



## Education Board

**Date:** THURSDAY, 14 SEPTEMBER 2017

**Time:** 3.00 pm

**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

# SUPPLEMENTARY AGENDA – REPORT APPENDICES

**Enquiries:** Alistair MacLellan  
Alistair.MacLellan@cityoflondon.gov.uk

**NB:** Part of this meeting could be the subject of audio video recording.

**John Barradell**  
Town Clerk and Chief Executive

## **AGENDA**

6. **CITY OF LONDON ACADEMIES TRUST (04504128) GOVERNOR APPOINTMENTS AND OVERVIEW OF APPOINTMENT PROCESSES FOR CITY CORPORATION ASSOCIATED SCHOOLS**  
Report of the Director of Community and Children's Services.

**For Information**  
(Pages 1 - 12)
  
8. **CITY OF LONDON CULTURAL STRATEGY**  
Report of the Assistant Town Clerk and Cultural Hub Director.

**For Information**  
(Pages 13 - 24)
  
15. **UN-VALIDATED EXAMINATION RESULTS 2017**  
Report of the Director of Community and Children's Services.

**For Information**  
(Pages 25 - 26)
  
16. **CITY OF LONDON ACADEMIES TRUST EXPANSION OPPORTUNITIES TO SEPTEMBER 2018**  
Report of the Director of Community and Children's Services.

**For Information**  
(Pages 27 - 30)

### Appointment processes for the City Corporation's family of schools:

#### Two Co-sponsored academies:<sup>1</sup>

1. The academy informs the City of a vacancy and provides a person specification (including preferred skills-set), information about the academy, the constitution of the Governing Body and the time commitment that is required.



2. The vacancy is sent to all Members of the Court of Common Council.



3. The City consults with the lead City Member.

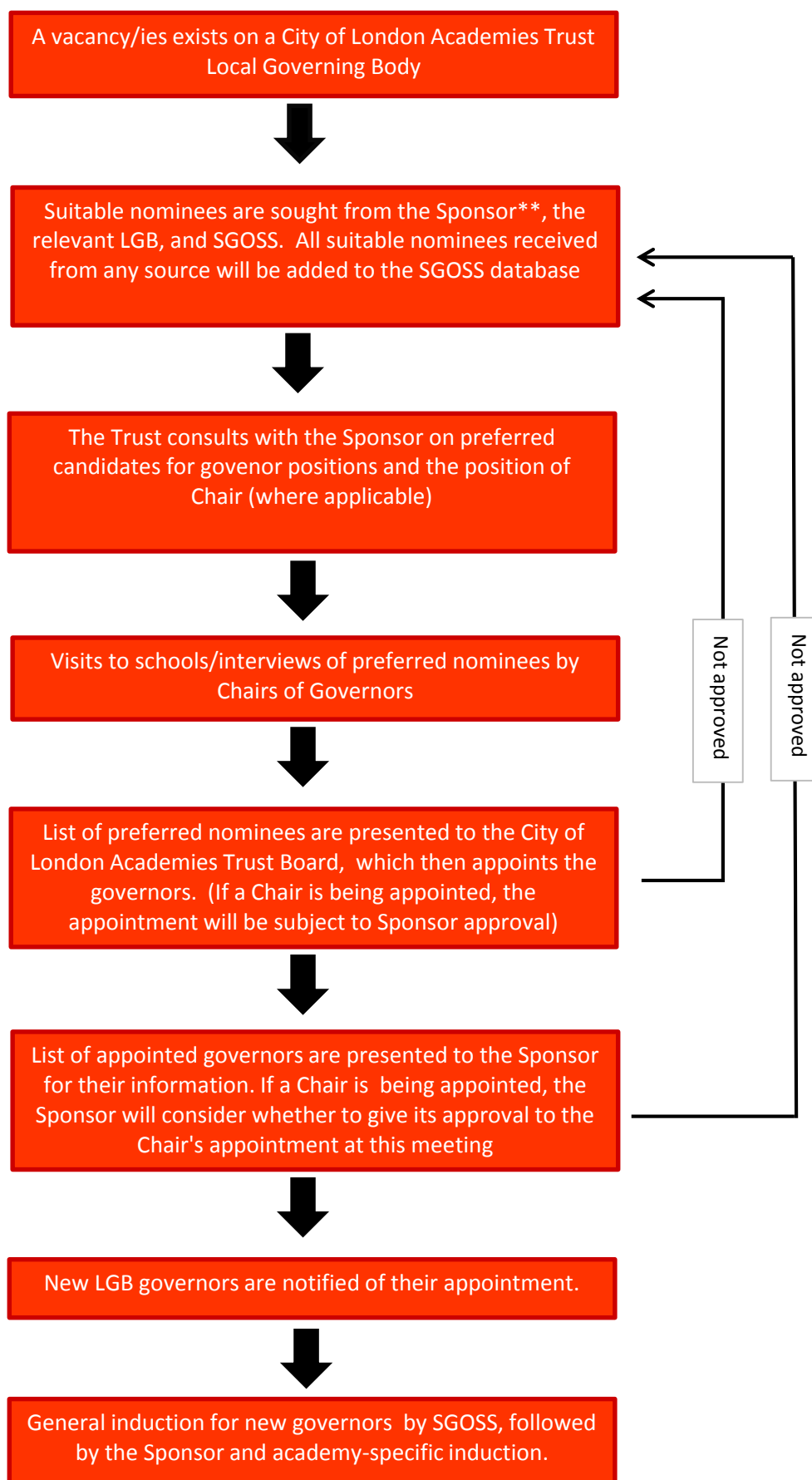


4. The Education Board takes a decision.

---

<sup>1</sup> The directors/trustees are also the governors for the relevant school in each case.

## City of London Academies Trust academies:



**City Corporation family of schools - governing body membership****City of London Academies Trust (04504128):<sup>2</sup>***City of London Primary Academy Islington*

<b>Name</b>	<b>Basis of Appointment:</b>
Ann Holmes, CC - Chairman	Appointed by the Trust Board
Nick Bensted Smith, CC	Appointed by the Trust Board
Norma Dews	Appointed by the Trust Board
Ena Harrop <sup>3</sup>	Appointed by the Trust Board
Gerald Mehrtens <sup>4</sup>	Appointed by the Trust Board
Mary Robey	Appointed by the Trust Board
Frazer Swift	Appointed by the Trust Board
Kim Clapham	Headteacher – Ex officio
VACANCY	Staff Governor (Teaching)
VACANCY	Staff Governor (Non-Teaching)
VACANCY	Parent Governor (elected)
VACANCY	Parent Governor (elected)

*Galleywall Primary<sup>5</sup>*

<b>Name</b>	<b>Basis of Appointment:</b>
Lucas Green -Chairman	Appointed by the Trust Board
Andrew McMurtrie CC	Appointed by the Trust Board
Antony Smyth	Appointed by the Trust Board
Richard Bannister <sup>6</sup>	Appointed by the Trust Board
Councillor Victoria Mills	Appointed by the Trust Board
Councillor Catherine Dale	Appointed by the Trust Board
Harvey McEnroe	Appointed by the Trust Board
Clare Muid	Appointed by the Trust Board
Mickey Kelly	Executive head teacher (Redriff & Galleywall)
Sheila Cohring	Associate Head teacher
VACANCY	Parent Governor

*Redriff Primary<sup>7</sup>*

<b>Name</b>	<b>Basis of Appointment:</b>
Lucas Green - Chairman	Appointed by the Trust Board (Co-opted)
Jeremy Simons	Appointed by the Trust Board (Sponsor Governor)
Lorraine Baker	Appointed by the Trust Board (Co-opted)
Stephanie Cryan	Appointed by the Trust Board (Co-opted)
Robert Juritz	Appointed by the Trust Board (Co-opted)

<sup>2</sup> The Trust appoints all members of a LGB in consultation with the City Corporation, with the exception of the Chair who is appointed with the approval of the City.

<sup>3</sup> City Corporation employee.

<sup>4</sup> City Corporation employee.

<sup>5</sup> Membership of this LGB operates under legacy arrangements.

<sup>6</sup> Principal of the City of London Academy Southwark and an employee of the Trust.

<sup>7</sup> Membership of this LGB operates under legacy arrangements.

<b>Name</b>	<b>Basis of Appointment:</b>
Eddie Langdown	Appointed by the Trust Board (Co-opted)
VACANCY	Appointed by the Trust Board (Co-opted)
Bethan Buck	Appointed by the LGB (Co-opted)
Ada Fekete	Appointed by the LGB (Co-opted)
Mickey Kelly	Executive head teacher – Ex officio
Sheila Cohring	Associate Head teacher – Ex officio
Richard Bannister	Associate Principal – Ex officio
VACANCY	Staff Governor
Hilda Cheong	Parent Governor (elected)
Susie Clements	Parent Governor (elected)
VACANCY	Staff

*City of London Academy Southwark<sup>8</sup>*

<b>Name</b>	<b>Appointed as</b>
Andrew McMurtrie, CC - Chairman	Appointed by the Trust Board
Antony Smyth - Vice-Chairman	Appointed by the Trust Board
Simon Atkinson	Appointed by the Trust Board
William Fraser	Appointed by the Trust Board
Elaine Davis	Appointed by the Trust Board
Gillian Walsh	Appointed by the Trust Board
Keith Bottomley, CC, Deputy	Appointed by the Trust Board
Richard Bannister	Principal – Ex officio
Mickey Kelly	Associate Executive Head teacher – Ex officio
Lauren Feaver	Staff Governor
Stephen Burgess	Staff Governor
Fiona Lake	Parent Governor (elected)
Bolatito Bello	Parent Governor (elected)

*City of London Academy Shoreditch Park*

<b>Name</b>	<b>Appointed as</b>
Robert Howard, Ald. - Chairman	Appointed by the Trust Board
Barbara Hamilton <sup>9</sup>	Appointed by the Trust Board
Mark Malcolm	Appointed by the Trust Board
Ryan Shorthouse	Appointed by the Trust Board
Sheila Scales	Appointed by the Trust Board
Rita Krishna	Appointed by the Trust Board
Sue Roberts	Appointed by the Trust Board
Holly Arles	Principal – Ex officio
VACANCY	Staff Governor (Teaching)
VACANCY	Staff Governor (Non-Teaching)
VACANCY	Parent Governor (elected)
VACANCY	Parent Governor (elected)

<sup>8</sup> Membership of this LGB operates under legacy arrangements

<sup>9</sup> City Corporation employee.

*City of London Academy Highgate Hill<sup>10</sup>*

<b>Name</b>	<b>Appointed as</b>
Kristin Baumgartner	Appointed by the Trust Board
Valerie Bossman-Quarshie	Appointed by the Trust Board
Josh Burton	Appointed by the Trust Board
Richard Crossan	Appointed by the Trust Board
Mark Emmerson <sup>11</sup>	Appointed by the Trust Board
Julie Robinson	Appointed by the Trust Board
Simon Turner	Appointed by the Trust Board
Nicole Haynes	Principal – Ex officio
Peter Bremner	Teaching staff governor
VACANCY	Non-teaching staff governor
VACANCY	Parent Governor (elected)
VACANCY	Parent Governor (elected)

*City of London Academy Highbury Grove (Interim Governing Body at pre-opening)*

<b>Name</b>	<b>Basis of Appointment:</b>
Mark Boleat CC - Chairman	Appointed by the Trust Board
Colette Bowe	Appointed by the Trust Board
Joe Caluori	Appointed by the Trust Board
Helen Curran	Appointed by the Trust Board
Maggie Elliott	Appointed by the Trust Board
Rachel Sherman	Appointed by the Trust Board
Michael Simpson	Appointed by the Trust Board
Richard Verrall	Appointed by the Trust Board
Clare Verga	Principal – Ex officio
Aimee Lyall	Teaching staff governor
Sarah Counter	Non-teaching staff governor
Neale Coleman	Parent Governor (appointed)
VACANCY	Parent Governor (elected)

*Newham Collegiate Sixth Form College (Interim Governing Body at pre-opening)*

<b>Name</b>	<b>Basis of Appointment:</b>
Rachel McGowan - Chair	Appointed by the Trust Board
Caroline Haines, CC	Appointed by the Trust Board
Gerald Mehrtens <sup>12</sup>	Appointed by the Trust Board
Lakmini Shah	Appointed by the Trust Board
Sophie Tuhey	Appointed by the Trust Board
Anthony Wilson	Appointed by the Trust Board
Ian Wilson	Appointed by the Trust Board
Mouhssin Ismail	Principal – Ex officio
VACANCY	Staff Governor (Teaching)
VACANCY	Staff Governor (Non-Teaching)
VACANCY	Parent Governor (elected)
VACANCY	Parent Governor (elected)

<sup>10</sup> A Chairman is still to be appointed by the Trust Board with the approval of the City Corporation. The Chairman must be drawn from those members of the LGB appointed by the Board.

<sup>11</sup> Chief Executive and employee of the Trust.

<sup>12</sup> City Corporation employee.

## Co-Sponsored Academies<sup>13</sup>:

*The City Academy, Hackney (6382192)*

Name	Basis of Appointment
Dawn Elliot	KPMG Sponsor Governor(Chair)
Catherine McGuinness	CoL Sponsor Governor (Vice Chair)
Katie Dowbiggin	CoL Sponsor Governor
Anne Fairweather	CoL Sponsor Governor
VACANCY	CoL Sponsor Governor
Tjjs Broeke	CoL Sponsor Governor
Amanda Brown	KPMG sponsor governor
Joshua White	KPMG sponsor governor
Sheila Scales	KPMG sponsor governor
Anant Suchak	KPMG sponsor governor
Anntoinette Bramble	Local Authority Governor
Mark Malcolm	Head teacher
Rachel Halpin	Non-teaching staff governor
Emily Vicary	Teaching staff governor
Sophie Conway	Parent Governor (elected)
Lola Malaolu	Parent Governor (elected)
Stephen Webster	Parent Governor (elected)
Rita Krishna	Community Governor

*City of London Academy Islington Limited (6426966)*

Name	Basis of Appointment
Henry Colthurst, CC	CoL Sponsor Governor (Chairman)
John Betteridge	CoL Sponsor Governor
Russell Wilmer	CoL Sponsor Governor
Ann Holmes, CC	CoL Sponsor Governor
Philip Katz	City University Sponsor Governor
Lady Helen Curran	City University Sponsor Governor
Marion O'Hara	City University Sponsor Governor
Dr Arti Agrawal	Governor Co-opted by the Board
Michael Laurie	Governor Co-opted by the Board
Richard Verrall	City University Sponsor Governor
Councillor Joe Caluori	Local Authority Governor
Clare Verga	Principal – Ex officio Governor
Angela Davies	Teaching staff governor
Ruth Johal	Non-teaching staff governor
Amy Hulley	Parent Governor
VACANCY	Community Governor

<sup>13</sup> The directors/trustees of the co-sponsored academy trust companies are also the governors for the relevant school, as each trust company is responsible for only one school.



## Independent Schools

### *City of London School*

<b>Name</b>	<b>Basis of Appointment 2017/18</b>
Ian Seaton - Chairman	Commoner
James Thompson, Deputy - Deputy Chairman	Commoner
Vincent Keaveny	Alderman
Alexander Barr	Commoner
Keith Bottomley, Deputy	Commoner
Dominic Christian	Commoner
Marianne Fredericks	Commoner
Caroline Haines	Commoner
Timothy Levene	Commoner
Edward Lord OBE JP, Deputy	Commoner
Sylvia Moys	Commoner
Ronel Lehmann	Co-opted
Lord Levene of Portsoken KBE	Co-opted
Christopher Martin	Co-opted
Dame Mary Richardson DBE	Co-opted
Professor Michael Whitehouse	Co-opted
Clare James, Deputy	Ex officio (Chairman of the Board of the City of London School for Girls)
Roger Chadwick, Deputy	Ex officio (Chairman of the Board of the City of London Freeman's School)

### *City of London School for Girls*

<b>Name</b>	<b>Basis of Appointment 2017/18</b>
Clare James, Deputy - Chairman	Commoner
Nick Bensted-Smith JP -Deputy Chairman	Commoner
William Russell, Sheriff	Alderman
David Graves	Alderman
Randall Anderson	Commoner
Emma Edhem	Commoner
Tom Hoffman, Deputy	Commoner
Ann Holmes	Commoner
Robert Merrett Deputy	Commoner
Sylvia Moys	Commoner
Richard Regan, Deputy	Commoner
Sir Michael Snyder	Commoner
VACANCY	Commoner
VACANCY	Commoner
Professor Anna Sapir Abulafia	Co-opted
Professor D. J. Betteridge	Co-opted
Dr Stephanie K L Ellington	Co-opted
Elizabeth Phillips	Co-opted
Mary Robey	Co-opted
Richard Sermon MBE	Co-opted
Ian Seaton, CC	Ex officio (Chairman of the Board of the City of London School)
Roger Chadwick, CC, Deputy	Ex officio (Chairman of the Board of the City of London Freeman's School)

*City of London Freemen's School*

<b>Name</b>	<b>Basis of Appointment 2017/18</b>
Roger Chadwick, Deputy - Chairman	Commoner
Philip Woodhouse, Deputy - Deputy Chairman	Commoner
Alastair King	Alderman
Dame Fiona Woolf	Alderman
John Bennett, Deputy	Commoner
Stuart Fraser CBE	Commoner
Michael Hudson	Commoner
Vivienne Littlechild JP	Commoner
Hugh Morris	Commoner
Graham Packham	Commoner
Elizabeth Rogula, Deputy	Commoner
VACANCY	Commoner
VACANCY	Commoner
VACANCY	Commoner
Nicholas Goddard	Co-opted
Andrew McMillan	Co-opted
Councillor Chris Townsend	Co-opted
Gillian Yarrow	Co-opted
VACANCY	Co-opted
VACANCY	Co-opted
Clare James, CC, Deputy	Ex Officio (Chairman of the Board of the City of London School for Girls)
Ian Seaton, CC	Ex Officio (Chairman of the Board of the City of London School)

**Local Authority Maintained School**

Sir John Cass's Foundation Primary School

<b>Name</b>	<b>Basis of Appointment:</b>
Rev Laura Jorgensen	Chair
Anna Godas	Parent
John Fletcher, CC	Local Authority, City of London Corporation
Henry Jones, CC	Local Authority, City of London Corporation
Edward Keene	Foundation Governor
David Hogben	Foundation Governor
Tony Mullee	Foundation Governor
Dominic Alexander	Foundation Governor
David Williams	Sir John Cass's Foundation Governor
Jo Welsh	Staff Governor
Hasina Khan	Staff Governor
Calvin Henry	LDBS Governor
Tim Wilson	Head teacher
Andy Wright	LDBS Governor
Matthew Piper	St Botolph's PCC Governor

**Skills Audit for City of London School Governors**

Name:
Current business/occupation and/or consultancy work:
Summary of past professional/business career:
Summary of professional skills e.g. governance, legal, financial expertise:
Summary of any previous school governor appointments inside and outside the City of London Corporation:
Signed:
Dated:

## National Governors Association Skills audit checklist

	1	2	3	4	5
<b>1. Strategic leadership</b>					
I am committed to improving education and welfare for all pupils.					
I understand current national education policy and the local education context.					
I have experience of charity law and governance.					
I have previous experience of being a governor/trustee in another school or being a board member in another sector					
I have experience of chairing a board/governing board or committee.					
I have experience of strategic planning and applying this to set and preserve the culture of the organisation.					
I am committed to the organisation's vision and ethos.					
I am able to question and challenge, working as part of a team to identify viable options through collective decision making.					
I am able to work in a professional manner, avoiding conflicts, acting with transparency and integrity.					
I am confident I can identify when to seek independent/professional advice.					
I have experience of stakeholder management and engagement including communicating with and taking account of the views of parents and pupils.					
I have experience of promoting community cohesion.					
I am proficient in prioritising, assessing and mitigating risk.					
I have experience of school sector risk management, including managing conflicts of interest/loyalty.					
<b>2. Accountability</b>					
I understand the importance of collecting high quality data and have expertise using data to interpret/evaluate performance and identify trends to target improvement.					
I have expertise in curriculum development, school assessment and progress/attainment.					
I have experience of working with leaders to establish expectations for improvement and outcomes.					
I have experience of agreeing the range and format of information and data needed in order to hold leaders to account.					
I have experience of providing challenge to leaders on strategies for monitoring and improving behaviour and safety.					
I have an understanding of the board's duties in relation to safeguarding including Prevent.					
I have an understanding of special education needs and disabilities (SEND).					
I have financial management expertise, with experience of funding allocation/budget monitoring and contributing to financial self-evaluation and efficiency drives.					
I have experience of basing funding decisions on organisational priorities and the ability to interpret financial data and question financial performance against strategic priorities.					
I have experience of procurement/purchasing.					
I have experience of property and estate-management.					

I have experience of HR policy and processes, including employment legislation, recruitment, performance management and pay.					
I have experience of school sector HR policy and processes.					
I have experience of change management (overseeing a merger or an organisational restructure).					
I have experience of preparing for and responding to external oversight.					
I have experience of inspection and oversight in the school sector.					
<b>3. People</b>					
I am willing to devote time, enthusiasm and effort to the duties of and responsibilities of a governor/trustee.					
I am a strong communicator and committed to building strong collaborative relationships.					
I am able to discuss sensitive issues with experience of conflict resolution and influencing consensus.					
I am able to demonstrate a commitment to ethical behaviour and values, honesty, independence of thought and sound judgement.					
I am committed to equal opportunities and the promotion of diversity.					
I am willing to reflect, listen and learn from a diversity of views, to receive and provide feedback and accept impartial advice.					
<b>4. Structures</b>					
I am familiar with the strategic nature of the board's functions and how this differs from and works with others including senior leaders.					
I have experience of reviewing governance structures.					
<b>5. Compliance</b>					
I have experience of complying with legal, regulatory and financial frameworks and statutory guidance.					
I understand and accept the legal duties, responsibilities of a governor/trustee.					
Governing boards are responsible for ensuring schools comply with a whole range of legal responsibilities. I have experience ensuring legal compliance in this way and a commitment to understanding the full range of legal responsibilities.					
I understand the importance of adhering to organisation policies e.g. on parental complaints or staff-discipline issues.					
I have the confidence and ability to speak up when concerned about non-compliance.					
<b>6. Evaluation</b>					
I am aware of my own strengths and weaknesses and committed to personal development.					
I have experience of evaluating board decisions and am willing to contribute to board self-review.					

\*Each Knowledge, experience, skill or behaviours should be rated on a scale of 1-5, with 1 indicating no experience or knowledge in this area, and 5 indicating strong expertise.

**Existing governors/trustees only**

What contribution do you feel you have made to the governing board over the past year?

Please give brief details of courses you have undertaken in the past year - include governor/trustee training, work based training/development and/or any other development/training activities.

Are there any additional areas of the governing board's responsibilities to which you would like to contribute in the future?

## Draft City of London Cultural Strategy – Executive Summary

### **We want to:**

Seize a once in a generation opportunity to reposition the City as a world capital for commerce and culture, harnessing the power of arts, heritage, learning and libraries to make the Square Mile far more open, creative, resilient and entrepreneurial. We will work collaboratively with cultural partners to drive social and economic change and contribute to a thriving city.

### **The City has a unique combination of roles:**

- A major investor in an extraordinary cluster of diverse cultural organisations with considerable profile, reach and influence in London, the UK and abroad
- A convening power that brings together cultural partners in the City with other stakeholders to achieve social and economic impact – being greater than the sum of our parts
- A landowner and planning body which can embed creativity into the urban fabric and act as a beacon of place-based regeneration
- A long term custodian of heritage but also a facilitator of innovation, creative talent and new entrepreneurial ideas
- An independent voice speaking about the role of culture at regional, national and international levels

### **Our values:**

- We believe in the power of innovation and creativity to generate wealth for people in a long term, sustained way – commerce and culture are intertwined throughout the City's history.
- We expect the City and our cultural partners to be open, communicative, responsive and welcoming to a diverse range of people, businesses and visitors
- We are a global, flexible and cosmopolitan city yet have a strong sense of pride in our place, history, neighbourhoods and identity
- We value cultural learning and engagement as an essential part of the cultural experience, but also for the transformative personal, social and economic impact this can have
- We recognise and embrace the diversity of London's culture and champion the excellence and innovation that this brings
- We prioritise areas under our direct control but are mindful of our responsibility to work with others to support the wider needs of the capital and the UK
- We seek to be joined up, agile, experimental and generous in our approach as a catalyst and convener at the forefront of cultural, economic and social change

### **In the next five years we want to [Strategic Objectives]:**

1. Transform the City's public realm and physical infrastructure, making it a more open, distinct, welcoming and culturally vibrant destination

2. Develop Culture Mile in the north west of the City which will become an exciting destination for London and act as a catalyst for change across the rest of the Square Mile
3. Support cultural excellence in a range of fields and champion an ethos of creative risk taking, innovation and artistic citizenship
4. Support an exemplary Cultural Education Partnership and enable our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation
5. Become a leading centre of the digital and creative economy and unlock the creative potential and resilience of individuals and businesses using our estate and resources
6. Promote our cultural, heritage and creative strengths in the UK and abroad
7. Better promote our world class cultural offer and use our wealth of outdoor spaces to widen its appeal to a more diverse audience in the City and beyond
8. Work better with cultural organisations to build their capacity and engage with City businesses and employees, so that they can become more resilient
9. Play our part as a catalyst and convener in supporting and connecting with the wider cultural ecology of the capital and the rest of the UK
10. Develop clear leadership on culture: working in collaboration with cultural partners to develop our skills, align our objectives, develop performance measures, communicate our impact and build our capacity to be more than the sum of our parts

Draft



## Draft City of London Cultural Strategy

### **Vision**

Throughout history, the City of London has been a place where commerce and creativity have thrived side by side. As well as being one of the world's oldest and most important financial hubs the Square Mile has fostered over centuries the long-term growth of arts and crafts, public entertainment, green spaces, marketplaces, fairs, and pageantry. Since the late twentieth century the City has become a world class centre for culture, with an extraordinary concentration of institutions like the Barbican, the Museum of London, the London Symphony Orchestra and the Guildhall School of Music and Drama, as well as a range of heritage assets, libraries, exciting outdoor events and cutting edge contemporary art programmes like Sculpture in the City. Investing over £80m every year, the City is the fourth largest funder of culture in the UK.

The City's support for culture is intrinsic to its strategy because of the core belief that the free exchange of commerce is intertwined with the free exchange of creative ideas. The City has always been a unique meeting place in the world for entrepreneurs, ideas and talent - the original co-working space. Our support for culture also reflects a strong belief in a richer kind of wealth, which includes people's wellbeing, quality of life and sense of place and community.

The City today has the most vibrant ecology of cultural organisations, creative businesses and practitioners anywhere in the UK. We may be a global city but our cultural organisations are also grounded in a strong sense of place and want to serve the diverse people of the City they inhabit. Our definition of culture is broad and inclusive; it exists in both the buildings and heritage of our great institutions as well as our streets and the informal cultural spaces in between. It is for everyone, not just a narrow elite, and is a powerful driver of social mobility.

However, in recent years, the City's physical infrastructure and ways of working have not kept pace with our needs. Too often our cultural buildings have felt closed and hidden away. We have a rich and varied range of cultural assets and programmes, but we could do much more to promote them in the UK and abroad. Our cultural organisations are pioneers in research and experiment, but this is not visible in our streetscape. In short, we need to restate our role as a world capital of both commerce *and* culture.

At the start of the twenty-first century the City is also at a pivotal moment in its history. London is a global leader in finance, creative industries and technology. Despite politically uncertain times, there is a will to reach out to new trading partners and open up to more investment and talent. At home, the arrival of Crossrail in 2018 will transform the City's connectivity with the South East and bring an entirely new population into the area. Culture will play an important part in these changes.

In light of these factors, there is a once in a generation opportunity to open up the City in radical new ways so that we can welcome more people, stimulate more creative interactions and in doing so, build a sustainable long term future. We want to create a future for the arts, culture and heritage in the City because they are vital to developing People, Prosperity and Place.

Over the next five years, we will work with our cultural partners to transform the physical and social environment of the City and make it far more open, creative, resilient and entrepreneurial. We intend to invest significantly in the urban fabric of the Square Mile to make it more inviting to visitors and reveal the special cultural and historic character of the area. We want to energise people of all ages, especially the young, and inspire them to engage with the learning opportunities all

around them and perhaps pursue careers in the creative and tech sectors. We want to reflect the remarkable international quality of our businesses, people and cultural offer in our built environment. Above all, we want to champion excellence and innovation in all that we do.

All this requires purposeful leadership as well as working collaboratively. This strategy sets out the key objectives of our work, the values underpinning our approach, and the practical steps to realise them.

**Catherine McGuinness**

**Lord Mayor**

**We want to:**

Seize a once in a generation opportunity to reposition the City as a world capital for commerce *and* culture, harnessing the power of arts, heritage, learning and libraries to make the Square Mile far more open, creative, resilient and entrepreneurial. We will work collaboratively with cultural partners to drive social and economic change and contribute to a thriving city.

**The City has a unique combination of roles:**

- A major investor in an extraordinary cluster of diverse cultural organisations with considerable profile, reach and influence in London, the UK and abroad
- A convening power that brings together cultural partners in the City with other stakeholders to achieve personal, social and economic impact – being greater than the sum of our parts
- A landowner and planning body which can embed creativity into the urban fabric and act as a beacon of place-based regeneration
- A long term custodian of heritage but also a facilitator of innovation, creative talent and new entrepreneurial ideas
- An independent voice speaking about the role of culture at regional, national and international levels

**Our values:**

- We believe in the power of innovation and creativity to generate wealth for people in a long term, sustained way – commerce and culture are intertwined throughout the City's history.
- We expect the City and our cultural partners to be open, communicative, responsive and welcoming to a diverse range of people, businesses and visitors
- We are a global, flexible and cosmopolitan city yet have a strong sense of pride in our place, history, neighbourhoods and identity
- We value cultural learning and engagement as an essential part of the cultural experience, but also the transformative personal, social and economic impact this can have
- We recognise and embrace the diversity of London's culture and champion the excellence and innovation that this diversity brings

- We prioritise areas under our direct control but are mindful of our responsibility to work with others to support and connect with the wider needs of the capital and the UK
- We seek to be joined up, agile, experimental and generous in our approach as a catalyst and convener at the forefront of cultural, economic and social change

### **In the next five years we want to [Strategic Objectives]:**

1. Transform the City's public realm and physical infrastructure, making it a more open, distinct, welcoming and culturally vibrant destination
2. Develop Culture Mile in the north west of the City which will become an exciting destination for London and act as a catalyst for change across the rest of the Square Mile
3. Support cultural excellence in a range of fields and champion an ethos of creative risk taking, innovation and artistic citizenship
4. Support an exemplary Cultural Education Partnership and enable our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation
5. Become a leading centre of the digital and creative economy and unlock the creative potential and resilience of individuals and businesses using our estate and resources
6. Promote our cultural, heritage and creative strengths in the UK and abroad
7. Better promote our world class cultural offer and use our wealth of outdoor spaces to widen its appeal to a more diverse audience in the City and beyond
8. Work better with cultural organisations to build their capacity and engage with City businesses and employees, so that they can become more resilient
9. Play our part as a catalyst and convener in supporting and connecting with the wider cultural ecology of the capital and the rest of the UK
10. Develop clear leadership on culture: working with cultural partners to develop our skills, to align our objectives, develop performance measures, communicate our impact and build our capacity to be more than the sum of our parts

### **Strategic Objectives**

- 1. Transform the City's public realm and physical infrastructure to make it a more open, distinct, welcoming and culturally vibrant destination**

The City has long been recognised as the financial and business district of London and for over a century the physical infrastructure of the Square Mile has grown up to serve this primary function. However, there is a strong desire today to reposition the City as a centre for both commerce *and* culture, recognising that the area is also the historic centre of the capital and a vibrant cultural destination. There is a need to renew and reconfigure the public realm and make the City more open, welcoming, and conducive to all users' needs.

### **Priority actions**

- Major investment in public realm improvements across the Square Mile, including better wayfinding and improving physical infrastructure
- Strengthening the visibility of cultural organisations and sense of welcome
- Integrating digital and creative ideas into the urban fabric and creating more connected routes for visitors that reveal the cultural and heritage offer

- Continuing to invest in the City's cultural partners, drawing on their expertise and entrusting them both collectively and collectively to deliver world class programmes that keep the City at the forefront of cultural change
- Developing, enhancing and animating open and green spaces
- Emphasise the international character of the City's environment in order to attract businesses and serve their needs

## **2. Develop Culture Mile in the north west of the City which will become an exciting cultural destination for London and act as a catalyst for change across the rest of the Square Mile**

The north-west area of the Square Mile contains an extraordinary cluster of diverse and collaborative cultural organisations. However for decades the area has suffered from a particularly poor quality public realm and lack of wayfinding, especially by comparison to the neighbouring areas of St Paul's and Tower Bridge. The original design for the Barbican estate deliberately envisaged a separation between its residents and the street level; as a result there is little outward sign of the rich culture and heritage of the area or sense of welcome. As other parts of London have developed or are developing distinct cultural identities (Southbank, South Kensington Quarter, and more recently, the Olympic Park and the Knowledge Quarter), this weak visibility is even more unsatisfactory. In 2013 the City decided to develop the idea of a new cultural hub to improve the quality of public spaces, create a distinct sense of identity and arrival, improve visitor experience, encourage more tourism, and facilitate new forms of collaboration between organisations. There is now a collective aspiration to enhance the cultural offer and invite more participation from visitors, residents and businesses. Whilst Culture Mile will be a distinct spatial area with unique licensing and planning conditions, it will act as a centre of energy, activating a similar cultural transformation for the entire Square Mile.

### Priority actions

- Reinforce the partnership of cultural, creative and corporate organisations within and outside the Hub, sharing resources and working together to create an 'internationally renowned, distinct, welcoming and vibrant centre for arts, heritage and learning'.
- Make cultural activity and heritage visible in the streetscape, lighting and environment, and ensure the public realm is designed to be conducive to shared programming by Hub members.
- Develop a wider spatial masterplan for the area which recognises 'zones' for particular activities, e.g. an evening economy, protected residential areas.
- Progress unique licensing and planning agreements, to support the delivery of Culture Mile aspirations
- Plan for a new leisure/evening economy and engage with residents and businesses on their concerns
- Work with cultural partners to develop a world class food offer to enhance the visitor economy
- Learn from best UK and international practice and be inspired to experiment with new ideas and partners

## **3. Support cultural excellence in a range of fields and champion an ethos of innovation, creative risk-taking and artistic citizenship**

It is vital that our investment in culture recognises its intrinsic power and the transformative effect it has on audiences and participants. For our cultural organisations, the belief in risk-taking is core to their business and requires strong investment. We believe cultural excellence can take many diverse forms and this is reflected in the sheer range of cultural venues, activities and programmes we fund; cinema, theatre, music, visual arts, architecture, heritage, street art, libraries, learning and engagement, open spaces, outdoor events, and more. In order to achieve this, there is a need to engage and support the very best creative professionals including artists, educators, librarians, curators, programmers. In addition, there is a need to enable research, experimentation, international and national touring, and joint working to ensure the organisations we fund remain as cutting edge, internationally relevant and as creative as the City in which they are based.

#### Priority Actions

- Supporting existing cultural organisations with sustained investment and resources, working closely to help them realise their ambitions
- Encouraging new partnerships and international touring to stimulate new thinking and create new income streams
- Facilitate joint working and new programming ideas to capitalise on the potential of Culture Mile and other opportunities in the public realm in the Square Mile

#### **4. Support an exemplary Cultural Education Partnership and enable our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation**

The City is a centre of world class culture with millions of people enjoying performances, events and opportunities every year. However equally important, it is the site of possibly the largest collection of cultural learning opportunities for people of all ages. Every day we are building the audiences, artists and creative professionals of the future. As a network, the City's cultural partners reach millions of people through school visits, large-scale off-site participatory events, learning resources, on-site classes and workshops, and world-class conservatoire education. Our School Visits Fund provides travel grants to enable schools in London to visit cultural organisations in the Square Mile. The Museum of London and Barbican-Guildhall Creative Learning have well-respected schools programmes, outreach events and concerts, the Guildhall School has the largest under-18s offer of any organisation in the UK, and the LSO has pioneered high quality music education in the ten east London boroughs, setting the standard for music hubs around the country. These organisations work with City academies and independent schools but also with schools in the surrounding boroughs, spreading their professional excellence and expertise. They also work with local socially disadvantaged residents, addressing issues of mental health, wellbeing, social cohesion and lifelong learning. Our learning and engagement programmes bring together people from all walks of life and help support social mobility as well as engender a sense of community.

To strengthen the link between the City's Education Strategy and cultural organisations, there will be a new Cultural Education Partnership. This will work to encourage deeper collaboration and develop shared programmes and digital resources for greater impact. As the pressure on cultural education in school grows, it will be even more important to engage with headteachers and provide simple and effective routes for support. It is also a priority to offer world-leading higher education and training to future performers, creative professionals, technicians, leaders and teachers, fulfilling their potential as creative citizens. All of this will help the City to achieve its ambition of enriching the lives for people from all walks of society.

## Priority Actions

- Support initiatives that encourage London schools, especially in disadvantaged areas, to engage with the cultural life of the City; for instance, the Schools Visits Fund.
- Develop a single 'front door' for under-18s offering a mix of formal and informal high quality vocational training across creative skills and performing arts areas.
- Develop a series of innovative initiatives to be delivered as part of Culture Mile Learning, which develop the combined skills needed for 21<sup>st</sup> century success and position the cultural hub as a learning destination
- Support Culture Mile Learning to develop a sustainable business model and their capacity to work intensively with other London boroughs to address social mobility
- Create a unified digital strategy that amplifies and enhances the world-class offer available to schools and families across the City's cultural organisations and programmes
- Develop the wider physical and digital infrastructure that will enable access to cultural experiences and progression of fusion skills
- Create a strengthened music and performing arts education programme to support London's Music Hubs and local Cultural Education Partnerships, in preparing the ground for the proposed Centre for Music's, Museum of London and wider Culture Mile Learning ambitions
- Develop fast-track programmes to develop new local leadership in City-supported cultural organisations
- Strengthen the role of music and the performing arts across the City of London academies and schools
- Make full use of the rich cluster of creative expertise in the City, particularly through higher education and the world leading training at the Guildhall School.

### **5. Become a leading centre of the digital and creative economy and unlock the creative potential and resilience of individuals and businesses using our estate and resources**

The City is known for being home to one of the world's largest and most dynamic financial sectors. However, a significant majority of the area's businesses are small and medium enterprises and there is an increasing presence of technology and creative start-ups. For centuries the Square Mile has thrived and remained resilient because of its mix. Increasingly many employers (and their employees) want to be situated in a stimulating and attractive environment, with convenient amenities but also the buzz of independent retailers and creative enterprises. However, there is a need to keep pace in order to maintain the area's appeal and accessibility. Many small start-ups need affordable space to grow and incubate. The cost of operating in London means that maintaining this diverse base is increasingly difficult to achieve and there is a need for the City to manage and 'curate' its own estate in order to support a variety of business types. This can enhance the vibrancy of the area, grow the creative and digital economy and unlock greater value in the longer term.

## Priority Actions

- Identify underutilised parts of the estate – especially in the Barbican area - for creative and independent use, as part of a 'curated' strategy; making the City more vibrant but also addressing affordability for creative organisations in central London
- Develop a City-led programme of support for emerging creative entrepreneurs which includes access to financial expertise and business advice in the Square Mile

- Integrate the local digital economy into the broader Culture Mile offer

## **6. Promote our cultural, heritage and creative strengths in the UK and abroad**

In 2016 London was rated number one in the Global Power Index for the fifth consecutive time, driven partly by its cultural offer. Increasingly cities and regions are aware of the 'soft power' of culture and heritage and harness it to attract tourists, workers and businesses. Whilst London overall has a recognised strength in this area, the Square Mile could work harder to promote its particular character and assets through press activity and profile-raising events. There is also potential to join up more effectively on international engagement, foreign tours and foreign delegation visits which could be coordinated with the Lord Mayor's Office and other external organisations like London and Partners. In the UK, the City could do more to demonstrate its support for cultural activity across the UK, for instance, developing regional partnerships and reach through Guildhall School Young Artists, which includes the Centre for Young Musicians, Junior Guildhall and Barbican Guildhall Creative Learning programmes.

### Priority Actions

- Develop a more coordinated international promotions plan which includes culture and joins up on the key messages
- Work proactively with London and Partners, the Mayor of London's promotional agency, and other organisations such as Arts Council England, DCMS (Department of Culture, Media and Sport) and the British Council to promote the City's cultural offer abroad

## **7. Better promote our world class cultural offer and use our wealth of outdoor spaces to widen its appeal to a more diverse audience in the City and beyond**

The success of the 2012 Olympic and Paralympic Games showed how powerful culture could be in promoting the City. The stunning events held in key London landmarks generated significant news coverage and positive feedback. The City has always been home to major public events and shows, for instance the Lord Mayor's Show but in recent years it has also sponsored a number of one-off 'cultural spectacles' to commemorate key events or anniversaries; for instance, commissioning one of the UK's most well regarded arts producers, Artichoke, to create an event on the Thames for the Great Fire of London. Such events can be an effective way to both capture the attention of the international media, but also engage diverse audiences and act like a 'communal campfire', bringing Londoners' together around a shared moment. Similarly, City workers and visitors are extremely positive about street animation, temporary art installations and outdoor programming on a more regular basis; for instance, lunchtime events in the public squares and parks and outdoor music performances. The City is developing a new outdoor programme to address this ambition. The Sculpture in the City programme has engaged millions of people in high quality art who might not ordinarily visit an art gallery, and it grows bigger each year through partnerships with local businesses and galleries. Culture Mile can also a focal point for more ambitious outdoor programming which also acts like a 'shop window' for the cultural organisations in the area and attracts new audiences. Crucially, any investment in programming needs a strong marketing and communication strategy to ensure more people are aware of the offer.

### Priority Actions

- As part of the Visitor Strategy, develop a City-wide marketing and communications plan to drive visitors', learners' and residents' awareness of the cultural offer, specifically anticipating the increase in visitors with Crossrail in 2018 and working to engage the existing working population
- Create a commissioning fund to support one-off 'major spectacles' as well as a new outdoor cultural programme to animate the streets and create a vibrant weekend, early evening and lunchtime environment
- Ensure cross-City departmental support for cultural activity in public spaces (e.g. planning, licensing, policing, etc.)
- Support Culture Mile cultural organisations to appeal to a wider audience base through outreach and learning initiatives and working outdoors
- Support outdoor programmes to grow and actively encourage sponsorship and participation from neighbouring commercial partners

#### **8. Work better with cultural organisations to build their capacity to engage with City businesses and employees, so that they can become more resilient**

The City has a strong relationship with its many businesses but could do even more to engage them with the cultural dimensions of its work. In the future, the City could play a stronger convening role, bringing together businesses and cultural organisations around shared interests and ideas. Ultimately, it is for the cultural organisations to raise their own funds, but a collaborative approach could yield effective results. Culture Mile will also generate a large number of joint projects and promotional opportunities which could create new income generation models across sectors. A strategic, collaborative approach could unlock value for culture and catalyse sustainable long term business models in partnership with the private sector.

### Priority Actions

- Use our convening power to encourage more networking and collaboration between cultural organisations and businesses
- Create more marketing and promotion opportunities within the City estate and marketing channels to maximise value and achieve shared objectives across cultural and corporate sectors
- Work with cultural organisations to develop new and innovative models of income generation and sustainable corporate partnerships

#### **9. Play our part as a catalyst and convener in supporting and connecting with the wider cultural ecology of the capital and the rest of the UK**

The City of London has long supported cultural sites in London beyond the Square Mile, such as the green spaces of Hampstead Heath or heritage landmarks like Tower Bridge and Keats' House. As the funding climate becomes more challenging, this responsibility for the wider region will become even more important. The City's focus will be strategic initiatives which will enhance the city as a whole and bolster the City's own cultural offer. For example, the City has been an early sponsor of two schemes led by the Mayor of London; the Illuminated River project to light the central London bridges with an environmentally sustainable artist-led scheme, and the London Borough of Culture



competition which will choose its first winner in 2018. Both projects will enhance the capital's attraction to visitors and also benefit Londoners. The City also supports music education in cities and towns throughout the UK through funding for the Guildhall School Young Artists programme (CYM, Junior Guildhall, Creative Learning), allowing them to extend their unique expertise.

#### Priority Actions

- Support selected strategic initiatives for London which increase tourism and provide benefits for Londoners, connecting with other relevant cultural destinations such as Knowledge Quarter, North Bank, South Bank
- Engage with stakeholders like the Mayor of London's Office, the Arts Council and the Department for Culture, Media and Sport on existing support and areas of potential future collaboration

#### **10. Develop clear leadership on culture: working with cultural partners to develop our skills, align our objectives, develop performance measures, communicate our impact and build our capacity to be more than the sum of our parts**

Whilst the City has the smallest geographical area of any local government unit, it is by far the largest investor in culture. As a key funder, the Corporation plays a key role in the governance and strategic direction of the numerous cultural organisations in the area. This situation means that the Square Mile has the potential to be the most collaborative and strategically coherent network of cultural organisations in the country. It can be a powerful voice in London, the UK and the world.

To be effective in its implementation, however, the cultural strategy will need clear leadership and direction. The responsibility for culture currently sits in the Town Clerk's department and a senior official from either within the Corporation itself or one of the cultural partners will be nominated to lead on the strategy/speak on behalf of the network. This nominee will be tasked with monitoring the strategy objectives, but also speaking to external stakeholders and developing partnerships. Whilst it is important to respect the individual autonomy of organisations and recognise their distinct characteristics and priorities, there is also much to be gained from a more collaborative approach based on a set of strategic objectives that can be measured and communicated widely.

The cultural success of the City can only be as good as the people within it – developing their capacity and leadership skills is also a priority.

#### Priority Actions

- Nominate a senior official from within the Corporation or a cultural organisation to lead on the implementation of the cultural strategy
- Communicate our leadership more clearly to others - publicise the key people working on different aspects of the strategy, and ensure all external and internal stakeholders are aware
- Produce a short annual cultural summary for internal and external stakeholders to publicise activity and achievements
- Build a reputation as a key London partner for developing leading cultural programmes and initiatives, attending events and holding regular stakeholder meetings
- Address the skills and training requirements of our cultural leaders in order to ensure they can realise the ambitions of the Cultural Strategy

**This strategy complements existing and emerging City strategies:**

Visitor Engagement Strategy – 2018-2022

Corporate Plan – 2018-2022

Communications Strategy

Cultural Hub Brand Strategy

Cultural Hub Property Strategy

Open Spaces Strategy 2015

Draft

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank