

## Appendix 1: Developing the Cultural Strategy – Terms of Reference (draft, 9 December 2024)

For context, the [City Plan 2024](#) states that:

- The City’s cultural offer forms an integral part of the Square Mile, alongside its financial and business role.
- The City’s cultural infrastructure is important to the distinctive and historically significant character of the Square Mile. The international reputation and high quality of this cultural activity has a critical part to play in the vibrancy of the working environment and adds to the appeal of the City as a place to do business. It attracts an increasing number of visitors, with consequent economic benefits, and supports the health and wellbeing of the City workers, residents and visitors.

The City of London Corporation is looking for consultancy support to develop a Cultural Strategy. You are invited to:

1. **Propose an approach** that includes the following:
  - a. **Desk-based review (internal and external)** – a review of existing audience data and policies, including that held by City Corporation departments, our assets/institutions and cultural partners. This would include reviewing relevant existing strategies, frameworks and data (e.g. Cultural Planning Framework, BIDs strategies, neighbouring cultural strategies) to understand how the City Corporation’s Cultural Strategy will fit with them. This should encompass a detailed baseline with, for example, asset mapping, a literary review, benchmarking and partnerships in terms of existing and potential new opportunities. It is expected that much of the internal review can be carried out by the in-house team working to an approach that would be agreed as part of this commission.
  - b. **External audience analysis** – a piece of research to gain a comprehensive understanding of the City Corporation’s existing audiences, identify potential growth markets, and uncover opportunities within current audience segments. The City Corporation would like to gain a comprehensive data driven understanding of the existing audiences (for City Corporation cultural assets and wider City of London audiences), identify potential growth markets, and uncover opportunities within current audience segments. The City Corporation would like to use this understanding to develop a pathway to monitor audience perception change and provide clear insights into the behaviour, preferences, and motivations of City visitors, allowing for evidence-based targeted marketing and programming. The expectation is that this work would be cross cutting with several City Corporation departments and programmes. For example: Destination City, Communications (including marketing and the City Belonging work), Surveyors, Environment (planning) and Remembrancers (covering events).

- c. **Stakeholder engagement** – utilise existing outputs from workshops/meetings and conduct additional stakeholder and partner workshops and interviews, ensuring that our staff, institutions, partners and Members can input to this work. The development of the Cultural Strategy will gather and evaluate views of Members, the Executive Leadership Board (includes our institutions), Officers and external stakeholders of the existing programme. The engagement would seek to leverage existing channels and forums (e.g. Livery Companies, Residents Member representative, The City Belonging Project) and other relevant groups in the cultural sphere (e.g. faith-based organisations, City churches, businesses and cultural initiatives). This requires a highly consultative approach with City Corporation Members, staff and partners. The consultation list would be defined as one of the initial pieces at the start of this commission (with up to around 60 stakeholders to be consulted in a combination of 1-1 and group meetings). It is important to have input from a diverse range of stakeholders at an early stage, for co-creation purposes as well as the opportunity to harvest ideas and form new partnerships. The Culture team's involvement in this process is vital, as existing and new relationships are harnessed, and ideas formed will be taken forward and held by the Culture team in the future delivery of the strategy.
  - d. **Co-creation** – the process of consulting and developing the Cultural Strategy. The development of the strategy will take place with oversight from a Senior Responsible Officer, the Head of Profession for Culture. The process would involve both external consultants and an internal working group to ensure co-investment in the strategy across the City Corporation. Internally, the Culture team would be the primary resource that would be dedicated to overseeing the production and delivery of the strategy. Unlike an independent review, the model of co-creation is essential to the development of the strategy, to ensure ownership and actionable recommendations and priorities that will have a demonstrable and measurable impact on our work over the next five years. The strategy must leverage the best and relevant skills, knowledge and expertise internally and externally.
2. **Create a strategy and narrative** that sets out the definition, vision and priorities for culture, and establish the role of the City Corporation and the City's cultural sector and partners in the delivery of the strategy. In this context, the City Corporation's previous definition of Culture referred to what exists in both the buildings and the heritage of our assets, institutions and the informal spaces in between. In addition to the City Corporation's narrative, an outward-in view of the values that underpin the Cultural Strategy should be developed. The strategy should cater for a multigenerational audience. The Cultural Strategy should identify the overarching principles and the specific strategic priorities and quick-wins to focus the outputs and outcomes from the City Corporation and CHL's direction, operating within the existing governance framework.

3. **Deliver a set of recommendations** to how this desired shared outcome can be best delivered (particularly the vision, strategy & implementation plan, and communication & engagement plan), including the proposed priorities. The strategy should include options to utilise the budget allocated from CHL to the Culture team, as well as considerations for the total revenue budget managed by CHL. Recommendations to leverage budget with partners should be included. The recommendations should consider what is in direct control and remit of the Culture, Heritage and Libraries Committee, then the wider City Corporation and its institutions, and finally, cultural partners.
4. **Develop an implementation plan** that will set the scene for how the Cultural Strategy is taken forward to advance the recommendations provided. This must include a clear tangible plan with demonstrable and measurable outcomes (not just scene setting). The outputs should include potential priorities/workstreams to be involved with associated responsibilities, deliverables, KPIs, and interdependencies which contribute to the shared outcome to be achieved through Culture in the Square Mile.
5. **Define a measurement model** to monitor and assess performance and report on results (outputs and outcomes) in a clear, cohesive and consistent manner. This should also include data collection and analysis to measure audience engagement as well as the quality of our outcomes and a process for reviewing and ensuring that the strategy's aims and actions stay relevant.