

# Appendix 1

## Progress against actions: Cultural Strategy 2012-17

**Green** – completed  
**Amber** – in progress  
**Red** – not yet begun

### Breaking down Barriers

Action	Summary	Status
The new City Corporation website, including a cluster devoted to culture and green spaces, showcasing our attractions and events more visually and accessibly, with a unified events calendar and capability for mobile devices <i>Related theme(s): Going Digital, Communicating</i>	Complete. A new corporate website was delivered in autumn 2012 and content migrated, with information from our old destination website and various sections of the previous City of London site being revised and refreshed to create dynamic and impactful <i>Things to do</i> cluster. A number of teething problems hindered initial success and the events calendar still requires some development. The site is mobile ready. In March 2014, the site saw 26% more users than in March 2013. Further work is being planned to enhance the benefits realised to date and these ideas will be discussed in the new strategy.	Green

<p>The creation of a City Visitor Trail to encourage footfall through the Square Mile's key attractions, between St Paul's and Tower Bridge, taking in the Guildhall complex, the Museum of London, the Barbican and its Cultural Quarter, the Monument and the Tower of London <i>Related theme(s): Working in Partnership, Communicating</i></p>	<p>Complete and on-going. The trail was soft-launched in May 2013 and – once adapted to align with feedback – given a bells and whistles launch in March 2014. Comprising six thematic routes promoted through collateral including an audio app (with toilet finder), a printed map and children's map (shorter routes for shorter legs), the trail was funded by Tower Bridge, Monument and Guildhall Art Gallery with sponsorship from TfL and the Diocese of London. The app won <i>App of the Week</i> in <i>The Sun</i> and 472 downloads the two weeks after the launch alone suggest this will become very popular indeed. A major ABL (above the line) campaign is scheduled for summer 2014 with the trail being advertised on over 100 bus sides across London.</p>	<p>Green</p>
<p>The Tower Bridge visitor experience will be enhanced by the installation of glass walkways so that the bridge lifts can be seen from above <i>Related theme(s): Communicating</i></p>	<p>This project is scheduled to be delivered by the City Surveyor by October 2014. Regrettably, the inconvenience of the construction works will occur during the high season for tourism and the benefits of additional visitors and income will not be realised until financial year 2015/16. However to be able to view a bridge lift for the first time and from such a unique position will be a wonderful addition to the visitor offering at the Bridge.</p>	<p>Amber</p>

<p>Environmental enhancements to, and the animation of, the Guildhall Yard to create a welcoming "space for the people" and deliver benefit to the City's workers, residents and visitors <i>Related theme(s): Communicating</i></p>	<p>A feasibility study that looks at options for animating the Yard within the strict noise and availability parameters established has been completed. This has shown activity to be cost prohibitive and so a new tranche of consultation and exploration is underway to look at cost neutral and profitable options. During the period of the Cultural Strategy, there has been a deliberate effort to use the Yard more for public activities and its headline role in <i>Celebrate the City!</i> (as market and concert venue) and during the Olympics are testament to this. Environmental enhancements over the period include signifiers at entrances (flags, banners, new signs and planters), a trial of a coffee facility and the installation of moveable chairs (and a few tables). Further enhancements are under consideration.</p>	<p>Amber</p>
<p>The promotion of the Guildhall Complex as a visitor asset, promoting the collective offer of the Guildhall yard area and cross-referencing between the Complex's component parts, including the Great Hall, the Guildhall Art Gallery, the Amphitheatre, the Yard, the Clockmakers' Museum and the Church of St Lawrence Jewry <i>Related theme(s): Working in Partnership, Educating</i></p>	<p>The corporate hire assets at Guildhall have been brought together under a new working group that will seek bookings from international associations and event planners. Leisure assets within the complex are to be promoted in a new <i>Guide to Guildhall</i> that will be freely available at Guildhall receptions and launched to coincide with the opening of the Heritage Gallery in September 2014. However, some significant inroads to achieve this objective have been made through the City Visitor Trail which, via its audio content and itineraries, promotes all elements of the complex. Individual assets within the complex have also started to cross reference one another where offers are complementary and will drive footfall (see the new Roman Amphitheatre and Libraries leaflets).</p>	<p>Amber</p>

<p>Continuing the City of London Festival's distinctive emphasis on the whole of the City's built heritage and natural environment, using its summer and winter programmes to animate and open up churches, livery halls, office buildings, streets, gardens and other spaces <i>Related theme(s): Working in Partnership, Educating, Communicating</i></p>	<p>The City of London Festival continues to work extensively within the Square Mile, making a defining feature of the myriad places and spaces available for its events each year – a defining characteristic of the Festival is its sense of place. In summer 2013, the Festival presented work in 51 venues, whilst a further seven churches hosted performances during the Free Winter Concert series. In the Corporation's recent report, 'The Economic, Social and Cultural Impact of the City Arts and Culture Cluster', research showed that 94% of visitors agreed that the Festival showcases its events in unique venues and locations. The work is ongoing, with new opportunities presented as the City landscape grows and changes – in summer 2014, the Festival will introduce a number of new venues including its own pop-up venue, The Bowler Hat.</p>	<p>Green</p>
<p>Strengthening the Guildhall Art Gallery's programme of late openings and special events, making links where possible with the Barbican Art Gallery <i>Related theme(s): Educating, Working in Partnership</i></p>	<p>In addition to our exhibitions, the Gallery's special events over the last 12 months have included family activities, a Late View (Guildhall Gothic for Victoriana), tours and talks of the Roman Amphitheatre, including object handling sessions and regular free Friday tours, run by our expert City Guides.</p>	<p>Amber</p>

<p>Developing the Barbican free events, including the Weekender and East London Activities programme, integrating the communication into the Visitor offer and the City's broader cultural promotions <i>Related theme(s): Working in partnership, Communicating</i></p>	<p>The Weekender model has evolved significantly, particularly in developing partnerships between Barbican departments and beyond. Brainwaves (Nov 13) was partially enabled and supported through the Wellcome Trust; We Create (Mar 14) connected with the Curve Gallery's installation Momentum and the Barbican's Digital Revolution exhibition and drew on the partnership with the Guildhall School -including a family performance in Milton Court. Future plans include a weekender on Shakespeare with the Museum of London, and a classical music weekender involving all of the Barbican's associate and resident ensembles and the Guildhall School.</p>	<p>Green</p>
<p>The City Arts Initiative will continue to lever commercial sponsorship so that major artworks can be used to enliven the streets and open spaces. Plans for 2012 include works by Michael Craig-Martin, Julian Opie, Thomas Houseago and Yayoi Kusama <i>Related theme(s): Working in Partnership</i></p>	<p>After a successful 2012/13 (Year 3) programme of Sculpture in the City preparations for Year 4 are currently underway. It is proposed to install a similar number of artworks and deliver even more school workshops &amp; community events than Year 3, with 70% of the project funding coming from external sponsorship.</p>	<p>Green</p>
<p>The enlivening of the Beech Street Tunnel area and revamping of the Barbican's signage will be completed to better animate the connecting spaces between major cultural institutions <i>Related theme(s): Communicating</i></p>	<p>All CoL supported cultural organisations are part of developing a 'cultural hub' – with an external advisory group chaired by Michael Cassidy – and Built Environment is the lead partner. This includes signage and potential work on Beech St Tunnel.</p>	<p>Amber</p>
<p>Mansion House, the Lord Mayor's residence, will from time to time be available to host concerts and sometimes small exhibitions, while the Lord Mayor, during his visits around the world, will whenever possible act as a cultural as well as a business ambassador for the City <i>Related theme(s): Communicating</i></p>	<p>This continues to be the case and the Mansion House also hosts occasional seminars and conferences on cultural and creative industries issues. The Lord Mayor, during her visits around the world, will when possible act as a cultural as well as a business ambassador for the City.</p>	<p>Green</p>

<p>The City's Film Team will continue to ensure the City is a premier filming location in the UK, through improved processes and pan-London work <i>Related theme(s):</i> <i>Communicating</i></p>	<p>Over 1,075 shoots took place in the City in 2013 including Thor: The Dark World (outside St Pauls Cathedral), The Muppets Most Wanted (in Guildhall Yard outside the Gallery) and Suffragette (Cornhill and St Bartholomew the Great). Many feature films are already lined up to film large shoots in 2014 as well as many overseas documentary productions. The Film Team continue to work closely with other departments, boroughs and pan-London agencies to ensure the City is a premier filming location in the UK.</p>	<p>Green</p>
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## Animating the Heritage

Action	Summary	Status
<p>Creation of a Heritage Gallery, to offer a flexible and changing display space for iconic documents to use in Guildhall Art Gallery and elsewhere <i>Related theme(s): Educating, Working in Partnership</i></p>	<p>The Heritage Gallery will open in September 2014.</p>	<p>Amber</p>
<p>Developing a suitable celebration event to mark the 800<sup>th</sup> anniversary of Magna Carta, in collaboration with the Magna Carta Trust <i>Related theme(s): Working in Partnership, Communicating, Educating</i></p>	<p>The City Corporation hosts, chairs and /or provides the secretariat for MC800 committees including the national committee, the tourism-sub and the communications sub. A range of events and activities are being planned from November 2014 to September 2015, including the display of the city's Magna Carta in the Heritage Gallery as has a series of visitor-led activities in the City and across wider London. Partners involved include Temple Church, Inner and Middle Temple, City of London Tourist Guides, the Huguenots of Spitalfields Festival, City of London Festival, Spitalfields Music Festival, our Heritage Gallery and Guildhall Library.</p>	<p>Green</p>

<p>Developing the Roman London offer, to include: new Roman galleries at the Museum of London and a Roman sites network; a partnership between the Museum, the City and the Institute of Archaeology to deliver new ways of presenting the remains of the Amphitheatre and the Billingsgate Roman Villa/Bath House; an expanded programme of guided walks and schools activities around the Roman heritage <i>Related theme(s): Working in Partnership, Educating</i></p>	<p>A partnership has been brokered between COLAT, Museum of London and the City Corporation to deliver <i>Roads to Roam</i> – part of the City's self-guided walks series examining the City's Roman heritage. Plans for the new Roman galleries at the Museum of London are currently on hold awaiting the completion of our whole-site building master plan at London Wall. However aspirations around the Roman network remain and the museum continues to liaise closely with the City over the Billingsgate Bath house, fortgate and city wall walk. MoL is particularly excited about the forthcoming construction of a new viewing walkway at Billingsgate Bath House (BBH). The MA in Managing Archaeological Sites returns to BBH on an annual cycle and students have been assisting with opening the monument at Open House and Festival of Archaeology. A joint schools session is in development which will be on offer next academic year including a dual site visit to Museum of London and the Guildhall Amphitheatre. The short walk between the two sites will be used to enhance geographical understanding of key features of the city of Londinium (such as wall, amphitheatre and fort).</p>	<p>Amber</p>
<p>Building on the successful archive digitisation programme to deliver: phase 2 of the partnership with Ancestry.com; the digitisation of non-genealogical sources; the digitisation of graphic images of London and the City <i>Related theme(s): Going Digital</i></p>	<p>More genealogical material is being digitised through Ancestry; several partnerships with academic and community organisations to digitise non-genealogical sources are in place; and over 250,000 photographs have been digitised and added to Collage, LMA's and the Guildhall Art Gallery's image resource website.</p>	<p>Amber</p>



<p>Ongoing digitisation of collections at the Museum of London, with a target of 90,000 online records by 2015 <i>Related theme(s): Going Digital</i></p>	<p>The museum is on target with its programme of digitising collections, improving access to our collections through the web. Highlights of the programme have included the digitisation of the majority of our Roman coin and pilgrim badge collections, the Henry Grant photographic collection and a large proportion of the Cheapside Hoard jewellery collection. This section of our website now consistently attracts more than 16,000 unique visitors each month.</p>	<p>Amber</p>
<p>Developing a partnership between the Museum of London and Charterhouse to create a visitor/schools heritage site there <i>Related theme(s): Working in Partnership, Educating</i></p>	<p>The museum has worked in partnership with the Charterhouse providing support for the 2013 Philanthropy exhibition and advice on key areas such as design and interpretation, curatorial practice, running visitor services and developing learning programmes for schools, families and universities. We will continue to support Charterhouse with the development and submission of its round 2 HLF application in September 2014.</p>	<p>Green</p>

<p>Creating an enhanced programme of events, displays and lectures around the collections of Guildhall Library, to help bring London's history alive to increased audiences <i>Related theme(s): Educating, Communicating</i></p>	<p>The Guildhall Library programme has gone from strength to strength and is now offering a new professional exhibition every 3 months; a varied programme of weekly afternoon talks on topics such as London Fog and City Churches; two ticketed evening receptions per month; a series of fee-paying specialist workshops; a programme of authors, artists and photographers in residence as well as achieving successful celebrity endorsement for our collections. In 2013 Guildhall Library established active partnerships with Schools, Colleges and Universities who research using primary source material from our collections. From 2011 to 2014, the library's income has risen by over 2,000 % (two thousand percent) and visitor footfall is at its highest for 5 years.</p>	<p>Green</p>
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## Working in Partnership

Action	Summary	Status
<p>Keats House in Hampstead will work with local residents to develop 10 Keats Grove as a community arts and literary centre</p> <p><i>Related strand(s): Animating the Heritage</i></p>	<p>10 Keats Grove is now run as a community library by a charity formed by local residents. Keats House works closely with the Keats Community Library to support them in their work, and also runs public cultural and literary events in the space.</p>	<p>Green</p>

<p>The City of London Festival will continue to work with many partners within and outside the City, including livery companies, churches, schools, businesses and other arts/cultural providers, to deliver a world-class programme of events and educational activities <i>Related strand(s): Sustaining Excellence in the Arts, Breaking down Barriers, Animating the Heritage</i></p>	<p>The Festival continues to build its relationships with the City's charitable, cultural, educational and ecclesiastical institutions. Whilst the livery halls have long been used by the Festival for concerts, the Festival has established a foundry project supported by the Founders' Company, and received valuable support in 2013 from the Fruiterers' Company in support of the Festival's tree theme. In the case of the Worshipful Company of Musicians, in 2013 the Trust again co-presented a series of jazz performances. In addition, many of the livery companies make modest but valuable donations to the Festival's education work – in 2014, a further 12 livery companies have made donations. St Paul's Cathedral and many of the smaller churches provide another infrastructural backbone to the music programme. An extensive range of City cultural organisations engage in partnerships with the Festival each year. In addition, the City's educational institutions continue to function on several fronts – the Guildhall School of Music &amp; Drama, Barbican/Guildhall Creative Learning, Gresham College and the City Music Foundation. The Festival has continued to maintain the quality and diversity of its programme in very difficult economic circumstances, as evidenced by the critical response and feedback to the Festival. Support from the business sector continues to decline but agreed investment in the period from the Trust's own reserves alongside support from a number of private and public trusts, together with careful programming and cost control, has ensured strong programmes.</p>	<p>Green</p>
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<p>The Barbican Centre and Guildhall School will develop their Creative Learning programmes, pioneering new models of learning, engaging students and people of all ages across art- forms, styles and genres, on-site and off-site in East London communities. They will also continue to work with artistic Associates and partners locally, nationally and internationally <i>Related strand(s): Sustaining Excellence in the Arts.</i></p>	<p>Barbican/ Guildhall Creative Learning continue to work with schools and communities across East London to inspire, influence and create opportunity in some of the UK's most deprived boroughs. Creative Learning also offers professional development opportunities for artists of all ages that enable them to acquire new skills as leaders and collaborators across a range of socially engaged settings.</p>	<p>Green</p>
<p>Spitalfields Music will continue to work intensively and for the long-term with local partners in Tower Hamlets from across health, education, youth services, libraries and other sectors <i>Related strand(s): Sustaining Excellence in the Arts</i></p>	<p>Over the past two years Spitalfields Music has developed their work for 0-5s in partnership with libraries and community centres in Tower Hamlets, Barking &amp; Dagenham and Newham, presenting regular performances for this age bracket. The project uses the best music (work by Purcell, Monteverdi and Handel) and musicians (The Sixteen, The English Concert) and has reached over 3000 under 5s through these three boroughs.</p>	<p>Green</p>
<p>The LSO and Guildhall School will work together to deliver a new Masters' course in Orchestral Artistry, designed to attract top-flight national and international postgraduate students <i>Related strand(s): Sustaining Excellence in the Arts</i></p>	<p>This course has been delivered and Master's and Doctoral programmes have also been launched in collaboration with the Royal Opera House with the object of supporting the creation of new operatic repertoire.</p>	<p>Green</p>

<p>The Museum of London will expand its teaching activities with London universities, particularly around vocational MA courses. A new MA course on Museums, Galleries and Contemporary Culture will be created in partnership with the University of Westminster <i>Related strand(s): Animating the Heritage, Breaking down Barriers</i></p>	<p>The new 'Museums, Galleries and Contemporary Culture' MA was created in partnership with the University of Westminster and had its first student intake in October 2011. Now in its third year, this course sees museum curators and conservators providing the teaching for two of the modules; Museum Narratives and Collecting Today. Expanded teaching activities have also resulted in greater engagement with UCL Archaeology and History programmes and with the staff from the museum's Archaeological Archive teaching on creative courses such as the MA Designer Maker course run by Camberwell College of Arts.</p>	<p>Green</p>
<p>A new funding partnership between the Museum of London and Arts Council England will develop a programme around creative partnerships, opening up the collections physically and digitally, and inviting Londoners to interact and add their own unique insights <i>Related strand(s): Breaking down Barriers, Animating the Heritage</i></p>	<p>Our ACE programme is now in its third year. Highlights across this varied programme have included ground breaking pilot projects in digital collecting and crowd sourcing, a creative commissioning programme including our upcoming project <i>House of Muses</i> in partnership with the Festival of Architecture and the award winning Volunteer Inclusion Project at the London Archaeological Archive where volunteers perform critical work to maintain the archive by sorting, packing and archiving finds. An application for future ACE funding for 2015-18 has now been submitted.</p>	<p>Green</p>
<p>Creation of a City Arts Business Group, to liaise with major private collection holders in the City to explore possible collaborations, to meet twice a year <i>Related strand(s): Sustaining Excellence in the Arts, Breaking down Barriers</i></p>	<p>This has yet to be set up, primarily due to the lack of staff resource within CHL. With the appointment of a new City Culture Executive it is expected that this will be progressed within the next few months.</p>	<p>Red</p>
<p>Creation of a City Culture Forum, as a networking and information-sharing group for everyone involved in cultural provision in the Square Mile (whether supported by the Corporation or not), to meet twice a year <i>Related strand(s): Sustaining Excellence in the Arts</i></p>	<p>The first meeting of this took place in March 2013 and a follow-up meeting is scheduled for April 2014. It is envisaged that meetings will then take place three or four times a year.</p>	<p>Green</p>



## Going Digital

Action	Summary	Status
<p>Developing the Barbican Digital Strategy to extend reach, engage new and wider audiences, build accessibility to arts and learning and thereby enhance reputation:</p> <ul style="list-style-type: none"> <li>• producing high-quality digital content, both recorded and live streaming, for wide distribution</li> <li>• growing social networks, to enable conversations between organisations and audiences</li> <li>• improving the digital experience in the building</li> <li>• developing a new ticketing/CRM and website</li> </ul>	<p>Significant work in this area, with Barbican digital content significantly enhanced and reaching hundreds of thousands of people, social networks greatly expanded, better digital experience in the buildings including more projectors and screens. Website procurement plans passed Gateway 5 (authority to start work) in April 2014. No new ticketing system supplier was identified through the procurement process, so work ongoing to enhance current system and will be integrated with new website by Q2 2015.</p>	Amber
<p>Increased co-hosting of technology-based events at the Barbican Centre and other major cultural sites, like the "Music Hackday" hosted in the Centre in 2011 the music aggregator SoundCloud <i>Related strand(s): Sustaining Excellence in the Arts</i></p>	<p>Significant progress in this area. Hack the Barbican - a month long "playground for arts, technology and entrepreneurship" took place in the Barbican foyers in August 2013 in collaboration with The Trampery. Now working on next project - Fish Island Labs - for August 2014. Digital Revolution, the most comprehensive presentation of digital creativity ever to be staged in the UK will take place at the Barbican from July - Sept</p>	Green
<p>The Guildhall School of Music and Drama is one of the three lead institutions in one of the Arts and Humanities Research Council's Knowledge Exchange Hubs for the Creative Economy, and one of seven European conservatoires to form the 'Euroclassical' network to build a digital platform to promote young performers and bring new audiences to western art music. The School will continue to develop these</p>	<p>The School is making a substantial contribution to these ground-breaking projects in the UK and overseas.</p>	Green



<p>Development of the City website to provide regular podcasts of talks, interviews, and lectures from City activities <i>Related strand(s): Animating the Heritage, Breaking down Barriers</i></p>	<p>Increased video content has been produced, for example the recordings of the English Tourism Week talks, which can be found here <a href="http://www.youtube.com/user/visitthecity">http://www.youtube.com/user/visitthecity</a>. As it stands these are only available on the Visit the City</p>	<p>Amber</p>
<p>The LSO, in partnership with the BBC, will create a digital archive of performances, both in the City and internationally, to become accessible across all digital platforms <i>Related strand(s): Sustaining Excellence in the Arts</i></p>	<p>Over the last two years, work with the BBC has continued with c. 10 broadcasts per year. A new partnership has been established between the LSO and Mezzo TV reaching 18m subscribers world-wide with 5 audio-visual performances annually, which the</p>	<p>Green</p>
<p>London Metropolitan Archives will build a regional centre of excellence for the preservation, digitisation and exploitation of archive films relating to London, to share with surrounding boroughs <i>Related theme(s): Working in</i></p>	<p>LMA is major partner in London's Screen Archives, a pan London partnership, and stores in climate controlled conditions films for over 20 other organisations, primarily London boroughs.</p>	<p>Green</p>
<p>The Barbican to engage with Tech City and leading companies within the digital cluster to explore opportunities to expand links, creatively and a shared platform to expand investment in technology and culture</p>	<p>The Digital Revolution exhibition has received sponsorship of £100k from Bloomberg. Worth also noting that a partnership has been created between the Barbican and Culturetech (in Derry/Londonderry) building on EDO's City of London/Derry/Londonderry</p>	<p>Green</p>