

Appendix 1

Culture Mile Learning delivery plan overview and budget 2022 – 2023

This plan details the main CML activities and their outcomes, and also maps them against the key strategy and framework which inform CML’s work:

- The City of London’s Cultural and Creative Learning Strategy 2019-2023
- Culture Mile Stories (CMS) – a framework to articulate the vision and measure the impact of Culture Mile

The delivery plan is divided into the two key strands of our work – creative curriculum and skills development and employability, plus partnership development and staffing.

- Creative curriculum – at the core of this is our bespoke curriculum development work, including teacher CPD, primarily with the City Family of Schools but the programme is also open to schools across London, with a particular focus on schools with over 35% of their pupils in receipt of Pupil Premium
- Skills development and employability – this strand is mainly targeted at secondary schools and young people facing disadvantage up to the age of 25 and includes programmes such as work experience, employability mentoring and our new flagship programme, Fusion Futures.

The development of fusion skills through engagement in cultural and creative activity underpins all activities. Top level costings are provided against each section.

| Cultural and Creative Learning Strategy | Culture Mile Stories | Activities over the year 2022-2023 | Budget | Expected outcomes |
|---|----------------------|------------------------------------|--------|-------------------|
| <p style="text-align: center;">CREATIVE CURRICULUM</p> <ul style="list-style-type: none">• Cultural and Creative Learning Strategy Goal 1 – Every cultural institution in the City is a learning institution and every educational institution in the Family of Schools is a cultural institution• Cultural and Creative Learning Strategy Goal 2 – Children and young people are empowered to realise their full potential in and through the arts • Culture Mile Stories - Enhancing Life Chances• Culture Mile Stories - Transforming the Area | | | | |

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|--|---|---|-------------------------|---|
| <p>CCLS Goal 1 ‘The School Visits Fund maximises access to the City’s cultural venues by London’s pupils and at least 100 schools per year use the fund through improved publicity, staff development and targeting of those schools and other providers which have not used the fund previously’</p> <p>CCLS Goal 3 ‘There is evidence of the effective delivery of initiatives which encourage London schools, especially in disadvantaged areas, to engage with the cultural life of the Square Mile, for instance the Culture Mile School Visits Fund’</p> <p>CCLS Goal 4 ‘Culture Mile Learning partners offer a learning programme to the Family of Schools for fusion skills’</p> <p>CCLS Goal 6 ‘Culture Mile is regarded as a successful learning destination’</p> <p>CCLS Goal 3 ‘Targeted professional development improves the skills of teachers and cultural</p> | <p>Culture Mile is a unique, inspirational learning destination that harnesses the power of cultural and creative experiences to develop children and young people’s fusion skills, boost confidence, promote wellbeing and enhance life chances.</p> <p>Culture Mile works closely with and responds to the challenges of its local stakeholders. As a result, Culture Mile delivers a wide range of need-based projects, including identity-enhancing public realm improvements and major capital projects, all of which transform the area into a vibrant, welcoming and safe destination.</p> | <p>Culture Mile School Visits Fund</p> <p>Promote, administer and evaluate the fund.</p> <p>Focus promotion of the fund on boroughs with high levels of deprivation and to schools who have not previously made use of it.</p> <p>To stimulate schools to return to cultural venues we’ll continue to make suggestions about how the fund might be re-focused should visits remain difficult for schools and venues long term, and continue to monitor the impact of the pandemic on take up of the fund</p> <p>Cross-partner visits programme</p> <p>We will look again at our current Dual Site Visits programme which has been heavily adversely impacted by pandemic-related school and partner closure/reduced capacity. Maintaining our goal of offering an enhanced cultural experience through access to two or more CML partner venues and through discussion with all involved, we will either adapt our existing or develop a new offer.</p> | <p>£16k</p> <p>£12k</p> | <p>- The Culture Mile School Visits Fund maximises access to City funded Culture Mile Learning venues by London’s learners</p> <p>- Schools approved have an average of 50% of their pupils in receipt of Pupil Premium</p> <p>- 2,000 pupils benefit (target to be reviewed throughout the year in light of the pandemic)</p> <p>- Broadened scope of pupils/young people benefitting from the fund through marketing to schools which have not previously used the fund and also to youth organisations</p> <p>N.B. We wish to maximise beneficiary numbers but it’s still impossible to predict what is realistic for schools or venues as we enter yet another period of uncertainty due to the pandemic. Targets will therefore need to be reviewed on an ongoing basis.</p> <p>- Redeveloped offer</p> <p>- 1,000 pupils benefit (target to be reviewed throughout the year depending on how the pandemic plays out)</p> <p>- 90% of teachers rate the offer as good or excellent as learning experiences</p> <p>- 90% of teachers report that pupils developed at least two fusion skills as a result of participating</p> |

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| <p>institutions in working with learners experiencing disadvantage'</p> <p>CCLS Goal 4 'CPD training ensures that teachers of non-arts subjects have opportunities and methods for including the arts and culture in lessons to enhance innovation, interest, practical learning and enjoyment of learning'</p> | | <p>Programme to be offered to schools with 35%+ of pupils in receipt of Pupil Premium.</p> | £15k | <ul style="list-style-type: none"> - 30 schools take part each year, priority booking is offered to the City Family of Schools - 30 teachers take part in CPD each year - 900 pupils take part each year - Teachers and students report an increase in creativity, communication and critical thinking skills |
| | | <p>Young City Poets</p> <p>Develop, deliver and evaluate this project in partnership with the National Literacy Trust.</p> <p>Continue to offer virtual options for participating including those which utilise immersive soundscapes and objects in lieu of a visit.</p> <p>The National Literacy Trust to continue to meet 50%+ of the cost of the programme.</p> | | |
| | | <p>Curriculum enhancement and CPD for teachers</p> <p>Programme will be designed in consultation with teachers, responding to their curriculum needs and where advantageous bringing together teachers from multiple schools.</p> <p>Resulting workshop sessions and projects, with relevant experts from across the CML partnership and beyond, will focus on how cultural and creative learning and oracy can enhance and support teaching as well as pupils' skills development and creativity, and will be delivered online and/or in person.</p> | £15k | <ul style="list-style-type: none"> - Participating teachers in the City Family of Schools report that they have the confidence, skills and strategies to enhance pupils' learning and develop their creativity, oracy and fusion skills through cultural experiences and creative approaches in the classroom - 10 of the Family of Schools, including teachers from a range of subjects beyond the arts, actively take part in the CML offer - A cross-schools collaborative art exhibition is delivered involving 10 of the Family of Schools |

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| SKILLS DEVELOPMENT AND EMPLOYABILITY | | | | |
| <ul style="list-style-type: none"> • Cultural and Creative Learning Strategy Goal 2 – Children and young people are empowered to realise their full potential in and through the arts • Cultural and Creative Learning Strategy Goal 4 – Cultural and creative experiences develop and enhance fusion skills needed for employability in the 21st century • Culture Mile Stories - Enhancing Life Chances • Culture Mile Stories - Transforming the Area | | | | |
| <p>CCLS Goal 2 ‘Pupils in the Family of Schools have clear and delineated access routes into further opportunities in cultural and creative sectors, and talented pupils have the ‘next steps’ to develop their interests and skills’</p> | <p>Culture Mile is a unique, inspirational learning destination that harnesses the power of cultural and creative experiences to develop children and young people’s fusion skills, boost confidence, promote wellbeing and enhance life chances.</p> | <p>Work experience</p> <p>Deliver cross-CML partnership work experience programme and opportunities for pupils in the City Family of Schools secondary academies and young people facing disadvantage which introduce them to a range of career options and develop their understanding of the importance of building fusion skills.</p> | <p>£5k</p> | <ul style="list-style-type: none"> - 20 young people benefit - 75% complete their placements - 85% report that they felt more confident about entering the world of work as a result of the work experience - 100% of participants who complete the programme show improvement in their fusion skills |
| <p>CCLS Goal 4 ‘CML partners offer a learning programme to the Family of Schools for fusion skills’</p> <p>CCLS Goal 5 ‘Learners at all stages have exposure to professionals working in the creative and cultural industries including dancers, musicians, writers, designers, makers and the range of production and</p> | <p>Culture Mile works closely with and responds to the challenges of its local stakeholders. As a result, Culture Mile delivers a wide range of need-based projects, including identity-enhancing public realm improvements and major capital projects,</p> | <p>Introduction to the world of work mentoring and bespoke skills development projects</p> <p>Deliver these individually tailored offers for pupils in the City Family of Schools secondary academies and vulnerable young people (including care leavers, and those who are NEET) with a particular emphasis on young people from Islington and in partnership with LB Islington Youth Employment Services. Young people to be matched with mentors within careers of interest to them. Skills development projects to be created in consultation with young people and in</p> | <p>£20k</p> | <ul style="list-style-type: none"> - 30 school-aged pupils’ benefit - 75% complete their placements - 85% of mentoring participants report increased understanding of a range of career options - 100% of participants who complete feel more prepared for and confident about entering the world of work and are more aware of the importance of fusion skills for their employability |

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| postproduction entrepreneurs and creatives' | all of which transform the area into a vibrant, welcoming and safe destination. | response to opportunities that arise in the partnership. | | |
| | | <p>Fusion Futures</p> <p>Expand this flagship programme for Key Stage 5 pupils to four additional schools and scale its impact through CPD for teachers across London.</p> <p>Through a series of workshops led by creative practitioners and industry professionals this programme supports students who are on the cusp of making decision about future study or work to develop their fusion skills and understand their relevance to and apply them to real world scenarios.</p> | <p>£20k</p> <p>Additional funding of £50K has been secured from Foundation for Future London</p> | <p>- 150 young people from 10 schools in the Family of Schools take part in workshops which increase their fusion skills, understanding of creative careers skills, pathways and employers and confidence through new creative models of learning</p> <p>- 50 teachers benefit from CPD which increases their knowledge and confidence to deliver creative skills development and careers provision in school</p> |
| | | <p>City of London Careers Festival</p> <p>Coordinate a hybrid online/in person Creative Careers Day in partnership with the Education Unit at the City of London, encouraging and supporting CML and Culture Mile Network and BID partners to take part and to offer innovative sessions.</p> <p>Design and deliver content for live streamed sessions based on Fusion Futures.</p> | <p>Staff costs included below.</p> <p>Additional funding for CML led sessions is included in the £50k grant from Foundation for Future London</p> | <p>- 50 organisations contribute sessions to the festival including six CML partners/affiliated organisations</p> <p>- 200 schools book sessions</p> <p>- 300 young people take part in a livestreamed Fusion Futures session</p> <p>- Continue to deliver SEND bespoke sessions</p> <p>-60% of participants report increased understanding of a range of career options and/or the importance of fusion skills for their employability</p> <p>N.B targets other than for the Fusion Futures session are set by the Education Unit</p> |

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| PARTNERSHIP DEVELOPMENT Harnessing the collective assets of the CML partnership to support cultural and creative learning | | | | |
| <p>CCLS Goal 1 ‘A Cultural and Creative Learning Forum takes place every term, bringing together CML and the governor and staff leads in each school’</p> | | <p>Cultural and Creative Learning Forum</p> <p>Contribute to planning and ensure active participation by CML partners in forum meetings. At least two of the three meetings each year to take place/to be virtually hosted in a CML partner institution. At least one CML partner to present at each meeting on their schools offer.</p> | <p>Staff costs see below</p> | <ul style="list-style-type: none"> - Increase teachers’ knowledge of and access to CML partners’ learning programmes and the cross fertilisation of ideas - Regular consultation by CML with governor and staff culture leads informs programme development |
| <p>CCLS Goal 1 ‘There are opportunities for Culture Mile Learning partners to meet with other London, national and international cultural venues and cities of innovation’</p> | | <p>CML Forum meetings</p> <p>Plan and run three CML Forum meetings attended by 75% of partners and additional working groups as needed, including on anti-racist practice. Guest speakers and experts to be invited to increase knowledge and bring new perspectives.</p> | <p>Staff costs see below</p> | <ul style="list-style-type: none"> - Knowledge is shared between partners, increased by access to guest speakers, and used to inform and improve programme design and development |
| <p>CCLS Goal 3 ‘Targeted professional development improves the skills of teachers and cultural institutions in working with learners experiencing disadvantage’</p> | | <p>Training</p> <p>Design, deliver and evaluate a training programme to improve the skills of staff in CML partner organisations. Likely subjects to include working with vulnerable young people, anti-racist practice and decolonising pedagogy, SEND practice, co-design and managing change.</p> | <p>£3k</p> | <ul style="list-style-type: none"> - Partners are more able to respond to the needs of our beneficiaries and to deliver on our commitment to inclusive, young person centred practice |

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| <p>CCLS Goal 6 ‘CM is regarded as a successful learning destination’</p> <p>CCLS Goal 6 ‘There are clear lines of governance, accountability and business planning for Culture Mile Learning, ensuring robust and regular impact measurement and reporting’</p> | | <p>Access to expert consultancy support</p> <p>Broker access to expertise to continually increase the quality of the CML partnership’s work and to ensure robust evaluation data. Expertise to be sourced from organisations including Poetry Versus Colonialism, Skills Builder, People Make It Work, plus young people in the City Family of Schools.</p> | £5k | <ul style="list-style-type: none"> - Increased emphasis in our programme on an anti-racist and decolonising agenda, on youth voice and co-design, and on SEND provision - Impact reports produced |
| <p>CCLS Goal 3 ‘Culture Mile Learning is communicated in an inclusive way and is well-known, relevant and accessible’</p> | | <p>Marketing</p> <p>Promote the CML programme to schools and other relevant organisations.</p> | £4.5k | <ul style="list-style-type: none"> - Full details of the CML partnership and programme are available on the CM website - CML programmes are marketed in an accessible and timely manner - Short films succinctly convey the methodology, impact and reach of a range of our projects |
| STAFFING | | | | |
| | | <p>Central team costs include standard 29.9% Museum of London on-costs and allowance for an annual increment. Staffing capacity has been increased to enable us to deliver the potential of the Creative Curriculum strand.</p> | £164,781 | <p>Performance measured against CML outcomes and KPIs, and the annual work plan based on the CCL strategy, using the Museum of London’s performance management system. Staff objectives centre on fusion skills development.</p> |
| | | <p>Central team costs, eg IT, travel, hospitality, stationery.</p> | £2k | |

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| | | <p>GRAND TOTAL</p> <p>The difference between the cost of the programme and the amount being requested from the Education Board (£247K) is met by rolled over underspend of £35,281. Underspend is largely due to the impact of the pandemic and understaffing in 2020/21, including gaps in staffing whilst recruitment took place.</p> | <p>£282,281</p> | |