

<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	16/11/17
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 Culture Mile Director		<b>For Decision</b>
<b>Report author:</b> Matthew Pitt, Policy and Projects Officer		

### **Summary**

The City of London Corporation's current cultural strategy expires at the end of 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.

The draft strategy was approved by Culture, Heritage and Libraries Committee on 4 September and noted at a number of other Committees and Boards. This updated cover report summarises the key points of feedback, outlines a governance model for implementation and seeks Members' approval to the draft strategy.

### **Recommendation(s)**

Members are asked to: -

- Approve the draft City of London Corporation Cultural Strategy 2018-22

### **Main Report**

#### **Background**

1. The City of London Corporation remains the fourth largest funder of arts, culture and heritage in the UK, with an annual contribution of over £100m per annum to

the sector. Culture is now widely recognised as a core component of a thriving global city, important to attracting investment, workers, creating vibrant neighbourhoods and making a positive contribution to the happiness and wellbeing of our communities. It is against this backdrop that the organisation seeks to refresh its strategy for the next five years.

2. The current Cultural Strategy 2012-17 will expire at the end of the year. The aim was for its replacement to be a more strategic forward looking document that reflected the strong ambitions of the City of London Corporation across arts, culture and heritage.
3. 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 Greater London Authority, Department of Culture Media and Sport and Arts Council England have been consulted.
4. 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 participate in. 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 the interviews, the key themes which emerged at the workshop and feedback received through the committee cycle.
5. 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 the committee process and the strategy was approved by Culture, Heritage and Libraries on 4 September.

## **Strategy**

6. 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.
7. 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.

8. 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 for an external audience following its formal adoption.

### **Feedback**

9. The draft strategy has been reviewed by 9 City of London Corporation committees (including your own) and the Museum of London's Board. This reflects the cross-cutting nature of the strategy, parts of which will ultimately be delivered across multiple departments and partner organisations.
10. Feedback received from Members at committee and through correspondence has been overwhelming positive with many welcoming the ambitious path that the strategy sets out. There were however a number of observations and suggestions which have been taken on board and adopted through the drafting process. Some observations were shared across committees and these points have been summarised for your committee below: -
  - Members noted that pressure remained on many of the service areas responsible for delivering the strategy and a desire was expressed for continued investment in our existing services and assets as well as resourcing up new initiatives;
  - Some Members felt this strategy was a fantastic shop window for the wider work of the organisation that could be particularly useful in attracting international attention and investment – expressing a desire to see a public facing version produced following adoption
  - There was a desire for the organisation to go beyond promoting its own cultural offer and to foster a deeper engagement with London-wide and national stakeholders, including the communities on our doorstep; and
  - Members felt an appropriate governance arrangement would need to be put in place to co-ordinate the delivery of the strategy.

### **Governance**

11. To oversee the delivery of the strategy, a Cultural Strategy Officer Group will be established, formed of officers working in arts, culture and heritage from across the organisation and chaired by the Head of Cultural and Visitor Development. The group will meet on a quarterly basis to develop the strategy's action plan and report on progress against objectives.
12. In turn, this group will report into and respond to guidance and requests from a Chief Officer Culture Group chaired by the Assistant Town Clerk. This group will meet up to 2 times per year and be responsible for monitoring and reporting on the delivery of the strategy to committee.

### **Proposals**

13. It is proposed that Members of the Policy and Resources Committee approve the draft City of London Cultural Strategy 2018-22.

## **Conclusion**

14. 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. A thriving arts and culture scene are seen as increasingly important to the success of Global Cities and the City of London Corporation retains a strong desire to contribute to the cultural life of London and beyond. This strategy reflects the cross-cutting way in which arts, culture and heritage are delivered across the City of London Corporation and establishes some ambitious targets for the organisation to work towards whilst framing new initiatives such as Culture Mile and the Cultural Education Partnership (to be known as Culture Mile Learning). It is therefore recommended that Members approve the draft Cultural Strategy 2018-22.

## **Appendices**

- Appendix A – Draft Cultural Strategy

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