

Appendix 1

Culture Mile Learning Case for Investment Full Report

1. This is the case for investment for the development of the Culture Mile Learning (CML) and its activities for the academic year 2018-19 and 2019-20.

Background

2. CML is working to establish a world-leading learning destination, bringing together the skills and expertise of 26 cultural partners to positively impact the social mobility of Londoners. Our vision is to:

‘Create an outstanding cultural education partnership that harnesses fully the unique experience, assets and expertise across the City’s cultural and learning organisations to enable social mobility by tackling disadvantage head on through inspirational, enriching experiences and the development of fusion skills.’

3. To maximise our impact, CML is bringing together the skills and expertise to benefit learners of all ages across London. To achieve our vision all our collaborative activity is based around three strategic priorities:

Social mobility - The ability of individuals, families or groups to move up or down the socio-economic ladder in a society and reach their full potential, regardless of income, education, employment, general social standing, housing and/or postcode.

Fusion skills - A mix of technical and creative skills which goes beyond STEM classifications to encompass a broader ‘bundle’ of skills categories including digital, creative, social, interpersonal competencies as well as a range of cognitive skills such as judgement and decision making, critical thinking and problem-solving.

Learning destination - A place-based model of partnership working based on proximity and collaboration to promote lifelong learning and access to opportunities through cultural and creative activities.

4. In November 2017, CML’s case for investment was approved by the Education Board and £150,000 was released to allow partnership development and activity to run until September 2018. This funding has enabled us to strengthen our partnership and increase our capacity significantly. The following table outlines how funding has been spent to date and its impact on our three priority areas of activity:

PRIORITY	ACTIVITY	COSTS (ROUNDED)
Partnership Infrastructure	CML staff in place to deliver the ambitions of the partnership	£50,000
	Monthly steering group meetings	Supported by CML staff
	Quarterly partnership meetings	
	CML resources promotional materials produced	Funded separately

	showcasing partners' collective and individual offers, including brochure and web page	Supported by CML staff capacity.
	Three-year case for investment developed in collaboration with external consultant	£6,500
	Learning project developed and implemented for Smithfield 150 with 5 local primary schools	Funded separately Supported by CML staff
	Ensuring joined up approach across the Culture Mile Programme, City Family Arts Network and Creative Enterprise Zone activities	Supported by CML staff
<i>Fusion Skills Challenge Prize</i>	Implementation plan for Challenge Prize developed with Nesta Challenge Prize Centre	£10,000
	Application prepared for A New Direction's Challenge London Fund to generate an additional £50,000 investment into the prize	Supported by CML staff
<i>Collaborative Learning</i>	Delivery of two Collaborative Learning workshops involving all CML partners to establish shared understanding of partnership priorities	£ 7,000
	Consultation and training and development needs assessment with all 26 partners	
	Shared research and definitions paper on our three priority areas developed with partners to develop a shared language and vision	
	Capacity Building to create a sustainable model of working	

Current Position

5. This case for investment covers 19-months of activity, meaning no further funding will be required until April 2020. It has been agreed that in April 2020, CML's

funding requirement will be incorporated into the total Culture Mile request, to bring it into line with other Culture Mile workstreams.

6. Our current modelling for the above period indicates a total budget for the elements identified (details in Appendix 3). Predicted income generation and carry-over of underspend, the budget required is **£360,000**.
7. This budget breaks down spend using financial years, however our initial funding period was split across academic years running from September 2017 - August 2018. It is anticipated that £76,550 of the original £150,000 awarded will be unspent at the end of this period.
8. The partnership aims to match any future funding invested by the City Corporation. However, now we need to make progress in developing the partnership, demonstrating the success of our programmes, and testing consortia approaches to generate funding and investment. We are working closely with core partner development teams to make our first consortia application, for a potential £50,000, to A New Direction's Challenge London Fund in March 2019, to support the delivery of our flagship Fusion Challenge Prize.

Proposals

9. CML aims to establish Culture Mile as a world-leading learning destination and tackle four evidence-based needs:
 - 1) Fusion skills have been identified as increasingly important in the 21st century workplace (as evidenced in the Cultural and Creative Learning Strategy)
 - 2) Many of London's learners lack access to opportunities to develop fusion skills, particularly those living in London's most disadvantaged communities (as evidenced in the Cultural and Creative Learning Strategy)
 - 3) Future challenges for the City in accessing talent and greater workforce diversity to ensure its competitiveness (as evidenced in the Employability Strategy)
 - 4) Benefits of strategic collaborative working of key City cultural and other bodies (as identified in research carried out for CML by A New Direction)
10. CML's plans are split into three areas of focus, each including a number of activities. The overall budget for each priority area is as follows:
 - 1) Fusion £151,000
 - 2) Learning destination £64,000
 - 3) Dedicated staffing, new communication tools, shared evaluation framework and training for partners £232,190
11. By April 2020 we plan to deliver the following to address these three priority areas:

Fusion skills: Offer fusion learning and skills development opportunities for London's learners, particularly those from disadvantaged backgrounds with limited opportunities, by developing programmes that draw on our unique assets, expertise and strengths as a partnership.

Fusion Skills Challenge Prize – drive change and cross-sector collaboration through a seed-funding innovation prize in order to unlock opportunities for young

Londoner's to gain the fusion skills required for success in the 21st century workforce

- **Involve young people in our planning** – work with existing youth panels to develop meaningful opportunities for young people to influence CML decision-making and planning
- **CPD for teachers from the City of London Family of schools** – work with City family of schools to deliver a CPD programme for teachers to enhance fusion skills and creative learning across the curriculum
- **Shared work experience programme** – deliver a pilot work experience programme across CML partners for students from the City Family of Schools and Islington schools
- **Proximity partnerships** – collaborate with specific local authorities, cultural destinations etc (eg Islington and East Bank) to co-design fusion skills programmes to enhance the life chances of local people, especially those from disadvantaged areas
- **Professional development and peer learning** – develop and embed fusion leadership skills and expertise across the Culture Mile Learning organisations
- **Fusion skills projects** – deliver small-scale pilot projects involving two or more CML partners to test innovative approaches to supporting the development of pupils' and other formal learners' fusion skills

Learning destination: Establish Culture Mile as a world-leading learning destination by investing in collaborative planning and delivery models that align partners' assets and expertise to maximise our collective impact.

- **Culture Forum** – support City family of schools to connect with and take full advantage of cultural and creative learning opportunities through the Culture Forum
- **Culture Mile bundle days** – develop and deliver Culture Mile branded events and activities for schools
- **Culture Mile Programme** – align learning opportunities within the Culture Mile Programme
- **City Stories** – enhance existing collaborative programme for whole year groups (year 7s) from the City family of schools introducing them to the role, history and culture of the City
- **Young City Poets** – work with National Literacy Trust to enhance existing model to better develop fusion skills and deliver 18/19 programme for 35 - schools across London partners
- **City School Visits Fund** – promote the fund to schools and not-for-profit educational organisations in disadvantaged areas across London
- **Culture Mile events** – deliver learning opportunities as part of major Culture Mile events
- **Marketing and communications** – develop physical and digital resources for effective collaboration and promotion of the Culture Mile Learning offer to learners across London, in collaboration with CM communications and marketing leads

Staffing and Capacity: Capacity to support collective activity and deliver rich, inspiring cultural learning experiences for learners across London.

- **Staff capacity** – dedicated CML staff capacity (x 2 posts)
- **CML apprentice** – create apprenticeship opportunity within the CML team
- **Income generation and sustainability** – identify and pursue opportunities to secure external funding and generate income

Impact and Evaluation: Developing the skills and methodologies to understand, capture and communicate our collective impact on London's learners.

- **Shared evaluation framework to measure collective impact** – develop a shared framework for measuring the impact of our work with London's learner's
- **Monitoring and evaluation of key initiatives** – demonstrate the impact of key collaborative projects and embed our learning into future programmes

Corporate and Strategic Implications

12. The value of CML is demonstrated clearly by the frequency with which it is referenced in various corporate strategies. The work of CML supports six corporate strategies:

1. Cultural and Creative Learning Strategy
2. Culture Mile Strategy
3. Culture Strategy
4. Children & Young People's Plan
5. Look & Feel Strategy
6. Social Mobility Strategy (still in development)

CML is central to and responsible for delivering substantial aspects of the Cultural and Creative Learning Strategy. In addition to the above, CML contributes significantly to the Corporate Plan (outcomes 3, 5, 8, and 10), and the Skills Strategy.

Conclusion

13. This report seeks **approval to release £360,000** to enable the implementation of the work outlined above and to increase activity and impact over the 2018/19 and 2019/20 academic years.

Appendices

1. **Case for Investment Full Report**
2. **Culture Mile Learning Work Plan 2018-19**
3. **Culture Mile Learning Budget 2018-20**
4. **City School Visits Fund Update**

Background Papers

- CML Case for Investment 17/18, approved at November 2017 Education Board meeting