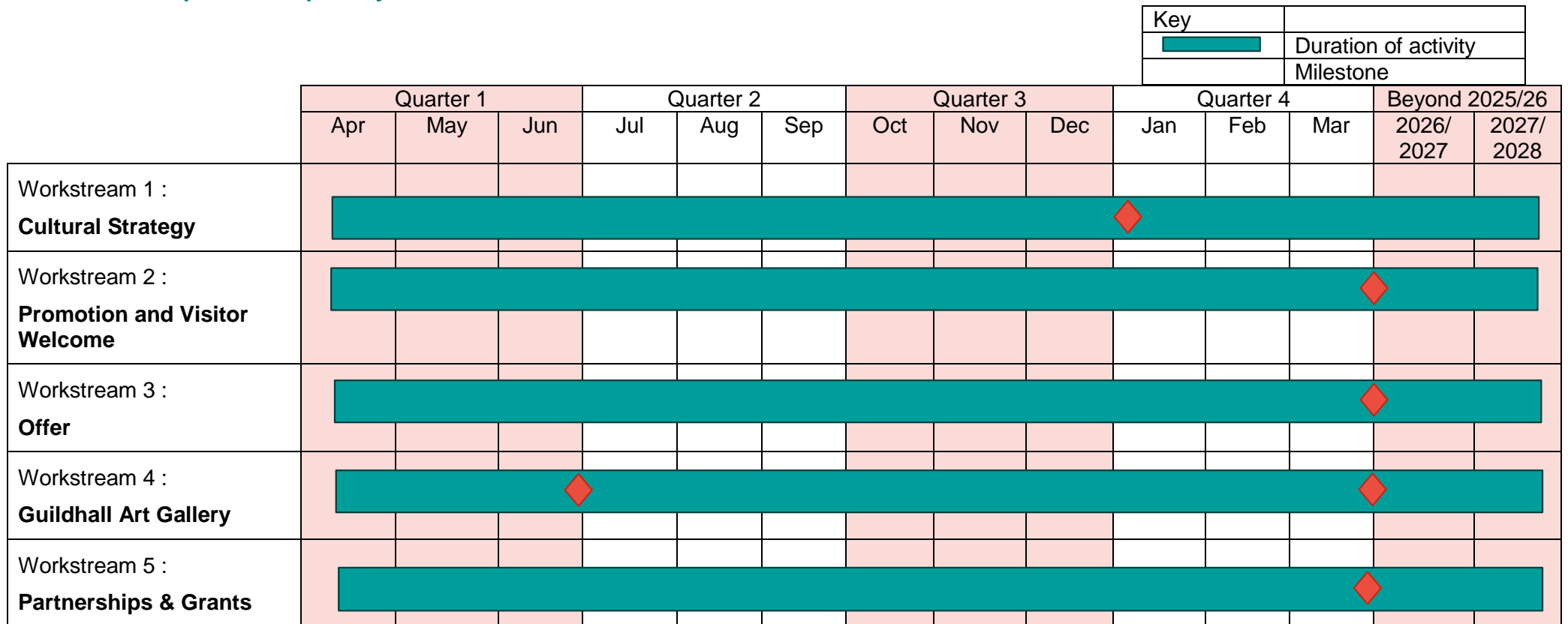
2. Promotion and Visitor Welcome <ul style="list-style-type: none"> a) Brand, creative and website development to deliver on the strategy, develop brand identity and make improvements to the website functionality including a calendar view (in partnership with Destination City, Communications team and New London Architecture). b) Always-on-digital promotion of cultural, heritage and leisure offer in the City. c) Event specific and seasonal campaign marketing. d) Day-to-day operations of the CIC (and Roman Bathhouse), including the CIC and GAG shops. 	25%	24%	Diverse Engaged Communities Providing Excellent Services Vibrant Thriving Destination	To be developed as part of the Cultural Strategy.	Revised approach to the website and branding that combines the efforts of existing partners. Continue to deliver promotional activity for culture team led programmes, provide amplification and promotional support for partner activity across the Square Mile and run our assets to provide a welcome offer to visitors.
3. Offer (including what was previously called the Outdoor Arts Programme) <ul style="list-style-type: none"> a) Sculpture in the City 14th edition b) City Arts Initiative c) Beerfest (which is our contribution to the Guildhall Yard Public Programme d) Open House 2025 e) Learning & Engagement activity (including, school and family activity and heritage tours) across several workstreams. 	38%	28%	Providing Excellent Services Vibrant Thriving Destination Flourishing Public Spaces	To be developed as part of the Cultural Strategy.	Continue to deliver comprehensive programming across a broad range of events and activities to support business, heritage, education, tourism, and community engagement.



4. Guildhall Art Gallery a) Beckford & Cass Statue Plaques – Revealing the City's Past b) Exhibitions & events: Evelyn De Morgan and planning for the follow-on and other exhibitions. c) Accreditation project d) Conservation and collections care Acquisition and loans	22%	22%	Diverse Engaged Communities Providing Excellent Services Vibrant Thriving Destination	To be developed as part of the Cultural Strategy.	Continue to deliver benefits across cultural, community, educational and social dimensions. The long-term care, display and development of the City Corporation's collections.
5. Partnerships (p) & grants (g) a) Supporting partner activity funded by Inspiring London Through Culture programme (p) b) Collaborating with partners on Culturally Speaking and Young City Poets schools programme (g, subject to approval) c) Collaborating on Mudlarkers exhibition and Roman Quest event (p) d) Banksy relocation (p) e) Supporting the facilitation and enabling of partnership activity planning for 2026: Duckie Folk Fayre (g, subject to approval); Turning the Tide (g); London Landmarks Half Marathon (p); Open Iftar (p); Fabric events (p); Vibrance Light Festival (p)	0%	12%	Diverse Engaged Communities Vibrant Thriving Destination	To be developed as part of the Cultural Strategy.	Continue to deliver a broad range of programming through joint and externally funding streams to raise our profile with cultural bodies, education institutions, and community groups.



Timeline planner of priority workstream activities and milestones



Enablers

People

See the HR for data for your department. State your workforce numbers and demographics State your staff survey score and key actions in your departmental actions plan.

At 30/09/2024 (source: HR Dashboard, data accuracy unconfirmed)

- Headcount – 22
- FTE – 20
- Joiners RYTD – 4
- Leavers RYTD – 6
- FTE Expire 3 Months – n/a
- Average age – 40 years
- Average LOS – 16 years

Gender

- Male 0%, Female 100%

Diversity

- 11.1% Ethnic Minority
- 0% Disability
- 13.6% LGBTQ+

Staff Survey Score – 55%

Departmental Actions - Department: Town Clerk's Department (DTC Functions)

Learning & Development

- To improve the way in which we communicate opportunities and prioritise time for learning
- To empower individuals to seek out opportunities and build their own plan (in consultation with managers)

Workplace attendance - review and introduce measures to improve physical environment

- Work and meeting spaces
- Fixtures and fittings to improve office décor
- Departmental get togethers to interact/meet and liaise with work colleagues
- Cross working at Deputy Town Clerk sites

Equity, Equality, Diversity and Inclusion

List your top 3 priorities in your EEDI action plan / Let's Talk About Racism actions / Tackling Racism taskforce recommendations (as applicable).

Specific examples of how you contribute to delivering the COLC Equality Objectives – internally and externally?

1. Ensure EEDI informs our cultural programme and is embedded in the way we run and proactively manage our activities.
2. Develop better awareness on EEDI and audience informed decision making.
3. Improve knowledge and stay relevant on current topics. Ensure staff receive training on EEDI issues.

Owing to the transition, the Culture team has not had the opportunity to develop on EEDI Action Plan. In the following year, an integrated plan adding to TLA's workstreams will be developed.



Live, Work, Learn, Explore



Finance

State your budget estimate £ and say how it is made up -e.g. local risk, central risk, recharges, CIL, income generation, rates and grants.

Visitor Services and City Information Centre

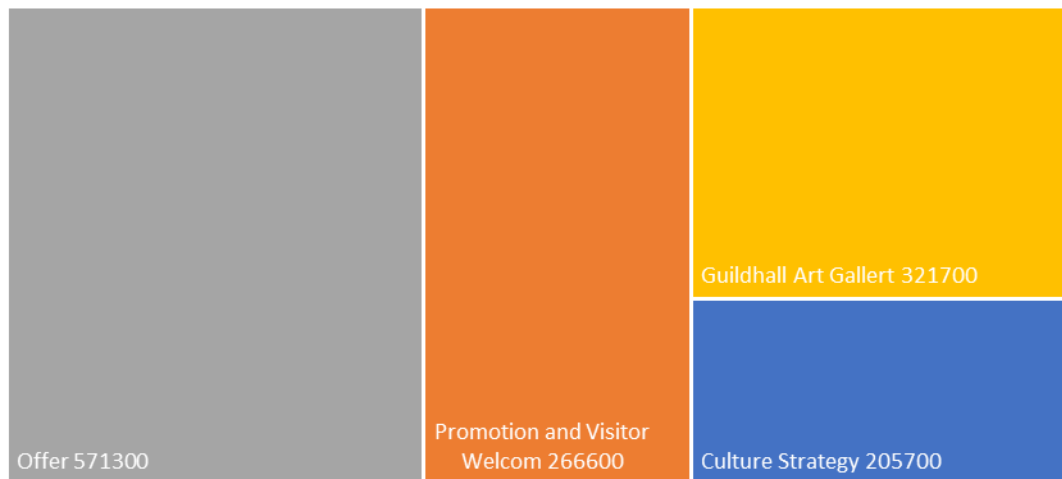
- Local Risk = £1,954,000
- Income Target = £350,000
- Total = £1,604,000**

Guildhall Art Gallery

- Local Risk = £341,000
- Income Target = £32,000
- Total = £309,000**

Estimated forecast spend in respect of the priority workstreams

Culture estimated budget allocation to workstreams



Priorities and plans being considered in the medium term

What Medium Term action is required? (e.g. New legislation, services, projects, automation)	When? 2026/27	When? 2027/28	Is this Funded or Unfunded?
Repositioning the Monument to be under remit of the Head of Profession for Culture.	✓		Budget to be identified for the current funding gap as part of the transfer.
Cultural Strategy implementation	✓		Strategy development is funded by PIF and local risk budget. Implementing the recommendations will need further consideration depending on the appetite and ambition.

Risks

Add all Corporate Risks where your Chief Officer is SRO or joint SRO, and your departmental red risks.

Health & Safety

List up to three priorities for 2025-26



Live, Work, Learn, Explore



Add a narrative if there are themes related to other risks e.g. linked to resources, transformation etc

Within the Culture are there is one key departmental risk: IG-DC-01 - Major Incident at a programme (e.g. terrorist, vandalism, economic incident). Note that this risk will be renamed when the system is updated as Culture no longer sits in IG. The risk score is 12.

An initial Health & Safety survey was completed at the time the business plan was originally developed. Given the broad variety of services, additional mini surveys were needed for the different assets under management. The surveys are now complete and top three priorities in the GAG and CIC are:

1. Ensure risk assessments are in place and up to date.
2. Health and Safety inductions for new staff and managers so everyone is up to date, with procedures in place.
3. Introduce training where needed.

Operational Property

All operational properties have been assessed as utilised, part utilised, or not utilised, and confirmation has been provided to the City Surveyor's Department. **Yes** (if answer is no, explain the reasons for this)



Live, Work, Learn, Explore

