

<b>Committee(s)</b>	<b>Date:</b>
Education Board	9 November 2017
<b>Subject:</b> Culture Mile Learning – case for investment 2017/18	<b>Public</b>
<b>Report of:</b> Chair of Culture Mile Learning	<b>For Decision</b>
<b>Report author:</b> Sharon Ament, Chair of Culture Mile Learning	

### Summary

Culture Mile Learning (CML) aims to establish Culture Mile as a learning destination and tackle three evidence-based needs:

- 1) Lack of employability of many young people in disadvantaged communities in the City and in London more widely (as evidenced in the CoL's employability strategy and by the high rates of youth unemployment in London)
- 2) Future challenges for the City in accessing talent and greater diversity to ensure its competitiveness (also as evidenced in the CoL's employability strategy).
- 3) Lack of strategic working of key City cultural and other bodies (as identified in the A New Direction research for CML).

The CML proposes these be addressed through developing three work strands: 1) Partnership infrastructure 2) A collaborative learning programme and 3) The Culture Mile Challenge prize. This report seeks **approval to release the remaining provision of £120,000** which forms part of the City Corporation's medium term financial forecast, to implement this.

### Recommendation

Members to recommend to Policy & Resources Committee **the release of £120,000** to implement the City Corporation's Culture Mile Learning initiative.

### Main Report

1. This is the case for investment in the development of Culture Mile Learning (CML) activity in 2017/18 and signals the direction of travel for CML up until April 2020.

### CONTEXT

2. 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 a way of joining these together better and enhancing the City's value as a place to live, work and visit. CML 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.
3. One of the City of London's (CoL) Corporate Plan priorities is "maximising the opportunities and benefits afforded by our role in supporting London's communities"

(KPP4) including “promote employability” and “promote high quality education”. This recognises the wider responsibility the CoL has in ensuring the many opportunities in the City can be accessed across London’s communities. The CoL’s Education Strategy aims to ensure the City’s “outstanding cultural and historical resources enrich the creative experience of all London’s learners”, and that the “cultural venues work together”. The CoL’s Employability Strategy 2017 to 2020 aims to better prepare and connect Londoners to jobs in the City.

4. The research commissioned by CML earlier this year identified the growing importance of **fusion skills** in the workplace of the 21<sup>st</sup> Century<sup>1</sup>. Many of London’s learners lack access to these fusion skills or the means to develop them. The learning infrastructure in formal education is not always well geared up to develop fusion skills as it tends to operate in subject and skill silos.

## THE NEEDS

5. The specific societal needs being addressed by this case for investment are the:
  - 1) Lack of employability of many young people in disadvantaged communities in the City and in London more widely (as evidenced in the CoL’s employability strategy and by the high rates of youth unemployment in London)
  - 2) Future challenges for the City in accessing talent and greater diversity to ensure its competitiveness (also as evidenced in the CoL’s employability strategy).
  - 3) Lack of strategic working of key City cultural and other bodies (as identified in the A New Direction research for CML).
6. Discussions with businesses in the area through Culture Mile Partnerships has also demonstrated the need for fusion skills across sectors based in the City and evidenced an appetite for businesses to work more closely with the cultural sector to address this.

## THE PROPOSALS

7. CML has the twin vision to: (a) Develop Culture Mile as a major learning destination and (b) Ensure that the creative sector fully harnesses its assets - specifically the experience and expertise across our organisations - for greater collective impact on London’s learners<sup>2</sup>.
8. This initial CML case for investment is for three strands of activity:

<sup>1</sup> These in summary are a fusion of creative, technical, educational and emotional skills. The importance of these skills was identified in the research CML commissioned by A New Direction “Towards a new kind of Cultural Education Partnership for the City of London”, June 2017. The UK Commission for Employment and Skills reports that the blurring of the boundaries between the creative and digital sectors and the merging of creative and digital roles, partnered with higher client expectations and greater competitive pressures, has led to employers increasingly seeking a ‘fusion’ of technical expertise and creative skills (plus business/entrepreneurial and softer people skills).

<sup>2</sup> The CML partners currently spend many £ millions a year individually on creative learning: the Barbican Creative learning budget is around £0.6m, the LSO Discovery budget £1.3m, the Museum of London spends £4.3m on programmes and learning, whilst the GSMD spends £2.2m on Guildhall Young Artists activity and outreach and has a total budget of £26m.

- i) The **development** of structures and the effective operation of the partnership alongside two specific areas that relate to the overall objectives and provide a practical way the partners can work together
- ii) Practical development of **collaborative learning** opportunities and fusion leadership capacity
- iii) The launch of the **Culture Mile Challenge prize** focussed on fusion skills.

## **STRAND 1: DEVELOPMENT OF PARTNERSHIP INFRASTRUCTURE**

[ongoing, 2017 to 2019 cost: £247,000]

9. The work in developing CML so far has relied on one-off contribution from the COL and contributions of staff time from our individual institutions. Research on partnership development and the recent experience of the East London Cultural Education Partnership shows that there is need for an initial resource to catalyse partnership development and ensure the work of CML carries forward.

10. In the case of CML this work needs to cover:

- i) Driving forward the vision and strategic development of CML and facilitating the Steering Group<sup>3</sup>
- ii) Developing the business model, cultivating investors (e.g. businesses) and managing budgets
- iii) Developing new partners across a range of sectors (e.g. Higher Education), managing member relationships and sharing information
- iv) Ensuring the development of the partnership aligns and connects with Culture Mile and COL priorities/teams/members
- v) Evaluation and producing evidence on the effectiveness and impact of CML.

11. This requires a staff resource of 1.25 FTEs for the remainder of 2017/18 and for 2018/19. The experience of the East London Cultural Education Partnership with its *Creative Schools* project was that a mixed funding model can be successfully developed. If phased appropriately, core funding can be more than matched by other sources<sup>4</sup> and our proposed budget is based on this model.

## **STRAND 2: DEVELOPMENT OF COLLABORATIVE LEARNING**

[medium term, 2017 to 2019 cost c. £87,000]

12. This is a medium-term initiative. The core partners and wider forum recognise that there are potentially considerable benefits from **collaborative learning**. This has been evidenced by the work of the East London Cultural Education Partnership and

<sup>3</sup> This excludes any specific project development time.

<sup>4</sup> The total cost of the whole four-strand programme for 2016/2017 was £180,000 with a mixed funding model including: membership fees and event income (8%); trusts and foundations (14%); regeneration sources (Local Authority Planning obligation, Section 106) (11%); project commissioning funds leveraged from schools & other sources (10%); and steering group staff time in-kind (9%).

from their commissioned research<sup>5</sup>. Our members currently deliver numerous learning programmes, however individual expertise is rarely shared, there is little cross-organisational working and our programmes are not yet framed around fusion skills.

13. The objective is to develop a structured programme to: (1) Enhance our capacity and leadership around fusion skills; (2) Strengthen our skills in working with disadvantaged learners; and (3) Maximise the joint impact of our learning assets.

14. The expected outcomes and impacts from the programme of activity are:

- i) Full assessment of the partners' areas of expertise, training and development needs.
- ii) Identification of the most fruitful areas for peer learning.
- iii) Improved skills and leadership across CML partners in fusion skills.
- iv) Improved skills in working with learners from challenging circumstances and ensuring impact on local communities in London.
- v) Increased effectiveness of our collective activity and greater recognition of Culture Mile as a learning destination.

### **STRAND 3: CULTURE MILE CHALLENGE**

[early win, 2017 to 2019 cost £111,000]

15. 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<sup>6</sup>. We have already engaged with Nesta on the prize idea<sup>7</sup>. Their initial feedback is very positive regarding the subject of the prize and the City's unique potential to create something exciting and impactful.

16. The Culture Mile Challenge would focus on how to better develop fusion skills, particularly by disadvantaged learners. The CML partners' 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".*

17. The Challenge would have four main objectives:

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

<sup>5</sup> In the Creative Schools Interim Evaluation report by Sarah Boiling (May 2017) cultural organisations rated Collaborative Learning as the most valuable aspect of the programme with 95% ranking it very valuable or quite valuable.

<sup>6</sup> From the £250,000 Wolfson Prize for Economics, Nesta prizes for technology challenges, to smaller prizes aimed at schools or local community groups.

<sup>77</sup> Nesta are the National Endowment for Science, Technology and the Arts, they are world leaders in challenge prizes and host a Challenge Prize Centre.

- ii) 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.
  - iii) To better connect City business, cultural and learning sectors.
  - iv) To promote Culture Mile as a place of innovation in learning.
18. The proposed main prize is £50,000. However, the evidence from elsewhere is that to maximise the benefits of the challenge there is need for: (1) Strong branding development and support around the prize; (2) Development of a strong learning ecology around the prize itself that can support those proposing solutions; (3) Investment in legacy development (evaluation and dissemination); and (4) Staff time from CML learning partners in the development and subsequent project management of the prize.
19. Should the Education Board support the core funding in this case for investment, then the certainty this provides offers an excellent opportunity to seek **match funding** from City firms and other bodies both in financial terms and in kind (spaces, staff to act as mentors and judges. As an example, the Mercers have already indicated an interest)<sup>8</sup>.
20. Based on the experience of other prize funds we would expect around 50 to 100 teams to enter and so 500 to 1,000 people to be involved. The **outcomes** will be:
- i) A practical proposal for enhancing the development of fusion skills that can be developed by partners [and others] to benefit young Londoners<sup>9</sup>.
  - ii) Enhanced working and collaboration across the partners and excellent publicity for the Culture Mile.
  - iii) Improved transferable team-working, presentation, problem solving and other skills for all team participants
  - iv) Leveraged investment in teams and their proposed solutions.

## FUTURE CML PROGRAMMES

21. CML is at a relatively early stage but has enormous potential. There is a range of partnership activity and projects that could be developed in 2018/19 onwards that is being scoped as part of the ongoing CML work (see Appendix 4). Much of the opportunity here comes from the coordination of existing resources and expertise.

<sup>8</sup> There is an opportunity to work with a range of City firms including those who have received Dragon awards for their work on Corporate Social Responsibility (CSR).

<sup>9</sup> The 2012 Challenge Prizes Landscape Review by Nesta reviewed the literature and concluded that prizes can: attract new innovators to meet a challenge and harness fresh thinking; capture public imagination and generate widespread interest in a new field of endeavour; and foster innovation in a wide range of different sectors; and encourage dramatic advances by setting ambitious goals. A more detailed review of the literature concluded “*prizes can be effective in creating innovation through more intense competition, engagement of wide variety of actors, distributing risks to many participants and by exploiting more flexible solutions through a less prescriptive nature of the definition of the problem in prizes*” (The Impact of Innovation Inducement Prizes, Nesta Working Paper 18, 2013). [Although the research found that poorly designed prizes can be ineffective].

22. A promising idea is that of a “**proximity partnership**”. Here, concentrated and co-ordinated cultural engagement by partners in a specific place (e.g. with one or more London boroughs) could lead to more effective outcomes that support tackling the employability and social mobility challenges faced by disadvantaged communities (especially around fusion skills)<sup>10</sup>. The next step would be to explore in which areas this project could most fruitfully be rolled out.
23. We will work with the **City of London Academies Trust** and other City schools to explore how we can most effectively maximise students’ access to the cultural education offer of Culture Mile and the development of best practice in learning linked to fusion skills. The GLA/TfL are exploring the idea of developing a **Smart Cities initiative** building on young person’s Oyster cards and access to cultural activity. Initial exploratory discussions indicate that partners and City of London Academies Trust could be involved in the piloting of this idea.

## GOVERNANCE AND STAFFING

24. The work developing CML has been conducted through in-kind support by the partners and the Strategic Partnerships team hosted at the Barbican. However, this has provided limited capacity. The strategic development strand is intended to provide the required resources to implement the next phase of partnership activity.
25. The proposed governance arrangements are:
- Continuation of the CML Steering Group<sup>11</sup> which would meet quarterly and on which the CoL is represented.
  - The responsible budget holder for the funds sought would be the Chair of CML to whom the proposed staff support would report and who would report to the Steering Group.
  - Quarterly progress reports would be provided to the Education Board.
  - This matches the proposed devolved governance approach in Culture Mile overall.

## PROPOSED OVERALL BUDGET

26. The partners aim in the future to match any project funding invested by the City of London. However, we need to make progress in developing the partnership and in demonstrating the success of our projects before we can do this.
27. Our current modelling indicates a total budget for the elements identified (details included in Appendix 1). The overall cost of the three strands is around £446,000 with a residual funding requirement, after expected income generation, of £314,000. The budget has an upwards trajectory for match funding. This funding requirement amounts to an additional £194,000 on top of the £120,000 that is left from the original

<sup>10</sup> The London Borough of Islington has already expressed considerable interest in working with CML and there is also an opportunity to align this idea with the future London Borough of Culture

<sup>11</sup> Consisting of representatives from the Barbican, the LSO, the Museum of London, London Metropolitan Archives and the Corporation of London

budget allocation of £150,000 for CML. We propose the remainder of this allocation is split between the rest of this financial and the next financial year (2018/19).

28. Beyond these specific costs the extra projects identified in Appendix 4 could add a further c. £150,000 of costs. We are not currently seeking funding for these projects.

<b>Summary</b>	<b>Rest of 2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Total</b>
1. Partnership infrastructure	£37,300	£111,100	£99,100	£247,500
2: Collaborative learning	£8,808	£42,258	£36,069	£87,135
3: CML Challenge Prize	£8,616	£30,516	£72,137	£111,269
<b>Total expenditure</b>	<b>£54,724</b>	<b>£183,874</b>	<b>£207,306</b>	<b>£445,904</b>
Expected income generation	£47,924 (£48,000)	£137,274 (£137,000)	£128,706 (£129,000)	£313,904 (£314,000)
<b>Proposed release of £120,000 from COL</b>	<b>-£48,000</b>	<b>-£72,000</b>		<b>-£120,000</b>
<b><i>Balance left to fund</i></b>	<b>£0</b>	<b>£65,000</b>	<b>£129,000</b>	<b>£194,000</b>