

Cultural and Creative Learning Strategy 2018-2023

Department for Children and Community Services (DCCS)

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1. Introduction

Culture is at the heart of a thriving community and it is a vital element in the daily life of London, enriching experiences, improving personal wellbeing, providing outstanding learning opportunities, and helping us gain a better understanding of the world in which we live. The City of London Corporation is committed to providing access to world-class education and learning opportunities. This includes the educational opportunities that its cultural, heritage and environmental assets offer. The City Corporation provides educational experiences that combine creativity, innovation and enterprise, alongside tradition and continuity. These activities develop the talent of Londoners to reinforce the City's competitiveness and to support London's communities.

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. The City's cultural institutions are building audiences, artists and creative. 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 for Music and Drama has the largest under-18s offer for specialist music training 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 Family of City Schools and with schools in the surrounding boroughs, spreading their professional excellence and expertise.

Cultural and Creative Learning Strategy 2018-2023 supports the City of London's Education Strategy, encouraging deeper collaboration and developing shared programmes and digital resources for greater impact. The strategy enhances the delivery of the City of London's Education Strategy by nurturing an exemplary cultural education partnership, Culture Mile Learning, and enabling our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation. Heritage and cultural and creative learning is at the heart of enabling children and young people to flourish. It is important that they receive education both in and through the arts and that creative teaching and learning enables everyone to realise their potential.

Cultural and Creative Learning Strategy 2018-2023 is aimed at providing clarity around vision and to, in conjunction with the action plan, provide a framework for shared values and approaches and for the provision of activities and approaches, including in terms of the scope and scale of cultural learning provisions. This policy covers the board curriculum content related to culture and creativity and the range of formal and informal learning opportunities beyond the curriculum. Cultural and Creative Learning Strategy 2018-2023 provides clarity around vision and, in conjunction with the action plan, provides a framework for shared values for the provision of activities and approaches, including scope and scale. The policy is designed to be responsive and is reviewed and reported annually. Based on this cycle of evaluation, modifications are incorporated.

London is a global, flexible and cosmopolitan city with a strong sense of pride in its place, history, neighbourhoods and identity. The City of London is unique in being home to such a wide range of high-quality cultural venues within such a small and historically significant geographical area. This provides a powerful opportunity to make a real impact on the lives of learners, not only those living in or visiting the City, but also people across London and beyond through outreach programmes, online resources and our inspiring green spaces. By maximising access to our cultural venues and bringing together their internationally important collections and expertise, we will create engaged, active and creative citizens of the future who wish to make London a better place to live.

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. 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. Investing over £100m every year, the City of London Corporation is the fourth largest funder of culture in the UK. The City Corporation supports 19 diverse cultural venues, including the Museum of London, Barbican, Guildhall Art Gallery, Guildhall School of Music & Drama, the Monument, London Metropolitan Archives, and five public libraries, including three of regional importance¹. Beyond the City, it also supports other inspiring destinations for learning such as Tower Bridge, Keats House, Hampstead Heath and Epping Forest. Collectively, these venues represent a remarkable educational resource that can enrich the learning of children and adults, whether in families, early years settings, schools, universities or colleges. The venues provide safe, supportive environments for families and intergenerational groups to learn together; contribute to attainment and creativity across the full spectrum of the National Curriculum at all key stages; and equip young people with the motivation, skills, knowledge and confidence to move into further study or employment.

Alongside the cultural opportunities, Cultural and Creative Learning Strategy 2018-2023 focuses on an ambitious programme of lifelong learning, highlighting the development of fusion skills. Fusion learning approaches combines the creative, technical, educational and emotional skills needed for success in the 21st century. Arts and cultural activity can serve as inspiration where the most interesting and progressive work is already taking place (including innovation, different mind-sets and behaviours, new relationships). Sustained cultural and creative learning equips people to participate in high-value employment opportunities, creating an environment where innovation, creativity and enterprise flourish.

A nation prospers when it realises the full potential of its people. The skills needed for the the 21st century economy are the result of a lifelong learning process. A broad definition of culture has been applied to this strategy and it includes art, design, music, literature, heritage, open spaces, architecture and film and technology.

¹ See full list of partner organisations in Appendix Two

It also involves creative processes and the development of fusion skills². The embedding of a focus on fusion learning aims to make the pupils in the City family of schools 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, acknowledging that culture and heritage are the enablers of innovation, nurturing and inspiring creative talent and entrepreneurial ideas. The creative industries make a major contribution to the London economy, but the development of creative talent requires high quality learning experiences. At the heart of this strategy is the knowledge that innovation and creativity can generate both financial and social wealth for people and communities in a long term, sustained way. This is evidenced in the City of London Corporation's history where the Livery Companies have shown that commerce and culture are intertwined. The City is rapidly becoming a leading centre of the digital and creative economy and to continue to nurture talent, we need to unlock the creative potential and resilience of individuals and businesses.

Above all, we want to champion excellence and innovation in all that we do. To achieve the aims of the Cultural and Creative Learning Strategy 2018-2023, there is an exemplary partnership, Culture Mile Learning, which enables our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation. With the unique creative, educational, and business expertise based in the area, Culture Mile Learning is well placed to support improved pathways for disadvantaged young Londoners to benefit from arts and cultural activities, training, development and employment opportunities. Culture Mile Learning engages with headteachers and provide simple and effective routes for support. Through this unique partnership offer, the schools have access to cultural partners which are open, flexible, communicative, responsive and welcoming. 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 and enabling them to have the confidence, freedom and agency to discover their possibilities and potential.

2. Corporate mission

The City of London Corporation is dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful United Kingdom. The commitment to cultural and creative learning development is rightly at the centre of this vision. Commerce and culture are intertwined throughout the City of London Corporation's history and recognise the power of innovation and creativity to generate wealth for people and communities in a long term, sustained way. The City of London Corporation is dedicated to creating an innovative, creative and vibrant City. The City is rich in world leading cultural institutions who are deeply committed to education. The City is becoming a hub for creative businesses. Specifically, the Cultural and Creative Learning Strategy 2018-2023 contributes to a flourishing society and supports a thriving economy and meets the outcomes of:

- People enjoy good health and wellbeing.
- People have equal opportunities to enrich their lives and reach their full potential.

² See Appendix Two: Glossary of terms, for more detail.

- We have access to the skills and talent we need.
- We inspire enterprise, excellence, creativity and collaboration.

The impact of the Cultural and Creative Learning strategy will particularly:

- Contribute to a flourishing society
- Support a thriving economy
- Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
- Promote effective progression through fulfilling education and employment.
- Cultivate excellence in academia, sport and creative and performing arts.
- Promote London for its creative energy and competitive strengths.
- Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.
- Protect, curate and promote world-class heritage assets, cultural experiences and events.
- Promote and champion inclusion, diversity and social mobility
- Provide world class cultural education and learning opportunities
- Promote effective transitions through education and into fulfilling employment in the creative industries and in all industries looking for innovative talent.
- Develop fusion skills for future working and employability
- Advocate for the removal of institutional barriers and structural inequalities in participation in arts and cultural activity
- Cultivate excellence through models of practice
- Champion new and emerging artforms and hybrid arts alongside continuing to provide talent pathways into more traditional art forms
- Strengthen local, regional, national and international collaboration and innovation in arts, cultural and creative learning
- Nurture a relevant and sustainable cultural and creative learning pipeline
- Maximise the opportunity for all children and young people to have age appropriate, high quality participation in the arts and culture
- Develop the teachers to enable them to continue to expand creative teaching and learning methods in schools

The development of cultural and creative learning is not a responsibility that rests solely with one department, service or area of work. The cultural and creative learning offer within the City of London Corporation is well placed to take advantage of integrated departmental working. The City of London Corporation has a broad Culture Strategy covering an extensive range of objectives and activities aimed at boosting artistic production and participation. Through Culture Mile and Culture Mile Learning, the collaboration of the world leading cultural institutions in the City of London and beyond are ensuring that the cultural offer provided is relevant and far reaching, in both scope and scale. The richness of the City's cultural heritage is available to all and can be easily accessed to ensure it enriches education.

Through the City's Open Spaces, children and young people can experience a multitude of offers. The City's libraries are rich in cultural and creative learning activities. The City Corporation continues to proactively promote local and community arts through a range of participatory events, activities, spaces, initiatives and opportunities and is investing in infrastructure to boost the provision of spaces for creative activity. The City is already rich in architecture, sculptures and art works. A regular programme of musical events is offered in a range of places, beyond the excellent programmes at our major theatres and cultural venues. The Barbican and the Guildhall School of Music and Drama are both actively committed to cultural and creative learning and have highly experienced and innovative learning units. The Cultural and Creative Learning Strategy 2018-2023 is both informed by and linked to the *Enterprise Strategy 2017*. Similarly, the *Culture Mile* and its partners have a vital part to play in identifying new and emerging creative and cultural opportunities and the way these might inform future employment patterns. Within the Department for Community Services (DCCS), the Cultural and Creative Learning Strategy 2018-2023 links specifically to the *Education Strategy* (across the Family of City schools) and to the *Skill Strategy* (including adult education, community learning, apprenticeships and training) and is more broadly grounded in the number of functions the DCCS perform in both its statutory and more general functions to support both the local and wider population.

The Cultural and Creative Learning Strategy 2018-2023 also has connections with the *Volunteering Strategy* and the City's *Philanthropy Strategy*. Importantly, the Cultural and Creative Learnings Strategy 2018-2023 should support open and collaborative working and provide a space for joined-up thinking and sharing with both internal and external stakeholders.

Appendix One contains current strategies and policies that are directly relevant to the Cultural and Creative Learning Strategy 2018-2023.

Appendix Two contains a glossary of terms used in this strategy.

Appendix Three contains information on the outcomes of the 2017/18 School Visits Fund.

Appendix Four contains a full list of partner organisations in Culture Mile Learning and other cultural and creative activities for schools and outlines some of the existing activity.

3. Goals, aims and key performance indicators (KPI's)

Goals	Aims	KPI's	Responsibility
Every cultural institution in the City is a learning institution and every educational institution in the City family of schools is a cultural institution.	Integrating digital and creative ideas into the schools and creating more connected routes for pupils and teachers to access the cultural and heritage offer. Create a unified digital strategy that amplifies and enhances the world-class offer available to	An online portal is developed to create a 'one-stop shop' to more readily access the outstanding cultural and historical resources to enrich the creative experience of London's learners and to maximise the availability and impact of learning assets.	Culture Mile Learning/Culture Mile/Education team

	<p>schools and families across the City's cultural organisations and programmes</p> <p>To deepen and enrich the artistic experience as audience and as participant and co-producer so that there are high levels of participation and relevance</p> <p>To provide both formal and informal (in school and out of school) pathways for creative and cultural experiences for children and young people</p>	<p>To provide opportunities at least three times per year for children and young people to perform in professional quality venues and encouraging sharing with families.</p> <p>Review and develop the relationship between Culture Mile and the City of London family of schools through a formalised Culture Forum and the appointment in each school of both cultural governor and a cultural lead teacher.</p> <p>Maximise access to the City Corporation's cultural venues by London's pupils through a school visits fund through improved publicity, staff development and targeting of those schools who have not used the fund previously. Including that at least 100 schools per year use the fund; and that 90% of schools using the school visits fund have not visited their chosen venue in the last three years.</p> <p>Establishing the role of a dedicated school liaison officer for cultural work and engagement in each City of London schools</p> <p>Convene opportunities for the City Corporation's cultural venues to work together to offer innovative learning programmes and resources that benefit learners across London and beyond.</p>	<p>Family of schools/ Culture Mile Learning/Education team</p> <p>Family of schools/ Culture Mile Learning/Education team</p> <p>Family of schools/ Culture Mile Learning/Education team</p> <p>Culture Mile Learning/Education team</p> <p>Culture Mile Learning/Culture Mile/Education team</p>
Empowering children and young people to realise their full potential	<p>Deliver a distinctive City of London Corporation education and skills offer that ensures that all learners receive a high quality and continuous education both in and through the arts.</p> <p>Inspire children and young people and their teachers to discover and love the arts</p>	<p>To ensure that pupils have a voice in arts and cultural decision making including the participation of City's Family of Schools' pupils in Youth Culture panels (e.g. the Barbican Youth Panel)</p> <p>Review and develop talent pathways for pupils in our schools ensuring that there are clear and delineated access routes into further opportunities and no examples of talented pupils not having the 'next steps' to develop their interests and skills.</p>	<p>Culture Mile Learning/Education team</p> <p>Family of schools</p>

	<p>Develop children and young people as artistic and cultural citizens enriching their lives and the lives of others. Nurture talent enabling children and young people to find their creative and artistic voice</p> <p>Deepen and enrich cultural experiences for children and young people inspiring them to discover their creative potential and to love the arts and culture of others.</p>	<p>The policy acknowledges that creative and cultural learning begins in the early years. There will be joined -up working with the City's early years providers and also a focus on and network of families</p> <p>Embedding a sequential, high quality cultural and creative offer for all pupils of City schools from early years through to post 16, with sustained education in and through the arts and culture, including strengthening the role of music and the performing arts across the Family of Schools.</p> <p>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.</p>	<p>Early years team/ Family of schools/ Education team</p> <p>Family of schools/ Education team</p> <p>Family of schools/Culture Mile Learning/Education team</p>
<p>To provide accessible opportunities for those pupils at risk of not having access to the full range of cultural experiences, included activity with SEND, EAL and Ever 6 (pupil premium) pupils.</p>	<p>Support our cultural organisations to appeal to a wider audience base through outreach and learning initiatives and working outdoors.</p> <p>Strengthen skills in working with disadvantaged learners.</p> <p>Ensure the offer provides experiences at a range of levels and is accessible to a variety of communities, interesting and relevant.</p> <p>Co-creation is at the core, creating more inclusive and participatory communities, including co-creation with children and young people and school communities.</p> <p>Stimulate an accessible cultural offer that reaches a range of people and promotes social mobility</p>	<p>Annual tracking that experiences are equitable across the identified groups of pupils and across age ranges and gender, including impact on local communities in London</p> <p>CPD to improve skills in working with learners from challenging circumstances</p> <p>Culture Mile Learning is communicated in an inclusive manner, so it is well known, relevant and accessible</p> <p>A stronger link in terms of curriculum and local offers is developed between community and adult learning and cultural mile learning</p> <p>Proactively support and evidence initiatives that encourage London schools, especially in disadvantaged areas, to engage with the cultural life of the City; for instance, the Schools Visits Fund.</p>	<p>Culture Mile Learning/Education team</p> <p>Culture Mile Learning/Education team</p> <p>Culture Mile Learning</p> <p>Culture Mile Learning/ASES</p> <p>Culture Mile Learning/Education team</p>

<p>Use cultural and creative experience to develop and enhance the 21st Century fusion skills needed for employability and where arts, culture and creativity will be at the forefront of economic success</p>	<p>Continue working towards the achievement of a diverse workforce so that it mirrors the diversity of our community.</p> <p>Raise understanding and awareness of the value and importance fusion skills in terms of tackling disadvantage.</p> <p>Enhance capacity and leadership around fusion skills including the delivery of a distinctive City of London Corporation education and skills offer where all learners receive systematic development of fusions skills.</p> <p>To empower teachers the culture and creativity to enhance learning by promoting an integrated approach where culture and creativity are used to enhance learning across the curriculum including in language learning, STEM subjects, IT and technology learning and mathematics.</p>	<p>Define 'Fusion Skills' and develop the understanding of these across Culture Mile Learning partners – including businesses, schools, and young people and involving initial research and consultation with key stakeholders.</p> <p>Implementation of a learning programme across the City Family of Schools that will deliver on shared objectives in terms of fusion skills development.</p> <p>To raise awareness and understanding around fusion skills and fusion skills Leadership and to map relevant practice and activities amongst partners and stakeholders.</p> <p>Audit current skills, expertise, existing practice around fusion skills to understand where needs overlap and align, and to use this knowledge to create CPD to improve leadership across CML partners in fusion skills.</p> <p>Develop the necessary wider physical and digital infrastructure that will enable access to cultural experiences and progression of fusion skills</p> <p>Establish a joint CPD programme to source external training in response to collective need and priorities.</p> <p>Provide CPD training to ensure that teachers of non-arts subjects have approaches and methods for including the arts and culture in lessons to enhance innovation, interest, practical leaning, enjoyment and ultimately learning success.</p> <p>Establish a digital hub of learning and communication to enable knowledge and skills exchange and the development of a change community of peer learning.</p>	<p>Culture Mile/ Culture Mile Learning/Education team/ ASES</p> <p>Family of schools/ Education team</p> <p>Culture Mile Learning/Education team</p> <p>Culture Mile Learning/Education team</p> <p>Culture Mile/ Culture Mile Learning</p> <p>Family of schools/ Education team/ Culture Mile Learning</p> <p>Family of schools/ Education team/ Culture Mile Learning</p> <p>Family of schools/ Education team/ Culture Mile Learning</p>
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High quality exposure to the creative industries at all stages of education to enable learners to make informed career choices, including within the arts and cultural sector and emerging hybrid practices.	Ensure pupils within the City of London family of schools have access to pathways into the world class training programmes offered by the cultural institutions in the City and beyond and into creative apprenticeships, higher education and employment routes	A comprehensive creative careers strategy for all ages. Young Londoners in the City's schools and beyond have access to the information, advice and experiences that will help them progress into fulfilling careers, including in the creative industries.	Education team Culture Mile Learning/Education team
	Equip young people with the knowledge, skills and networks to prepare them for careers and training in the arts, cultural, creative and hybrid sectors.	All pupils in the City's schools will be able to hear from and be inspired by artists and creative professionals across a range of fields in each year of their schooling	Culture Mile Learning/Education team
	Enhance the links between education and artists and cultural workers for the mutual benefit and growth of both sectors	There will be clear progression routes for talented arts pupils in the City's schools into cultural and creative employment, including apprenticeships.	Family of schools/ Education team/ Culture Mile Learning/ASES
	Continue to excel in providing employment pathways and support into the creative and cultural industries, creating a stronger focus on entrepreneurship, creativity and innovation.	Exposure to professional working in the creative and cultural industries including dancers, musicians, writers, designers, makers and the range of production and post production entrepreneurs and creatives.	Family of schools/ Education team/ Culture Mile Learning/ASES
	Link learning at all stages with real-world application.	Research into feasibility of Creative Enterprise Zone and to connect with pupils in the City's schools.	Family of schools/ Education team/ Culture Mile
	Provide career guidance to meet the needs for skilled a talented people for the creative and cultural industries now and in the future.	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.	Family of schools/ Education team/ Culture Mile Learning/ASES
		Provide targeted talent pathways for young people aged 14-25 years, especially for groups under-represented in the creative and cultural sectors.	Family of schools/ Education team/ Culture Mile Learning/ASES
Strengthen strategic oversight of cultural learning with a specific focus on impact.	Continue to assure and enhance the standards and quality of our cultural provision to achieve excellence in delivery and impact. Develop clear leadership on culture: working in collaboration with cultural partners.	Re-aligning the classroom offer towards sequential and 'curated' arts and cultural offers. Ensure more long-term economic sustainability through less reliance on single grants or on project funds for cultural learning activities in Culture Mile Learning	Family of schools/ Education team Culture Mile Learning

	<p>Review planning and resource allocation so that cultural experiences are accessible and provide exceptional value for money while ensuring a closer alignment between priorities.</p> <p>Ensure that the Cultural and Creative Learning Strategy is fully embedded in DCCS and Corporation operational, business and academic planning.</p>	<p>Increase the effectiveness of collective activity and greater recognition of Culture Mile as a learning Destination, with cultural education activity being integral to other Culture Mile activities, including programming and public realm activity.</p> <p>The City Corporation's investment in cultural learning initiatives enables at least the same level of funding to be secured from other sources.</p> <p>The Culture Mile to be regarded as a successful learning destination,</p> <p>Establish clearer lines of governance, accountability and business planning for Culture Mile Learning</p> <p>Ensure that the heritage offer, including open spaces, is integrated into the Culture Mile Learning.</p>	<p>Culture Mile/Culture Learning Mile</p> <p>Culture Mile/Culture Learning Mile</p> <p>Culture Mile/Culture Learning Mile</p> <p>Education team/Culture Mile Learning/ Culture Mile</p> <p>Education team/Culture Mile Learning/ Culture Mile</p> <p>Open Spaces/ Culture Mile Learning/ Culture Mile</p>
Build applied research and knowledge exchange that drives quality practice in arts and culture learning and teaching.	To continue to respond with agility and inventiveness to policy and funding changes and to be open to opportunities for cultural and creative experiences which are sustainable, affordable and realisable.	Investigate opportunities to support and enhance STEM education for schools in London at our wide range of cultural venues, celebrating the breadth of education and stimulus provided.	Culture Mile Learning/Education team

4. Target learners

The Cultural and Creative Learning Strategy will continue to target those people with the least access to arts and culture. Through a focus on social mobility and engendering a sense of community, the Cultural and Creative Learning Strategy 2018-2023 continues to support initiatives that encourage London schools, especially in disadvantaged areas, to engage with the cultural life of the City; for example, through the Schools Visits Fund. We recognise and embrace the diversity of London's culture and champion the excellence and innovation that this brings. The cultural offer is inclusive providing opportunities for disadvantaged pupils, building social and cultural capital and contributing positively to wellbeing, health, social cohesion and lifelong learning. To achieve these aims a partnership approach will be used to promote open, communicative, responsive approaches which are and welcoming to a diverse range of people, businesses and visitors. Through co-production processes, the cultural partners will continue to work with local socially disadvantaged residents, addressing issues of mental health, wellbeing, social cohesion and

lifelong learning. The aim of the learning and engagement programmes is to bring together people from all walks of life and help support social mobility as well as engender a sense of community. The Cultural and Creative Learning Strategy will focus on inclusive and equitable practice to encourage individual and community empowerment.

5. Creative Learning

Creative learning is sometimes termed as education **through** the arts, where aesthetic and multi-sensory approaches are used to improve learning for all pupils and to develop fusion skills. Creative learning can include using drama to teach languages, sculpture and visual literacy to teach mathematics and science, and so on. It is not about another thing for schools to do, but rather using creative, collaborative and artistic methods to improve approaches to classroom learning and to enhance the general functioning of schools. Creative learning in schools builds resilience and promotes transformation. Schools can be reinvigorated through creative educational regeneration. Creative learning is about opening up the school and working in partnerships. It requires clear vision, careful and planned involvement of the cultural partners, and systems of support and advocacy. The arts become the medium for encouraging an exchange of ideas, solutions and forging new relationships with local communities, businesses, artists, cultural organisations and sector actors with the aim of rapidly boosting achievement. Performances, events and 'pop-ups' are crucial aspects of creative learning. Fusion learning becomes a medium for school transformation and a by-product of the transformation process. Creative learning also increases the engagement of pupils in and out of school. A rich offer of creative opportunities can assist in reaching disengaged pupils and providing opportunities for character development and social learning. Creative learning is most effective when it is treated as a school-wide approach, occurring at all levels in a school, and both in curriculum programmes and in extracurricular and cross-curricular programmes. Adopting creative learning approaches also takes time and it is therefore important that there is staff training and that programmes are embedded in the schools. The City is uniquely placed to exploit the potential of creative learning, having a centre for Creative Learning at the Barbican. Several of the City's schools, including especially the City's independent schools, already have well developed, embedded creative learning models. Furthermore, through Culture Mile partnerships with A New Direction and other agencies means that the City schools have unprecedented access to artists and creative business who can assist in developing and supporting creative learning programmes. The focus of creative learning development within this strategy is centred on upskilling teachers in cross-curricular tools that can be used to make teaching and learning more creative. Specific attention will be on the role of teaching assistants to support creative learning. The Culture Forum will also be an opportunity to share good practice and tools between teachers.

Creative learning will also be stressed as part of the development of fusion skills. In the latter Key Stages in the Family of City Schools, this will include direct links to the Skills Strategy through creative work experience, fusion skills employability training. Regular analysis of cultural and creative learning requirements is conducted in close partnership with EDO (especially in terms of City businesses and sectors) and with Culture Mile and Culture Mile Learning in terms of the creative, cultural and innovation sectors.

6. Fusion

Our research over the past year has identified Fusion Skills (a combination of creative, technical, educational and emotional skills) as increasingly important in the workplace of the 21st Century. Many of London's learners lack access to these fusion skills or the means to develop them, particularly those living in London's most disadvantaged communities. Fusion is a person-centric approach, equipping the future and current workers with technical expertise that is necessary for success. Fusion brings together different industries and technologies to spark innovation and create economic growth. Fusion skills use interdisciplinary work as a driver for creativity and innovation. Fusion skills are about the so-called 'soft skills' as well as the technical skills.

Fusion is not just a set of qualities or outcomes but is importantly process led. It relies on close cooperation between schools (education), businesses, the creative and cultural sectors, and further and higher education. Fusion itself means different things to different people and the creative media industries are often defined by differing terms. The hard reality of soft skills is that this is important for what anybody can achieve in life, as well as for the success of our economies. Fusion skills combine arts, design, technology and business, reflecting how future life is transformed by the fusion of these disciplines, generating opportunities for new businesses, products and services. It is the fusion of creative invention and technological innovation which is so distinctive of the UK's Creative and Digital Industries, and which underpins its competitive advantage – particularly with regards to the digital media industries and business.

Fusion skills include:

- Collaboration, cooperation and teamwork
- Development of multi-modal communication
- Fusing together business and educational institutions, for mutual benefit
- Innovation and problem solving
- Combining arts and science
- Inter-personal skills: The ability to communicate and listen well; being a good coach; possessing insights into others; having empathy toward others
- Higher-order cognitive skills including: Deductive and inductive reasoning; critical thinking; problem-solving; making connections across complex ideas; and, the ability to learn actively
- Analysis and evaluation skills, the ability and flexibility to learn new technologies quickly
- Creativity and imagination
- Flexibility and adaptability
- Global and cultural awareness
- Information literacy
- Leadership, trust, civic literacy and citizenship
- Oral, visual and written communication skills
- Social responsibility, perceptiveness and ethics

- Technological literacy
- Initiative
- Fluency of ideas, responsiveness, agility and adaptability
- Curiosity, ability to question and to research
- The ability to connect and develop own networks
- Designing and making
- Understanding and use of data
- Entrepreneurship/social entrepreneurship, leadership, ability to explore/let others explore new ideas,
- Coping with and learning from failure
- Autonomy, learning to learn, and lifelong learning

Culture Mile Learning is developing a programme of collaborative practice and cross-organisational learning centring on fusion skills leadership to increase shared capacity and expertise.

7. Culture Mile

The City has a unique collection of arts, cultural and educational organisations and assets in the Square Mile that complements its world class business sector. Culture Mile is an ambitious initiative stretching over the next decade and beyond to create a major destination for culture, creativity and learning in the heart of the Square Mile (www.culturemile.london). Stretching from Farringdon to Moorgate, Culture Mile will support its extraordinary range of creative businesses to flourish, as a global leader in creativity as well as commerce. Culture Mile will transform the area into a vibrant and welcoming destination for all, maximising the benefits for residents, workers and visitors to the City, London and beyond. As part of this, we aim to ensure that the area continues to attract and retain creative businesses, enabling enterprise to thrive. A Creative Enterprise Working Group has therefore been established to further explore this, consisting of representatives across the City of London Corporation, Barbican Centre, Guildhall School of Music & Drama, Museum of London and London Symphony Orchestra.

The aim is that over time Culture Mile develops into a major learning destination and that the creative sector fully harnesses its assets - specifically the experience and expertise across our organisations - for greater collective impact on London's learners. Moreover, Culture Mile is about harnessing the value from arts activity so there is a dividend, to individuals in terms of happiness, health and wellbeing and to communities in terms of social cohesion, community spirit and creating stimulating and pleasurable places to live and work. Culture Mile Learning takes this forward by maximising the benefits from joining together and enhancing the world class education and learning capacity in the City's cultural institutions. This remit extends beyond the Culture Mile and the City to impact London more widely.

8. Culture Mile Learning

Culture Mile Learning aims to capitalise on Culture Mile's profile, visitor experiences and collaboration so that the area is recognised as a world-leading learning destination, specialising in the fusion of creative, technical, educational and emotional skills needed for 21st Century success. Culture Mile Learning provides further

opportunities for the City Corporation's cultural venues to work together to offer innovative programmes and resources that benefit learners across London and beyond. There are three key programmes that begin to realise the learning destination vision:

- a) Partnership infrastructure
- b) Collaborative Learning
- c) Culture Mile Challenge Prize.

Culture Mile Learning (CML) establishes a world-leading learning destination in the heart of the City of London, bringing together skills and expertise across organisations. The depth of commitment to learning amongst Culture Mile Learning partners is clear in their organisational missions, well-established learning programmes and in the wealth of expertise and skills within their teams. Building on existing practice and the achievements of the Learning Engagement Forum, the Culture Mile is uniquely placed to take a strategic lead on fusion skills development as a cultural education partnership and through their cross-sector networks. The following organisations are members of Culture Mile Learning:

- Barbican Centre
- Barbican & Community Libraries
- City of London Police Museum
- Guildhall Art Gallery & London's Roman
- Amphitheatre
- Guildhall Library
- Guildhall School of Music & Drama
- Keats House
- London Metropolitan Archives
- London Symphony Orchestra
- Museum of London
- Open Spaces Department
- St Paul's Cathedral
- The Charterhouse
- The City Centre
- The Monument
- Tower Bridge

In the 2017/18 academic year, the learning of over 383,000 children and young people was enhanced by the cultural organisations that are supported by the City of London Corporation and comprise Culture Mile Learning. Culture Mile Learning will deliver in fulfilment of the Cultural and Creative Learning Strategy and aspects of

the Education and the Skills strategies. Against the Education Strategy, Culture Mile Learning will work to encourage deeper collaboration and develop shared programmes and digital resources for greater impact. In terms of the Skills Strategy, Culture Mile Learning will be directly involved in the development of fusion skills, creative employment pathways and creative and cultural apprenticeships programme.

9. School Visits Fund

Schools, especially those in disadvantaged areas and the outer boroughs, face financial barriers in visiting the cultural venues supported by the City Corporation, including the cost of transport, staff cover and admission/session fees. Established in November 2015, the School Visits Fund (www.cityschoolvisitsfund.org.uk) offers schools with at least 30% of students in receipt of Pupil Premium, who have not visited their chosen venue in the last three years, with grants of up to £300 to help with the cost of visiting any of our venues. Schools must be within Greater London (within M25). The fund is managed by the Museum of London.

Appendix Three contains details of the outcomes and distribution of the School Visits Fund for 2017/18 academic year.

10. Competitive analysis and marketing

The City of London is a long-term custodian of heritage but also a facilitator of innovation, creative talent and new entrepreneurial ideas. The report of the Warwick Commission on the future of cultural value, *Enriching Britain: Culture, Creativity and Growth* (2015), also highlights the success of the creative and cultural industries sector in creating jobs, economic investment and profile. The City Corporation research carried out by BOP Consulting (2013) found that the City's culture cluster generated £291m Gross Value Added for the London economy and support more than 6,700 FTE jobs. Culture Mile is home to a significant proportion of this cluster with a wealth of extraordinary cultural and creative industries. In addition to this, Culture Mile is increasingly attracting businesses seeking innovation, creative thinking and the new hybrids of industry – many because of the disruption caused by advances in technology. Co-working spaces are increasingly prevalent within Culture Mile, and research tells us that businesses within these are often attracted by the collision of sectors that these spaces enable; encouraging creative-thinking and innovation. Creative thinking is also increasingly critical within a broad range of sectors, for example financial and professional services businesses within Culture Mile are known to employ curators, in-house staff to encourage creative-thinking in the workforce and explore CPD around creative leadership and skills. The City of London Corporation is well placed to take advantage of these new creative and cultural opportunities. Not only does the Corporation have strong links to the business and creative assets of London, it also is a direct provider of schools, providing pathways and progression routes for young people into apprenticeship pathways.

Initial research is underway to create and expand Creative Enterprise Zones (CEZ) within the City. CEZ can act as a geographic magnet where businesses are creative and innovative. CEZ can be an incubator for creativity and a zone where artistic endeavours are legitimised as finally viable career paths. As a focal point, CEZ prioritises and imbues the fusion skills imperative for future employability.

Culture Mile has a wealth of culture and artistic excellence which is shared for the benefit of its local communities and wider London. Collectively, our venues represent the full scope of cultural education and are ideally placed to ensure that all children can and should benefit from receiving a wide-ranging, adventurous and creative cultural education. To strengthen our external facing functions, enabling us to maximise opportunities around partnerships. A comprehensive marketing plan will be developed that uses an integrated communications campaign to promote the benefits of cultural and creative learning. Culture Mile will forge and maintain dynamic relationships in

the cultural sector and continue to build a world-leading cultural and creative environment that promotes collaboration with each other and across schools, businesses and communities.

11. Working with others

We can learn more together than apart and so we create opportunities to work collectively in teams, groups and as the whole organisation. The Cultural and Creative Learning Strategy aligns with the other corporation strategies (see Appendix One) to promote a range of deep collaborations including partnerships around:

- Leadership development
- A strong shared vision and aligned action plans
- Resource maximisation and sharing
- Collective action and influence
- Communication
- Organisational agendas and capacity
- Language - particularly across sectors, as the lack of shared language can be a barrier to building a truly collaborative vision
- Collective advocacy
- Creating space both physical and digital)
- Sharing practice
- Peer support, including 'critical friends', forum and peer mentors
- Develop skills and shared opportunities for action research and professional development

Joined-up thinking increases the capacity to influence the future and expand our lifelong learning cultural and creative offers (early years, through schools, to work experience, apprenticeship, adult education, HEIs and so on). The City of London Corporation has number of enthusiastic partners. Both within the City of London Corporation and with our many partners, we work collaboratively and purposefully - approaching our endeavours with an open and receptive mind-set. We promote co-production and working in partnership which both drive and reflect the professional and collaborative nature of our schools and cultural organisations. Appendix Four includes just some of the many partners who currently work with us to design, deliver and evaluate our cultural and creative learnings programmes and some samples of the activities which are already occurring to build and strengthen partnerships between schools and cultural organisations.

Through Culture Mile and Culture Mile Learning there is a strong strategic vision and an existing record of collaboration. At its most successful, partnership working is about collaborative change and a desire to address complex problems, develop innovative solutions, find new ways of working, put competition aside, work more strategically and deliver deeper impacts than we could alone. The City Corporation's cultural venues and partners are now working together to develop several educational initiatives that are helping to lay the foundation for even closer collaboration in the future. This collaborative approach has already led to meaningful

activity which no single organisation could have developed alone and is an active demonstration of the rich potential of Culture Mile Learning to make a major contribution to cultural education in London and nationally. Culture Mile Learning can facilitate joint working and new programming ideas to capitalise on the potential of Culture Mile and other opportunities. The following list outlines just a few of the current benefits of working more collaboratively:

- Sharing resources and working together to create an internationally renowned, distinct, welcoming and vibrant centre for arts, heritage and learning.
- Collaborative Learning workshops
- Termly partnership meetings
- Building our capacity to be more than the sum of our parts
- Knowledge-sharing and cross-organisational learning
- Closer links between the Culture Mile partners and the City of London family of schools
- Programme of Collaborative Learning in Action - a distinctive, blended programme of action-learning to develop collaborative practice and enable CML partners to create strategic change across their organisations.
- A framework of support ranging from tried and tested change models, tools, methodologies and other resources to surgeries with consultants and an online hub of learning and digital collaboration tools.
- Positive dialogue looking for opportunities and growth
- The development and delivery of an action plan, ensuring all existing and planned cultural activity aligns with strategy objectives
- Identification of opportunities for collaboration and joint working across a range of functions (marketing, HR, programming, non-learning roles)
- Alignment with other partnership projects (including Culture Mile Challenge consultations)

The partners within Culture Mile are reaching beyond school programmes to provide a range of cultural experiences and events to inspire parents and families to engage as partners in a child's artistic and cultural development. The City Corporation's Culture Strategy, Education Strategies and Open Spaces Strategy, alongside the City's libraries are active in communicating to families and carers upcoming events and to provide low-threshold ways for families to engage. Through a range of approaches across almost all the City Corporation's departments, activities are occurring to promote local community arts projects as an access point for the arts for families and children. The Cultural and Creative Learning Strategy also specifically aims to incentivise youth led arts projects in both the primary and secondary schools. These are supported through the Challenge Prize, a crowd funding platform and a range of small grants.

It is also important to strive for meaningful partnerships with a range of other external stakeholders. Currently, Culture Mile Learning has good partnerships with other cultural organisations and providers but could further develop its partnerships with the various agencies involved with supporting young people and its partnerships with the business and commercial sector. Better use could be made of our collective convening power to encourage more networking and collaboration between cultural organisations and businesses bringing together cultural partners in the City with other stakeholders, including engaging with local, national and international stakeholders such as the Mayor of London's Office, the Arts Council and DCMS on existing support and opportunities for potential future collaboration.

It is important to continue to reinforce the partnership of cultural, creative and corporate organisations within and outside Culture Mile. While prioritising areas under our direct control, we should be mindful of our responsibility to work with others to support the wider needs of the capital and beyond and to breakdown traditional barriers (such as, us/them, London/Non-London, art sector/non-arts sector, high art/crafts, amateur/professional).

We are currently exploring a range of more formal partnerships, including with the London Borough of Islington, to build capacity and to combine resources to create greater impact. A review is being conducted to ensure there is clear alignment with the Culture Strategy, Culture Mile and Culture Mile learning and the developing partnerships with Islington and with the Mayor of London's culture strategy for London.

Culture Mile Learning also needs to learn from other sectors and engage with existing networks (i.e. Liveries, Housing Associations, health and social care, adult and community education, Open spaces, and so on). The liveries have a special place in encouraging awareness of the creative industries and crafts. Such a multi-factorial approach is likely to increase the scope and scale of the work around cultural and creative learning and bring capacity, resources, and innovative future partnerships to enrich the cultural offer to our schools and other participants. The following is a list of some of the external partners currently involved in aspects of the Cultural and Creative Learning Strategy:

- Nesta
- Mercers
- Goldsmiths
- A New Direction (AND)
- GLA
- Centre for London
- RSA
- Virgin Start-up
- Tech City
- Amazon
- UAL Agency 2030
- Innovation Warehouse
- Saatchi & Saatchi

12. Our approach

The Cultural and Creative Learning Strategy is based on the approach that pupils will progressively be exposed to a wide range of art forms throughout their time in school and be encouraged and enabled to develop advanced skills and knowledge in at least one chosen artform. This involves both taking culture to the pupils in the school (e.g. visits, events, career talks) and taking the pupils to cultural experiences including galleries, museums, theatres, cinemas and studios. The annual programmes will be joined-up to provide a consistency of experiences and encourage exposure to, and participation in, high quality arts and including exposure to the 'backstage' and associated creative industries including those using technology as the medium. As part of this approach, the pupils and their teachers are exposed to the full extent of the creative industries which flourish in London. This includes, and is not limited to the fashion industry, film industry, production industry, advertising, design, architecture, and crafts. We know that pupils in our London schools have a strong preference for engagement in the arts both in school and out of school as a recent study (2018) shows:

FAVOURITE SUBJECTS AT SCHOOL

- ❖ 'What are your favourite subjects at school? (Please select as many as apply)'
- ❖ Survey completed by 88 students, 11 – 13 years old.

SUBJECT	
Art	69%
Food Technology	65%
Maths	64%
PE (Physical Education)	63%
DT (Design & Technology)	45%
Music	42%
Chemistry	41%
History	39%
IT (Information Technology)	35%
English	32%
Biology	28%

ACTIVITIES AT SCHOOL

- ❖ Which of the following activities have you taken part in during the past two weeks? [At school?]
- ❖ Survey completed by 88 students, 11 – 13 years old.

ACTIVITY	YES	NO
Drawing	84%	16%
Painting	76%	24%
Participating in sport	75%	25%
Cooking	70%	30%
Reading a book (not for school work)	62%	38%
Practicing a musical instrument, or playing just for fun	60%	40%
Listening to recorded music (on the radio, CD, iPod or online)	59%	41%
Taking a photograph	55%	45%
Crafts (e.g. knitting, sewing; making birthday cards; decorating a room for a party)	52%	48%
Watching a music video	51%	49%
Looking at paintings, sculptures, drawings, or historical objects / artefacts	49%	51%
Writing a story	49%	51%
Writing a poem	45%	55%
Making a film / video	38%	62%
Dancing	37%	63%
Playing a game you made up / a friend made up	37%	63%
Singing on your own	37%	63%

ACTIVITIES AT HOME

❖ Which of the following activities have you taken part in during the past two weeks? [At Home?]

❖ Survey completed by 88 students, 11 – 13 years old.

Watching a film	92%
Listening to recorded music (on the radio, CD, iPod or online)	86%
Watching a music video	86%
Playing a computer game / video game	85%
Taking a photograph	83%
Watching a TV programme	83%
Reading a book (not for school work)	80%
Cooking	76%
Drawing	74%
Participating in sport	63%
Singing on your own	63%
Watching sport on TV	60%
Crafts (e.g. knitting, sewing; making birthday cards; decorating a room for a party)	55%

The approach for the delivery of this strategy is to work in partnership to develop the capacity of teachers and senior leadership teams for cultural leadership including in partnership with the New Direction's Cultural Leaders Programme and through subsidised places on Guildhall's new MA programme for socially engaged and cross-disciplinary arts practice and leadership. Through promoting and developing the cultural forum, selected teachers from each of the broader family of schools will be encouraged to meet, network and receive advance communication about the range of cultural and creative offers. To encourage each school, governing bodies will have a nominated governor for culture who will monitor arts, cultural and creative programmes across the school. The 'culture governor' will receive annual training, so they have a detailed understanding of the evaluation of high quality arts, cultural and creative offers.

While quality is always the focus, opportunities will be available for the development of more radical artistic practice and for ground-breaking creative and cultural experiences. The cultural partners will enable 'supported autonomy', creating safe spaces for creative exploration, new collaborations, playful experimentation and exchanging of ideas. Alongside this more experimental and developmental space, the cultural partners will review and explore potentials for digitalisation of collections and experiences, and for online learning activities to be developed. Based on consultation and co-design, the anticipated virtual systems would need to offer multiple engagement opportunities for group-based learning, remote access and 'on-demand' cultural experiences.

This strategic approach brings all the key contributors together – education and training providers, teachers, employers, careers professionals and parents – so that every single person, no matter where they live or what school they go to, has access to top quality careers advice, guidance and inspiration. The approaches promote sharing of information, co-produced knowledge, and the development of local leadership. The focus is on the development of creative citizenship and enabling the

development of social, creative and cultural capital to boost young people's social mobility. Our approach is based on a lifelong learning approach. That means that the concept of cultural and creative learnings development for work occurs in different ways across different stages as is outlined in the following table:

Stage	Outline of offers
Key Stage One	<ul style="list-style-type: none"> Introduction to the world of arts and culture through play-based arts learning Pre-musicianship and early music programme Talks from/activities with various creative industry workers Fusion cultural and creative learning programmes Visits to museums and specially produced children's theatre and dance (minimum of three per year) Cultural governor in all schools Parent information on creativity at home Family learning opportunities Performance opportunities with family and friends (minimum of three per year) Early years creative learning programme (Reggio Emilian approach) Curriculum arts
Key Stage Two	<ul style="list-style-type: none"> Instrumental music lessons Specialist visual arts and dance lessons Fusion cultural and creative learning programme Extra-curriculum 'arts' clubs Broad exposure to a range of art making experiences Cultural governor in all schools Pupil-led arts and cultural groups in schools Singing with young choral leader programme Visits to Culture Mile partners (minimum of three per year) Integrated creative learning programme Family learning opportunities Introduction to Creative Industries (studio visits, HEI partners, apprenticeships, meet the artist) 'Professional' performance opportunity (minimum of three per year) Art exhibition Curriculum arts
Key Stage Three and Four	<ul style="list-style-type: none"> Unpaid work experience (200-hour commitment) – encourage creative and cultural placements Fusion cultural and creative learning programme

	<p>Livery cultural and creative learning Link</p> <p>Young Cultural Leaders programme</p> <p>Summer schools for talented musicians</p> <p>Creative careers information and development programmes</p> <p>Taster sessions to introduce pupils to different creative and cultural careers</p> <p>Instrumental music lessons</p> <p>Specialist dance lessons (Step into dance)</p> <p>Fusion cultural and creative learning programme</p> <p>Extra-curriculum 'arts' clubs, including connection to holiday programmes</p> <p>Talent development programme in the arts</p> <p>Cultural governor in all schools</p> <p>Pupil-led arts and cultural groups in schools</p> <p>Young choral leader programme</p> <p>Visits to Culture Mile partners (minimum of three per year)</p> <p>Integrated creative learning programme, special focus on language learning, mathematics and science</p> <p>Youth arts events/arts festivals</p> <p>Curriculum arts</p>
GCSE level	<p>Level 2 and 3 apprenticeships</p> <p>Fusion cultural and creative learning programme</p> <p>Creative careers fair</p> <p>Work finder app</p> <p>Livery cultural and creative learning Link</p> <p>Young Cultural Leaders programme</p> <p>Summer schools for talented musicians and other artists</p> <p>Creative careers induction programmes (including portfolio development)</p> <p>Elective arts intensive 'summer' schools</p> <p>Instrumental music lessons</p> <p>Specialist dance lessons (Step into dance)</p> <p>Extra-curriculum 'arts' clubs, including connection to holiday programmes</p> <p>Talent development programme in the arts</p> <p>Cultural governor in all schools</p> <p>Pupil-led arts and cultural groups in schools</p>

	<p>Young culture leader programme</p> <p>Arts and cultural student councils</p> <p>Visits to Culture Mile partners (minimum of three per year)</p> <p>Integrated creative learning programme, special focus on improving subject attainment and progress through the arts</p> <p>Youth arts events/arts festivals</p> <p>Creative learning and boys programme</p>
A-Level	<p>Paid post-school work internships in creative and cultural institutions and industries (especially for under-represented groups)</p> <p>Fusion cultural and creative learning programme</p> <p>Level 3 and 4 creative and cultural apprenticeships</p> <p>Careers fair with Arts HEI's and creative industries</p> <p>Arts mentor programme</p> <p>Livery cultural and creative learning Link</p> <p>Young Cultural Leaders programme</p> <p>Summer schools for talented artists</p> <p>Creative careers induction programmes (including portfolio development)</p> <p>Elective arts intensive 'summer' schools</p> <p>Talent development programme in the arts</p> <p>Cultural governor in all schools</p> <p>Pupil-led arts and cultural groups in schools</p> <p>Young culture leader programme</p> <p>Arts and cultural student councils</p> <p>Integrated creative learning programme, special focus on improving subject attainment and progress through the arts</p> <p>Youth arts events/arts festivals</p>
Graduate level	<p>University internships in creative and cultural institutions and industries (especially for under-represented groups)</p> <p>Higher level apprenticeships with HEI partners</p> <p>Graduate placements in creative and cultural institutions and industries</p> <p>Creative and cultural learning adult and community education offers</p> <p>Graduate tracking</p> <p>Cultural Leadership Master's Degree</p>
Adult learner	<p>Level 2-7 apprenticeships in creative and cultural institutions and industries</p> <p>Package of work preparation training including Fusion cultural and creative learning programme</p>

	Academic cultural and creative mentorship support Widen access to the creative professions Creative Enterprise Zone
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A detailed action plan (in the form of a Gantt chart) will identify each of the individual projects that achieve these larger goals and how these projects will be completed. Each project will have a champion and a lead. A detailed budget will be aligned to the strategic plan and there will be business plan for delivery of elements of this strategic plan.

13. Evaluation and Impact measurement

Arts development is about harnessing the value from arts activity so there is a dividend, to individuals in terms of happiness, health and wellbeing and to communities in terms of social cohesion, community spirit and creating stimulating and pleasurable places to live. The activities outlined in the Cultural and Creative Learning Strategy promote a future where businesses are creative and innovative and where artistic endeavours are legitimised as viable career paths. Moreover, the wealth of culture is shared for the benefit of its local communities and wider London, making the Culture Mile and the City Family of Schools places which act as incubators for creativity and which prioritises and imbues children and young people with the fusion skills needed for future success.

The benefits of a strategic approach to the development of cultural and creative learning will only be realised if we can ensure high quality. The Cultural and Creative Learning Strategy is underpinned by a strong commitment to excellence and impact. A refreshed and shared central toolkit and framework will be developed for evaluation across the cultural and creative offer. This will provide both quantitative and qualitative information and enable clarity of analysis, reflection and exploration. Evaluation will measure the impact in terms of and impact and tracking matrix that focuses on personal, social, educational, cultural, economic and ethical impact. It will also track negative loss impact in terms of opportunity costs. A focus for evaluation will be the needs of the community, improved access, and increased impact. Outcomes and objectives will be reviewed and reported on an annual basis. There will be other external measures of quality and impact including:

- Teachers make active use of creative approaches and culture to improve teaching and learning
- The policy of an arts-rich, holistic education for all pupils is evident in the practices in the schools
- Schools have sequential and high quality offers for education in and through the arts including both curriculum and extra-curriculum offers
- The active support of professional bodies and other partners
- Recognition by the Arts Council England and other funders
- Artists are recognised for their quality by the sector
- National and international recognition
- Keenness of major cultural institutions to join the Culture Mile Learning partnership

- Culture Mile Learning is recognised as providing an effective service for schools
- Outcome data robustly verifies KPI's
- Businesses support for arts and cultural learning increases
- Young people of talent can develop fully through a supportive system
- Diverse young people can access robust career advice and support to become successful in the creative and cultural industries
- Arts and cultural apprentices are successful in achieving awards and signs of recognition
- Strong data reports on progression into cultural and creative employment, employment promotion and earnings

Appendix One: Related strategies and policies

City of London Cultural Strategy 2018-2022

Visitor Strategy 2018-2022

Social Mobility Strategy (Still in draft)

Digital Skills Strategy 2018-2023

Department of Community and Children's Service's Business Plan 2015-2017

Early Years Strategy 2015-2018

The Children and Young People's Plan

The Early Help Strategy

Corporate Plan 2018-2023

The Local Plan

Open Spaces Strategy 2015

Cultural Hub Brand and Identity Strategy

Cultural Hub Property Strategy

Culture Mile Look and Feel Strategy

Appendix Two: Glossary of terms

Aesthetics: The philosophy of the idea of beauty.

Art: Art has the capacity to release imaginations, to model and experiment with new ideas, and to instigate and exemplify social change.

Collaboration: The action of working with someone to produce something. Collaboration does not mean individuals negate their own area of experience or expertise but rather it means finding ways to work that celebrate the history, knowledge and skills everyone brings to the table.

Cultural Capital: The knowledge, skills and experiences that serves as a currency that alters the opportunities available to us, in our education, lives and work.

Cultural competence may be acquired through family socialisation and formal schooling which ensures access to resources, including verbal capacity, aesthetic preferences, educational credentials, social class attributes...and so on and so forth that are denied to others.³

Culture: Culture is the practices and objects through which we express and understand ourselves and others. 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.

Fusion: Cyber skills, digital literacy, DQ and fusion skills are all terms frequently used to describe the sets of qualities, attitudes and values which enable people to thrive and flourish in future technologically mediated environments. Fusion skills combine arts, design, technology and business, reflecting how future life is transformed by the fusion of these disciplines, generating opportunities for new businesses, products and services. It is the fusion of creative invention and technological innovation which is so distinctive of the UK's Creative and Digital Industries, and which underpins its competitive advantage – particularly with regards to the digital media industries and business.

Participation: The act of taking part.

Values: The principles or standards we hold to and act in accordance with.

Appendix Three: Information on outcomes of school visit fund 2017-18

There has been a total of 238 successful applications to the fund since its launch in 2015, which are set to benefit 12,196 pupils. £50,624 of funding has been committed to date. Of the schools attending, there was a pupil premium rate of 51%. Only 7% of all applications have had a Pupil Premium rate of between 30-35% (17 applications).

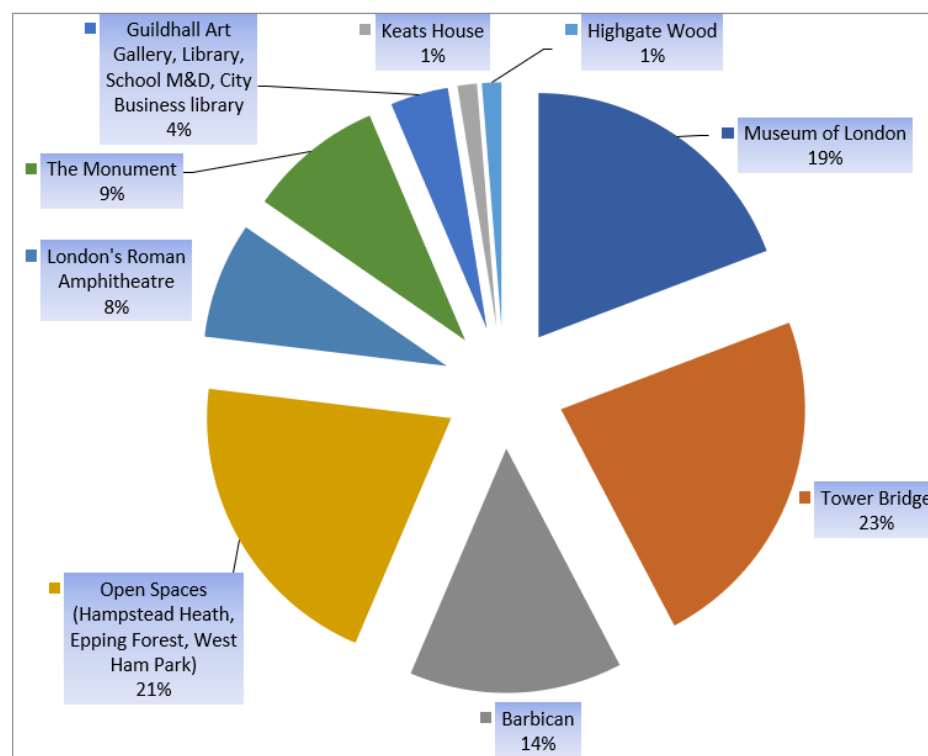
School types

³ Kawashima, Nobuko (2000) Beyond the division of attenders vs. non-attenders: a study into audience development in policy and practice.

	Local authority	Academy	Free	Other
Applications	172	37	10	17

	Primary	Middle	Secondary	Special
Applications	166	1	56	13

Where are schools visiting?

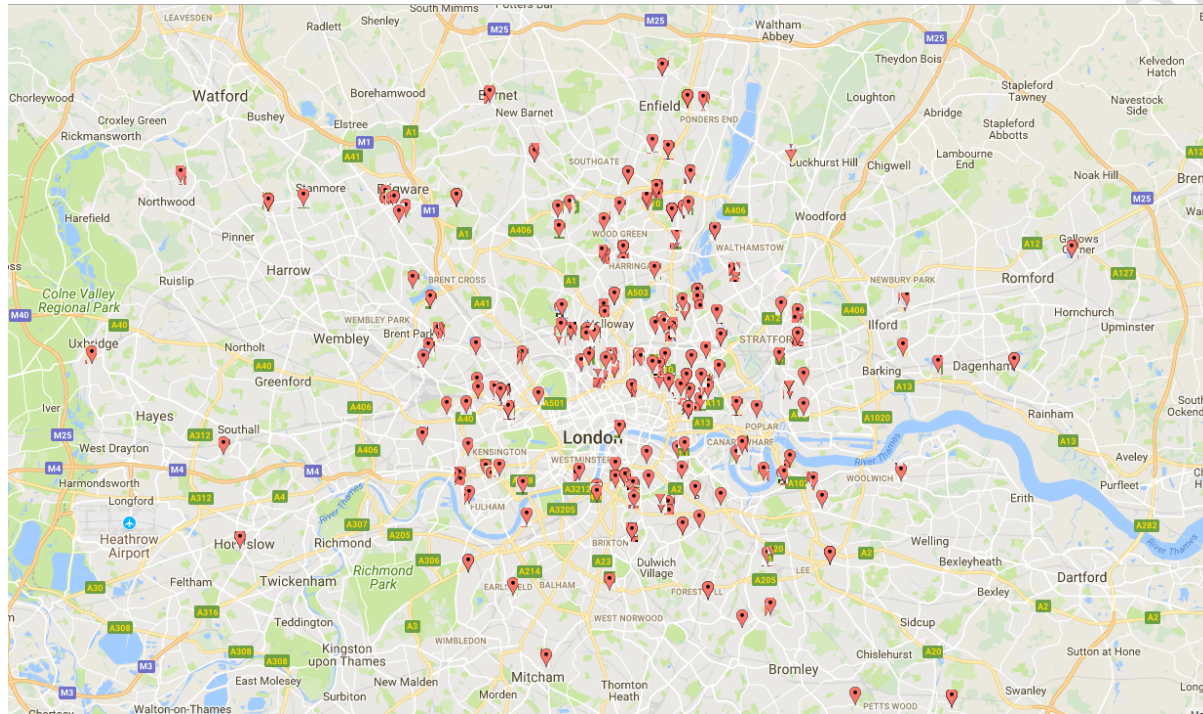


Applications by venue

The table below shows the total number of times each venue has appeared on the original application form. Schools may choose up to 3 venues to visit in one trip - often listing multiple venues and then completing a single venue visit. Certain venues lend themselves to inclusion on a trip to another venue because of proximity (e.g. The Monument is stated in 19 applications but is the sole venue just twice). Conversely Hampstead Heath, is usually the sole intended venue for a visit.

Venue	Applications (including multiple venues listed)	Where venue is only one stated on form	
1	Museum of London	68	35
2	Tower Bridge	47	35
3	Barbican	40	33
4	Hampstead Heath	24	20
5	London's Roman Amphitheatre	21	15
6	The Monument	19	2
7	Epping Forest	17	13
8	Museum of London Docklands	9	8
9	Guildhall School of Music and Drama	9	1
10	Guildhall Art Gallery	8	4
11	City Gardens	8	3
12	Museum of London Archaeological Archives	7	1
13	Keats House	5	4
14	The City Centre	5	4
15	Highgate Wood	4	2
16	Guildhall Library	4	2
17	Barbican Library	3	1
18	London Metropolitan Archives	2	2
19	West Ham Park	1	0
20	City of London Police Museum	1	1
21	City Business Library	0	0

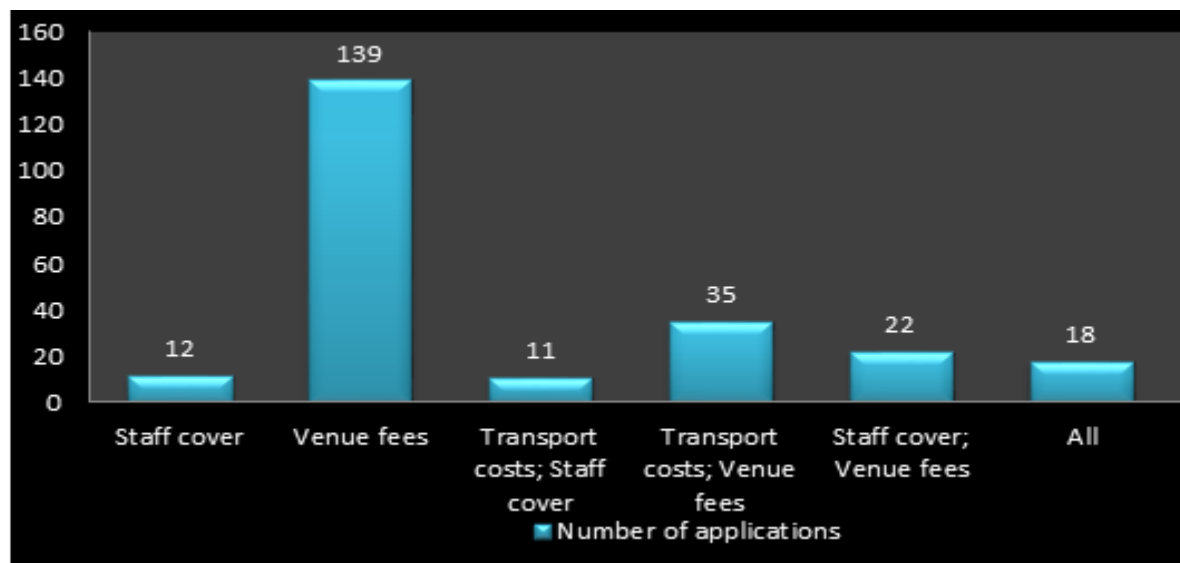
Location of schools that have applied to the School Visits Fund



Breakdown of applications by London borough

Borough	Applications	Borough	Applications
Hackney	25	Kensington and Chelsea	5
Tower Hamlets	25	Lewisham	5
Southwark	22	Harrow	3
Barnet	19	Bromley	2
Haringey	19	Hounslow	2
Enfield	13	Sutton	2
Camden	12	Croydon	1
Islington	11	Ealing	1
Westminster	10	Havering	1
Greenwich	9	Merton	1
Lambeth	9	Redbridge	1
Waltham Forest	8	Richmond upon Thames	1
Brent	6	Bexley	0
Hammersmith and Fulham	6	City of London	0
Newham	6	Hillingdon	0
Wandsworth	6	Kingston upon Thames	0
Barking and Dagenham	5	TOTAL	236
		Inner Boroughs 75%	178
		Outer Boroughs 25%	58

What the funding is being used for



What are the usual barriers for your school in relation to conducting school trips?

Overall cost (transport, venue, staff cover etc.)	96%
Having enough adult help	35%
Transport costs	34%
Arranging staff cover	34%

Appendix Four: Current partners and activities

The Culture Mile Learning partners aim to maximise access to the City Corporation's cultural venues by London's pupils through a school visits fund. Programmes also exist for the public and for families including open-access of curated, facilitated talks and events provide further opportunities for the City Corporation's cultural venues to work together to offer innovative learning programmes and resources that benefit learners across London and beyond. The following sections provide insight into a sample of the cultural learning opportunities that are available to our children, families and schools in the City of London.

Aldgate Square Crowdfunded Animation Project

To deliver a crowdfunding platform specifically to bring forward a range of community-led projects in the Aldgate area that may be adapted and developed to the benefit of all City communities in later years. The project is aimed at exploring new funding and community-led methods to support and encourage cultural and arts

events which add to the cultural offer of the Square Mile and link with the creation of the Cultural Mile and other major cultural programmes. It is hoped that a crowd-funding approach will forge stronger links to community groups operating within the City and foster positive relationships and build capacity and knowledge within the voluntary and community sector, including a diversification of fundraising strategies.

Collaborative Learning workshops

There will be a series of collaborative learning workshop events for Culture Mile Learning partners. The first series is exploring definitions of fusion skills.

Barbican Box programme

Barbican Box launched in 2011 as a theatre education programme for secondary schools and FE colleges in east London. Barbican Box has expanded to work in music, theatre and the visual arts across 40 secondary, SEN schools and FE colleges in east London. Inspired by Barbican's world-class arts programme, the Barbican Box is, literally, a portable box filled with the ingredients for making and creating original theatre, photography or music. Participating schools receive the box and accompanying resources, CPD and mentoring for teachers, visits to the Barbican to see performances/exhibitions and opportunities to showcase their work at the end of the process.

Barbican and Community Libraries

Barbican Library is the City of London's leading public lending library with books, spoken word recordings, DVDs, CDs, scores and a wide digital offering available for loan. There are strengths in music (including listening facilities and practice pianos), arts, children's and financial sections. The library has an active events programme which includes literature events, Music Library exhibitions, monthly art exhibitions, activities for children, young people and families and reader development promotions. Barbican Children's Library runs a weekly, term time Code Club in partnership with the national Code Club organisation. Professionals from firms based in the City volunteer their time to teach children coding languages.

Challenge Prize

Challenge prizes are an effective way of addressing real-life problems. They operate successfully at different levels from global to very local and across different sectors. We are working with NESTA to develop the prize and their initial feedback is very positive regarding the subject of the prize and the City's unique potential to create something exciting and impactful. The Culture Mile Challenge would focus on how to better develop fusion skills, particularly by disadvantaged learners. The working theme for the challenge is:

"Given the high levels of long term unemployment amongst young Londoners, create a new solution, product, technology or service that will measurably improve the ability of 16-24-year-old Londoners - targeting those from disadvantaged groups - to develop the fusion of skills (creative, technical, educational and emotional skills) required for success in London's future workforce."

The Challenge Prize is a flagship programme of Culture Mile Learning. The Challenge has four main objectives:

- 1) To engage London's learners from a variety of backgrounds and stimulate their creativity and innovation to drive change.

- 2) To develop new solutions for how the related sectors can contribute to fusion skills delivery that will have practical relevance to CML partners and City businesses, encouraging collaboration across normal boundaries.
- 3) To better connect City business, cultural and learning sectors.
- 4) To promote Culture Mile as a place of innovation in learning.

The Charterhouse

The Charterhouse has been living the nation's history since 1348. Founded as a medieval monastery of the Carthusian order, the site became a Tudor mansion, a boys' school, and an alms-house, which it remains to this day. Working in partnership with the Museum of London, this remarkable site now houses a brand-new museum, public square and the Sir John Cass's Foundation Learning Centre. The Charterhouse offers a dedicated programme for families which runs during school holidays and in connection with larger, family festivals. The learning programme aims to inspire creativity through the stories of the Charterhouse and to inspire curiosity about the people who have lived, worked and studied here.

The City Centre

The learning programme is a pioneering new collaboration between New London Architecture (NLA) and The City Centre to inspire the next generation about London's built environment, promote the huge range of careers available, and empower young people by giving them a voice in the future shape of their city.

City of London Police Museum

The City of London Police Museum tells the story of policing the Square Mile from its early days of the Watch, through to present day cybercrime. It looks at how the City Police have developed working practices and dealt with major cases over the past 175 years. Highlights include; the story of Catherine Eddowes (the fourth victim of Jack the Ripper), the police response to the Blitz, and the use of technology to counter terrorism. The museum offers a flexible programme of workshops for schools, colleges, universities and youth groups.

Culture Forum Meetings

These are termly meetings involving the school staff 'culture lead', school culture governors and the Culture Mile Learning partners. This is an opportunity to communicate about upcoming opportunities, determine current and future professional development needs, feed into the development of the Culture Mile Learning programme and to be a monitoring meeting to determine the implementation and impact of the Cultural and Creative Learning Strategy in schools. This group will also be supported and resourced to coordinate performance and cultural events and exhibitions throughout the year and will allocate resource to the pupil-led projects and report on their impact.

Guildhall Art Gallery and London's Roman Amphitheatre

Established in 1886 as 'a Collection of Art Treasures worthy of the capital city,' the Guildhall Art Gallery holds works dating from 1670 to the present, including 17th-century portraits, Pre-Raphaelite masterpieces and a range of paintings documenting London's dramatic history, as well as the ruins of London's 2,000-year-old Roman Amphitheatre.

Guildhall Library

Guildhall Library is the Library of London History with the largest collection in the world devoted to the history of a single city. Originally founded in the 1420s, Guildhall Library is now a public library open to everyone without formality and offering unrivalled resources on the history of London, its people and its trade. The library has an active events programme offering weekly free lectures on aspects of London history and evening events, including talks, performances, book launches and walks. The library engages with school pupils at key stages 1–4 and at sixth form level and offers workshops to undergraduate and post graduate students as well as family history related workshops.

Guildhall School for Music and Drama (GSMD)

Over 12,500 young people are reached each year via GSMD's Creative Learning, Junior Guildhall, Centre for Young Musicians, and short courses. GSMD is committed to ensuring access for all, offers over £2million in scholarships each year, and works with 250 schools in East London to encourage a wider range of applications to the School's programmes. The Centre for Young Musicians CYM provides high quality progression in music training for children under 18 years of age across the country. Over 800 young musicians aged 7 to 18 attend the centres for 32 weeks of the school year, each following an individual programme of study across a range of styles and genres. Still more children benefit from CYM holiday courses, ranging from junior and intermediate courses to participation in ensembles such as the internationally renowned London Schools Symphony Orchestra and the London Youth Wind Band. The CYM London Saturday provision is a Centre for Advanced Training within the Department for Education's Music and Dance Scheme.

Jolly Music

Jolly Music is a creative, well-planned and inspiring music curriculum that promotes musicianship through teaching singing in a fun way. It Provides a comprehensive system of music education which enables young children to become active and instant music makers, developing self-confidence and self-esteem. It is designed for Key Stage One and Two pupils and puts the spirit of singing at the heart of music education. It is a resource of teaching tools and a CPD programme for teachers which uses tried and tested principles with easy-to-follow lesson plans and accessible content to build singing ability and simple rhythmical understandings in a fun and engaging manner. The programme emphasises the 'inner hearing' of children and helps them to pitch accurately.

Keats House

Keats House provides a wonderful setting for a range of educational visits for ages 3-21 to explore the written and spoken word, art, history and the natural surroundings. Most activities focus on poetry study and creative writing, but we also have workshops on local history, citizenship, art, and a garden study session for KS 1-2.

London Metropolitan Archives

London Metropolitan Archives (LMA) is the largest local authority archive in Britain and works flexibly and creatively with teachers to provide exciting and enriching learning experiences. The free programme for schools covers many areas of the National Curriculum, particularly history, literacy, humanities, science, citizenship and art. LMA currently holds the Sandford and Crest Awards for excellence in heritage education and science activities.

London Symphony Orchestra

LSO Discovery, the London Symphony Orchestra's education and community programme, is one of the world's leading music education programmes. Founded in 1990, it brings people of all ages and backgrounds into inspiring contact with the Members of the Orchestra. Family and school concerts at the Barbican Centre are designed to engage and excite young people and open the door to the diverse music performed by the LSO. Community activities, a choral programme and family concerts take place at LSO St Luke's, the LSO's music and education centre; complemented by outreach visits to special needs schools, adult day centres, children's centres and hospitals. LSO On Track is a partnership with the music services in 10 East London boroughs which works with young instrumentalists and offers teacher CPD. The orchestra's artist development programme supports and trains young composers, instrumentalists and conductors emerging into the music profession.

The Monument

Every year over 230,000 visitors climb the 311 spiral steps to The Monument's observation gallery, 160 feet (48.7 metres) above the ground, to enjoy unique and exhilarating views of the capital. The Monument's learning programme enables schools to dig deeper into the story of the Great Fire, its commemoration, and the history of The Monument itself. A character-led facilitated session, 'Meet Robert Hooke', allows pupils to interrogate the structure's co-designer to find out more about the Fire and the memorial which commemorates it, whilst a self-guided school resource available to download from the website highlights the learning opportunities the site can offer.

Museum of London

With over 1 million visitors each year and more than 2 million objects in its collections, the museum is uniquely placed to tell the remarkable story of London and its people. The learning programmes aim to connect learners with their city and the experiences of others, developing a deeper sense of identity as Londoners. One of the museum's five strategic objectives is to engage every school pupil in London, through a cross-curricular schools programme consisting of over 140 different workshops and study days for all key stages and abilities, delivered at the museum and in schools. The programme is particularly suitable for history, geography, English, citizenship and STEM subjects. The museum has dedicated programmes for special schools and supplementary schools. There are over 2,500 members of the Museum's Teachers' Network. The museum runs a programme of creative weekend and holiday events and festivals for families that are often developed and delivered in partnership with communities and London organisations and have become recognised as a sector leader in early years provision and recently won a Family Arts Festival award for one of our 'baby raves'.

Open Spaces Programmes

Under the Open Spaces programme, 23 million people visit the 11,000 acres of green space in and beyond the City of London each year, including Hampstead Heath, Epping Forest and Burnham Beeches. The Open Spaces programme provides engaging opportunities to connect people, particularly from deprived and urban communities. The Open Spaces education programmes are concerned that London's children are becoming increasingly disconnected from the natural world, and that children in deprived areas of London face more barriers than most to accessing nature. Open Spaces offer a range of school visits, play programmes, community engagement projects and volunteer opportunities.

St Paul's Schools and Family Learning Department

St Paul's Schools and Family Learning Department seeks to tell those stories in ways that are creative, accessible, engaging, and inspiring. Our aim is to be collaborative and connected, offering curriculum-based learning opportunities for schools both on-site and through online resources, and delivering engaging and value for money activities and workshops through our innovative Family Learning Programme. Our goal through our Outreach Programme is to extend our reach to schools, families, and young people who have not visited us before whilst maintaining the high quality of our existing core programme.

Sculpture in the City

Sculpture in the City offers exciting opportunities for young people to engage with the City of London through Open City's education programme. This extensive educational programme is a significant element of the overall Sculpture in the City project, and benefits students aged 10-14 years old from neighbouring borough schools. These schools have students from under-represented communities, many of whom have never visited the City and/ or are unlikely to consider the City, art or the built environment as career and cultural pathways. Sculpture in the City creates multiple learning opportunities for pupils, based on developing an understanding of public spaces and the impact that public art can have on them. By visiting and analysing existing sculptures made by professional artists, local architecture and spaces without public art and then installing their own artwork within areas, pupils learn about the impact that sculptures have on public spaces and surrounding architecture through practical, and first-hand experience. The programme also enables pupils to test public reactions of their creative responses to the sculptures in location, and to showcase their artwork at the Sculpture in the City Launch. The sculpture workshop series encourages pupils to explore an area of the City of London that they would not otherwise have had the opportunity to experience.

Spitalfields Music

Spitalfields Music's aim is about changing lives and aspirations through music. Spitalfields Music brings together world class artists and local people in one of the most unusual and creative corners of London. Drawing inspiration from the area, Spitalfields Music produces an annual festival and runs creative music projects throughout the year in the local community. In an area often seen to be full of challenges, Spitalfields Music runs an extensive programme in Tower Hamlets offering around 250 workshops. The Learning and Participation Programme focuses activities working with pupils, teachers and parents to put music at the heart of school life.

Other offers

Change Makers: Increasing the diversity of senior leadership in art and culture by helping to develop a cohort of leaders who are Black, minority ethnic and/or disabled by means of a targeted senior leadership training and development programme funded by Arts Council England.

City Stories: A day of creative activities for the City Corporation's sponsored/co-sponsored academies in Hackney, Islington and Southwark, delivered by a range of venues at the Museum of London and Barbican, engaging pupils who rarely or never visit the City to learn from its rich heritage.

Celebrating the City Festival: A weekend of inspiring poetry, craft, music, drama, storytelling and other activities for children and families, at the Museum of London, delivered by the London Symphony Orchestra, Barbican, Barbican Library, Tower Bridge, London Metropolitan Archives, the City of London's Open Spaces Department, and other venues.

Sky Arts Art 50: Sky Arts launched Art 50 to invite artists of all kinds, from all walks of life, from all artistic genres, to create a piece of work which says something important about what it will mean to be British after we leave the European Union.

Step into Dance: Step into Dance is the largest on-going, inclusive secondary school dance programme in the UK. Through the delivery of regular classes, performances, creative and professional development, Step into Dance provides the opportunity and structure for young dancers to progress and excel. Step into Dance is a Royal Academy of Dance programme in partnership with the Jack Petchey Foundation.

Young City Poets: A project in partnership with, and funded by, the National Literacy Trust to develop learning resources and teacher training programmes inspired by our cultural venues to develop literacy skills in primary and secondary schools. We hope that this will become a model for other cultural venues throughout London.

Youth Manifesto: To expand the definition of poetry so that it is open to everyone living in London and everyone who needs it. Inspiring young people's passion for poetry and spreading knowledge around poetry and pathways into poetry as we can.