

<b>Committee(s)</b>		<b>Dated:</b>
Culture Heritage and Libraries	For decision	04/09/17
Community and Children's Services	For information	08/09/17
Education Board	For information	14/09/17
Board of Governors of the Guildhall School	For information	18/09/17
Barbican Centre Board	For information	27/09/17
Planning and Transportation	For information	03/10/17
Board of Governors of the Museum of London	For information	04/10/17
Open Spaces	For information	11/10/17
Cultural Hub Working Party	For information	18/10/17
Policy & Resources Committee	For decision	19/10/17
Court of Common Council	For decision	07/12/17
<b>Subject:</b> City of London Cultural Strategy		<b>Public</b>
<b>Report of:</b> Assistant Town Clerk and Cultural Hub Director		<b>For Decision</b>
<b>Report author:</b> Matt Pitt, Policy and Projects Officer		

### **Summary**

The City of London Corporation's current cultural strategy expires at the end of December 2017. It came into effect during the 2012 Cultural Olympiad but no longer reflects the full extent of the organisation's activities across arts, culture, heritage and learning or its new and emerging ambitions.

Following a successful tender process, Global Cities Limited were appointed in May to assist the organisation in developing a new cultural strategy. A draft of the strategy is included as an appendix to this report.

### **Recommendation(s)**

Members of Culture, Heritage and Libraries Committee, Policy and Resources Committee and the Court of Common Council are asked to:

- Provide any comments on the draft strategy; and
- Approve the draft strategy for formal adoption by the City of London Corporation.

Members of other committees listed above are asked to:

- Note the draft strategy; and
- Provide any comments for consideration by the Policy and Resources Committee on 19 October before the Strategy is finally considered by the Court of Common Council on 7 December 2017.

### **Main Report**

## **Background**

1. The City of London Cultural Strategy 2012-17 will expire at the end of the year. Whilst previous drafts of a new strategy had been made, it was felt that the organisation needed to move away from the descriptive strategy of 2012-17 to a more strategic high-level document for the future that reflected the strong ambitions of the City of London Corporation within it. A fresh approach was required.
2. Global Cities were engaged to assist the organisation in developing the new strategy. They conducted interviews with officers and Members across the organisation including Town Clerk's Cultural Services, Department for the Built Environment, the Guildhall School and the Barbican. Key partners such as the London Symphony Orchestra and Museum of London were also involved and external organisations the GLA, DCMS and Arts Council England have been consulted.
3. Following the interview stage, certain themes and ideas began to emerge. In order to test these, a workshop was established which stakeholders were invited to. This workshop was held immediately after the Place Steering Group on 19 June and involved officers from that group as well as Members. The draft appended to this report (Appendix A) is very much a reflection of both the interviews and the key themes which emerged at the workshop.
4. Throughout the process close attention has been paid to ensuring the draft strategy aligns with existing strategies and particularly the emerging Corporate Plan. On 27 July, the Summit Group approved the current draft for progression through committees in autumn 2017 in order to have a new strategy in place by the start of the New Year.

## **Strategy**

5. The strategy is broken down into two parts – an executive summary with the vision, the City's role, our values & strategic objectives and the full strategy document. The latter goes into greater detail, particularly on the 10 strategic objectives, why these are important, and outlines some priority actions for the organisation to progress.
6. The Strategy is deliberately high level and ambitious and will be delivered by departments across the organisation. Whilst there are objectives and priority actions which readers will recognise as supporting existing activity there are also new objectives designed to challenge the organisation over the coming years. These ambitions very much reflect conversations that have taken place throughout the process. Subject to the strategy being approved by Members, business planning will need to address the new strategic objectives and priority actions appropriately.
7. The strategy is currently formatted for an internal audience, however, it will be a key tool in communicating the unique and valuable contribution that the City of

London Corporation makes to external audiences. It is therefore anticipated that the strategy will be professionally produced following its formal adoption.

## **Proposals**

8. It is proposed that Members of Culture, Heritage and Libraries Committee, Policy and Resources Committee and Court of Common Council provide any comments on the draft strategy and approve the draft strategy for formal adoption by the City of London Corporation.
9. It is further proposed that Members of other committees receiving this report note the draft strategy and provide any comments for consideration by the Policy and Resources Committee before the Strategy is finally considered by the Court of Common Council on 7 December 2017.

## **Conclusion**

10. A new cultural strategy has been developed in partnership with Global Cities Ltd. It reflects the brief for the strategy to be high-level and ambitious whilst also addressing the organisation's existing activities across the sector. The strategy also seeks to frame new initiatives such as Culture Mile and the Cultural Education Partnership.

## **Appendices**

- Appendix A – Draft Cultural Strategy

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