

Committee:	Date:
Policy & Resources Committee	05/07/2018
Subject: Proposed final version of Culture Mile Strategy, 2018-28	Public
Report of: Peter Lisley, Assistant Town Clerk and Culture Mile Director	For decision
Report author: Sufina Ahmad, Corporate Strategy Manager	

Summary

This paper brings forward a proposed final version of Culture Mile Strategy for 2018-28, for approval, which is included at Appendix One. The strategy brings together the learning from delivering Culture Mile, and the thinking that has been invested into the project to date into one document for the first time. The strategy outlines information about Culture Mile in terms of the vision, aims, outcomes and activities of the project. It also articulates who the founding partners are of Culture Mile – namely the Museum of London, the Barbican, the Guildhall School of Music & Drama, the London Symphony Orchestra and the City of London Corporation (City Corporation) – and the links this strategy has to the City Corporation's Culture Strategy for 2018-22 and the Corporate Plan for 2018-23.

The agreed vision for the strategy is: *The Square Mile is more than one of the world's most important financial markets: we want to redefine it as a global leader in both commerce and culture.* A one-page summary of the strategy is provided on the second page of Appendix One.

Recommendation(s)

Policy and Resources Committee is asked to:

- Note the process for developing this strategy.
- Agree a final version of the strategy – providing any changes discussed in today's meeting are incorporated.

Main Report

Background

1. There is currently no single document in existence that articulates in full the strategic direction of Culture Mile over the next ten years. There are other documents and systems in place that provide some strategic direction, such as team action plans, adopted strategies such as the Brand Strategy developed by Jane Wentworth Associates, the emerging Look and Feel Strategy and regular meetings held between Culture Mile team members, including a Culture Mile CEOs meeting. In March 2018 your Culture Mile Programme Board, chaired by the Assistant Town Clerk and Culture Mile Director, agreed that

there was a need for a Culture Mile strategy. The Corporate Strategy Manager was subsequently commissioned to produce the strategy in partnership with Culture Mile colleagues.

Current Position

2. The strategy has been developed based on literature provided by Jane Wentworth and her work on the Brand Strategy, as well as subsequent project documentation that has been produced by Culture Mile partners, including the funding and objectives agreed by Policy and Resources Committee in February 2018 and other emerging Culture Mile strategies. Furthermore, meetings have been held between the Corporate Strategy Manager and Culture Mile CEOs, Culture Mile Team, and other individuals linked to the project. The Corporate Strategy Manager has also attended a Culture Mile Learning partners workshop, the Cultural Strategy Network, Culture Mile Programme Board and Culture Mile Working Party.
3. The proposed final version of Culture Mile Strategy is aimed at internal and external audiences from 2018-28. It will be reviewed regularly by Culture Mile founding partners to ensure that it is being delivered and remains fit for purpose. The strategy offers a high-level strategic framework for Culture Mile, which outlines clearly the intended direction of travel for the project over the next ten years. Where possible, the strategy has been written accessibly and in plain English, in order for it to be used internally and externally, by subject matter experts and non-subject matter experts alike, as well as the organisations that are working with Culture Mile founding partners, as part of the wider Culture Mile partnership, including St. Paul's Cathedral.

Options and Proposal

4. Members of this Committee are asked to review the strategy presented at Appendix One and approve it – subject to the inclusion of any changes that are agreed in today's meeting.

Corporate and Strategic Implications

5. This strategy has clear links to the Corporate Plan for the City Corporation, which outlines its commitments to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK. It intends to do this through the pursuit of three aims to contribute to a flourishing society, support a thriving economy and shape outstanding environments. Culture Mile directly supports and prioritises the following outcomes in the Plan:
 - Outcome 3: People have equal opportunities to enrich their lives and reach their full potential.
 - Outcome 4: Communities are cohesive and have the facilities they need.
 - Outcome 5: Businesses are trusted and socially and environmentally responsible.
 - Outcome 7: We are a global hub for innovation in finance and professional services, commerce and culture.

- Outcome 8: We have access to the skills and talent we need.
- Outcome 10: We inspire enterprise, excellence, creativity and collaboration.

It also supports outcomes 6, 9, 11 and 12 in the Plan. Culture Mile contributes heavily to the successful delivery of every objective outlined in the City Corporation's Culture Strategy for 2018-22 – and it is most directly responsible for fulfilling the following objectives:

- Objective 2: Develop Culture Mile in the north west of the City which will become an exciting destination for London and act as a catalyst for change across the rest of the Square Mile.
- Objective 3: Support cultural excellence in a range of fields and champion an ethos of creative risk taking, innovation and artistic citizenship.
- Objective 4: Support the City of London's Education Strategy through the nurturing of an exemplary Cultural Education Partnership, Culture Mile Learning, and enable our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation.

6. Culture Mile strategy sits within the following hierarchy of work:



Implications and Health Implications

7. This strategy has been developed using existing officer resource and does not identify any health implications. The financial requirements to deliver the strategy have already been approved in part by this Committee, and future resource requirements will be directed to this Committee as needed.

Conclusion

8. The Programme Board and Working Party for Culture Mile have both endorsed this strategy, following the inclusion of their recommended alterations, and

request that Policy and Resources Committee now approve it. It is hoped that this Committee will recognise that this strategy has been designed in collaboration with others and is very much based on the work and learning to-date from Culture Mile colleagues and various contractors that have been involved in the project – including Jane Wentworth and her work on the Brand Strategy.

Appendices

- Appendix One – Proposed final version of Culture Mile Strategy, 2018-28.

Background Papers

- Proposed final version of Culture Mile Strategy, 2018-28 - Culture Mile Programme Board, 31/05/2018
- Proposed final version of Culture Mile Strategy, 2018-28 - Culture Mile Working Party, 14/06/2018

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