

City of London Cultural Strategy 2010–2014



430%

Foreword

**Foreword by
Deputy Joyce Nash,
Chairman of the City Arts
and Culture Working Party**

The City Corporation has, for many years, been one of the most generous funders of the arts in the UK. We have much to be proud of, such as a unique breadth and richness to our cultural offer. This allows the City to balance the promotion of its financial services with a much broader social and cultural message.

As we seek to cope with financial crisis and the anticipation of difficult times in revenue funding, and in the light of the Government's increased emphasis on the role of arts in society, now is the right time to look at increased partnership working; the benefits of which are self evident.

The City can take this opportunity to seek a greater overall coherence from its extensive and influential world class portfolio, by seeking



ways to work more closely together, to achieve greater impact from this work and greater recognition of it.

The key is the "added value" the City can receive from its investment. Members of the Arts and Culture Working Party fully endorse the strategy and are keen to support Officers in the implementation of its recommendations

My thanks go to Graham Sheffield for his enthusiasm, expertise and commitment, and to Helen Kearney who has brought her energetic support and advice.

Joyce Nash OBE



Graham Sheffield CBE
Chairman City Arts and Culture Forum
Artistic Director Barbican Centre



Background and Context

Over a perspective of the last 60 years the City of London Corporation has established a position as one of the top providers and supporters of the arts and culture in the UK, alongside the government and the BBC. The process has been one of enlightened philanthropy and governance, mixed with a judicious dose of opportunism and fortuitous happy circumstance.

Every year the City of London spends over £80m on its culture and leisure services, which includes everything from libraries, open spaces, and street scene to arts institutions, festivals, museums, galleries, ensembles and the Guildhall School, one of the UK's leading conservatoires.

It is widely recognised that all these activities have an important role to play in enriching people's lives, improving wellbeing, and giving a sense of place and purpose. The City's diverse cultural offering plays a significant role in enhancing its international reputation as a location and as a business district; firms are attracted not only by good infrastructure but also by the rich cultural and heritage opportunities which are all around them.

One must add to this an unrivalled range of heritage and archaeology within the city itself, as well as a growing reputation as a site for challenging and impressive modern architecture and design from some of the world's leading architects.

In the aftermath of WW2, the City fathers could hardly have imagined they would some day be funding one of the world's most extensive cultural hubs, one of the world's greatest orchestras, and much else, within what we know as one of the world's leading financial centres.

The city has also become a great place in which to live. The mix of business, arts and residential accommodation gives the whole quarter its unique identity – albeit a complex one – and its distinctive position amongst the world's other financial centres.

Until recently most of the City's funded and supported arts bodies have operated as separate entities - successfully and in a collegial and efficient way, but with little in the way of joint planning, joint strategy or common platforms. This strategy seeks to rectify this by developing joint structures and initiatives to encourage quality partnership working across the sector in the City.

475%

The City's cultural diversity





Building on the City together



Building on the City Together

In 2008 the City published its City Together strategy setting out five key themes, which sit alongside the City's Corporate Plan. These inform departmental, sectional and individual plans, and harmonise corporate planning.

The themes are:

The City Together: the Heart of a World Class City which...

- is competitive and promotes opportunity
- supports our communities
- protects, promotes and enhances our environment
- is vibrant and culturally rich
- is safer and stronger

Arts and culture do feature within the strategy (notably in theme 4 "vibrant and culturally rich"), but they do not, as yet, infuse and inform sufficiently the other core themes in a way that will a) demonstrate better value for money for the City's investment in the arts and b) allow the arts more effectively to support the City's broad overarching themes.

At around the same time as City Together, arts and culture, as well as

the education agenda within the arts, assumed a more significant position within central government thinking and policy. New funding initiatives, greater appreciation of the arts within a broad social agenda, greater acknowledgement of the strength of the UK in this entire sector, a more comprehensive understanding of the impact of the arts on urban regeneration, and some increase in core funding through DCMS and ACE, have been characteristic outputs of the thinking until the recent financial crisis.

This new economic context means that the City's own portfolio, instead of looking like an expensive luxury, now begins to assume a more central position. The City's genuine support and patronage of the arts, culture, and heritage now offer a core fundamental message to sit alongside the promotion of the City as the world leader in international finance and business services.

Also playing to this agenda are the emergence of the newly-vibrant and culturally rich boroughs in East London, facing towards the Olympic Park, and the increasing number of partnerships and collaborations that the City's cultural sector operates locally, nationally and internationally.



What better time to prepare a short and practicable City arts and culture Action Plan, which binds together its core arts and culture constituents, and which harmonises their strategic ideas and ambitions in parallel to City Together, but with an overarching cultural theme.

I should like to thank all those who have contributed to this document, from both within the City of London and from key external stakeholders. It is your imagination and vision which gives this document its value.

As endorsed by the City of London's Policy and Resources Committee on 17 December and the City Arts and Culture Working Party on 8 December, it is intended as a complement to City Together and as an essential component in the preparation of all future business plans and strategies from Planning to the Police, from Open Spaces to Libraries.

The ambition within this strategy is to build on City of London Corporation cultural achievements to date, and to demonstrate the most forward-thinking policies relating to culture within local government. We commit here to work even more closely with key partners such as the Greater



London Authority, the British Council, the Department of Culture, Media and Sport, other government agencies, including Arts Council England, and the London Local Authorities.

We aim to deliver greater value and impact for the City's substantial investment; joint working is essential in today's economic climate.

This strategy prepares the City for 2012 and beyond, to welcome the world to its cultural riches, with a clear and inspiring brand and message, as well as leaving a lasting legacy for the future.

The ten prioritised recommendations are radical, cross-cutting proposals, designed to develop joint working in arts, culture, and creative learning across the City Corporation. While the policies are broadly drawn, the aims are specific. Some can be achieved on existing resources, some will demand more effective use of existing resources, and some more ambitious ones may need new resource, from new or existing partners, with whom we seek deeper collaboration.



Theme 1:

“Competitive and promotes opportunities”

**Moira Sinclair, Executive Director,
Arts Council England, London:**

“This strategy recognises the importance of world class arts to the City of London, particularly if it is to maintain its position as a desirable place in which to live and work. Arts Council England welcomes the City’s leadership in supporting and strengthening the cultural and creative hub. The approach of valuing the individuality and diversity of each arts institution, while acknowledging that there is much to be gained by raising the profile of the full extent of the offer, is one we would sign up to.”



What we know

- The City owns and manages one of the finest cultural offers in the world in its concentrated area.
- The City’s arts portfolio promotes opportunity through life-long learning and life-long engagement. It gives access to learning to a diverse audience, through its libraries, archives, festivals, venues, museums, schools, the Barbican, the LSO, and the Centre for Young Musicians, developing opportunities for its communities.
- Culture in the City makes it differentially competitive from other international business hubs. Attractive open spaces, and the diversity of the cultural offer are added benefits.
- On its own artistic terms, the City’s arts offer itself is competitive, unique and forward looking – the Barbican Campus is a clear example of this.
- It is generally recognized that marketing and communication in the cultural and education fields could be much more effective and impactful. There is a need for greater integration of provision and consistency, in order to increase awareness of the overall quality, diversity and scale of the offer

Our ambitions are to...

- 1 Maintain the world class standard of the City Corporation’s cultural institutions and promote excellence in culture in its own right.
- 2 Market the story of the City and its cultural offer in a consistent, inspiring and compelling way utilising digital technology. Ensure that the cultural message has prominence alongside the business message.
- 3 Contribute to the profile of the City, and that of Greater London, promoting London as a whole in order to increase visitor numbers and improve visitor experience.
- 4 Capitalise on the opportunities of 2012 to showcase the City’s cultural offer, on behalf of London and the UK.
- 5 Work with the Economic Development Office to ensure that culture acts as an ambassador for the City.
- 6 Encourage more live events in the City, link with retail and commerce to attract substantial events and utilise venues and spaces in the City.
- 7 Be a leading proponent of and participant in measures to create jobs in the arts and creative industries within and around the City, being proactive in creating jobs.



What we know

- The City's cultural portfolio supports the City's communities, gives people a variety of opportunities through engagement and outreach work.
- The City's libraries and archives provide direct support to the information and learning needs of both City residents and workers.
- The City's cultural institutions and open spaces provide venues and inspiring spaces for communities, and are positive, harmonising forces.
- The spaces are used by all communities, helping the City to be inclusive and outward-facing, discouraging perceptions of elitism.
- The City's cultural departments and funded institutions work with neighbouring schools, and provide volunteering opportunities for residents and workers.
- Within businesses in the square mile, there are individual volunteering schemes, but with limited links to the cultural sector in the City.
- Cultural related education and outreach work in and around the City is substantial, but the provision is disparate and each provider tends to work in isolation with no sense of overall strategy.

- Coordination of provision and strategy amongst relevant City Corporation departments and the cultural services is not as effective as it might be.

Our ambitions are to...

- 1 Encourage cultural providers to develop an integrated and strategic plan to engage with City workers, leading to greater engagement and giving greater impact of the cultural offer on workers.
- 2 Ensure consistent provision for all age groups, with a clear pathway through life long learning and involvement with culture.
- 3 Ensure an strong and improving cultural offer for all the City Academies, through working with the City's arts institutions.
- 4 Develop an overall cultural approach to engagement and participation, and education, using skills and knowledge already in place, building on existing good practice.
- 5 Harmonise strategies between the City Corporation departments and the cultural sector, ensuring that culture and the open spaces are given higher prominence in health and wellbeing strategies in the City.

- 6 Show sensitivity to the City's diverse communities and those of partners in the City fringes when considering education and cultural needs, and aspire to equality of access across different groups.
- 7 Engender amongst City staff a greater knowledge of the opportunities available within the City's arts portfolio.
- 8 Use the City's spaces and properties on the fringe and outside the City such as Fortune Park, Bunhill Fields, West Ham Park, Hampstead Heath and the Museum of London Docklands in more direct support of communities outside the City, and to create meaningful partnerships with those communities.

203%

Theme 2: "Supports our Communities"

Sue Robertson, Principal, Mountview Academy of Theatre Arts and Barbican Board Member:

"This really is a case of "only connect". There is clearly a rich and inspiring tapestry of cultural and learning opportunities in the City of London. Encouraging organizations to work more closely together, with a shared sense of purpose, will enable more people of all ages and backgrounds to get involved and benefit from what's on offer. The Cultural Strategy represents a vital step forward in this enterprise."

205%

Theme 3:

“Protects, promotes and enhances our environment”

**Professor Jack Lohman,
Director, Museum of London:**

“History is one of the key ways we make sense of the City. Through this aura we understand its dynamics, its shape and its centre stage importance. This grand unifying narrative is what provides certainty, purpose and meaning to it. In a time of global uncertainty and vulnerability, creating a stable local identity and a sense of belonging through our heritage offer means we can speak to a world way beyond our immediate geographic area. The sense of place theme is now more important than ever before.”



What we know

- The City has one of the most densely concentrated and diverse heritage offers in Europe.
- The City maintains a world class portfolio of Open Spaces both in the City and around Greater London.
- There is a wealth of architectural hidden treasures, and an unrivalled archaeological dimension to the City's history.
- Our experience of managing listed buildings, in City and beyond, is virtually unmatched.
- We have a growing reputation for outstanding modern architecture.
- The City could do more to animate and enliven heritage through art; many of the architectural treasures are unknown or inaccessible to the public.

Our ambitions are to...

- 1 Enhance the environment of the City through advancing the high quality of modern architecture being developed in the City.
- 2 Continue to enhance visitor experience with an integrated strategy for new art and performances in our open spaces, strengthening consistency in the quality of our outdoor spaces, and what is commissioned to be placed in them
- 3 Work towards a “sense of place” in the City, through celebrating and emphasising the distinctiveness of the City through heritage, archaeology and contemporary architecture
- 4 Seek ways of animating and enlivening heritage through performances and art projects, attracting new audiences and serving those living and working in the City and the City fringes, and increasing awareness of the City's heritage assets
- 5 Work collaboratively on a consistent programme to open up hidden aspects of the City's heritage, through open days, use of digital services, and use of spaces as venues for culture
- 6 Promote the story of the City and its richness through increased access to archives and records; digitally exposing our cultural assets.
- 7 Prioritise culture that advances the environmental/ sustainable agenda, by: promoting and exploring the issues surrounding climate change; promoting biodiversity in our open spaces and; taking the lead in developing sustainable working practices within the cultural sector.
- 8 Work with neighbouring boroughs to encourage visitors and residents to access physically the City from neighbouring boroughs and vice versa, providing attractive and clearly signed routes



What we know

- The City of London has a rich and diverse arts and cultural community. The City is home to some of the UK's leading cultural organisations - valued locally, nationally and internationally.
- These assets include performing arts venues, libraries, galleries, museums, architecture, heritage and places of worship.
- The City of London Corporation commits over £80 million to arts and culture annually, including funding for the Barbican Centre, the London Symphony Orchestra and the Guildhall School of Music & Drama, five libraries, London Metropolitan Archives, Museum of London, and the Guildhall Art Gallery.
- Diversity in cultural provision, as well as in audiences and participants is vital for building a vibrant and prosperous community.
- The City comprises a heritage of buildings and quarters that reflect its historical importance as the core of London. It is an area of great archaeological value.
- The City's archival collections constitute a major part of the documented memory of London, going back to 1067.

- City arts festivals and institutions regularly attract over 10 million visitors annually.
- The vibrancy of the City is inconsistent over the course of each day, week, and season, and the City's cultural message must be stronger and more coherent in communicating the City's complete cultural experience throughout the annual cycle.

Our ambitions are to...

- 1 Tell a story in a joined up way; 'vibrant and culturally rich' implies clarity and integrity of offer in marketing terms.
- 2 Maximise engagement with - and participation in - arts activities, unlocking the creativity of audiences in and around the City, of all ages.
- 3 Promote wider access to, and appreciation of, our documentary heritage using the internet and digital technology.
- 4 Adopt a positive attitude to the 24 hour economy and support appropriate modifications to transport provision and lighting.
- 5 Pursue a vigorous and result-focused approach to engagement with retail, hotels, commerce and leisure sectors through the Vibrant and Culturally Rich City sub group.

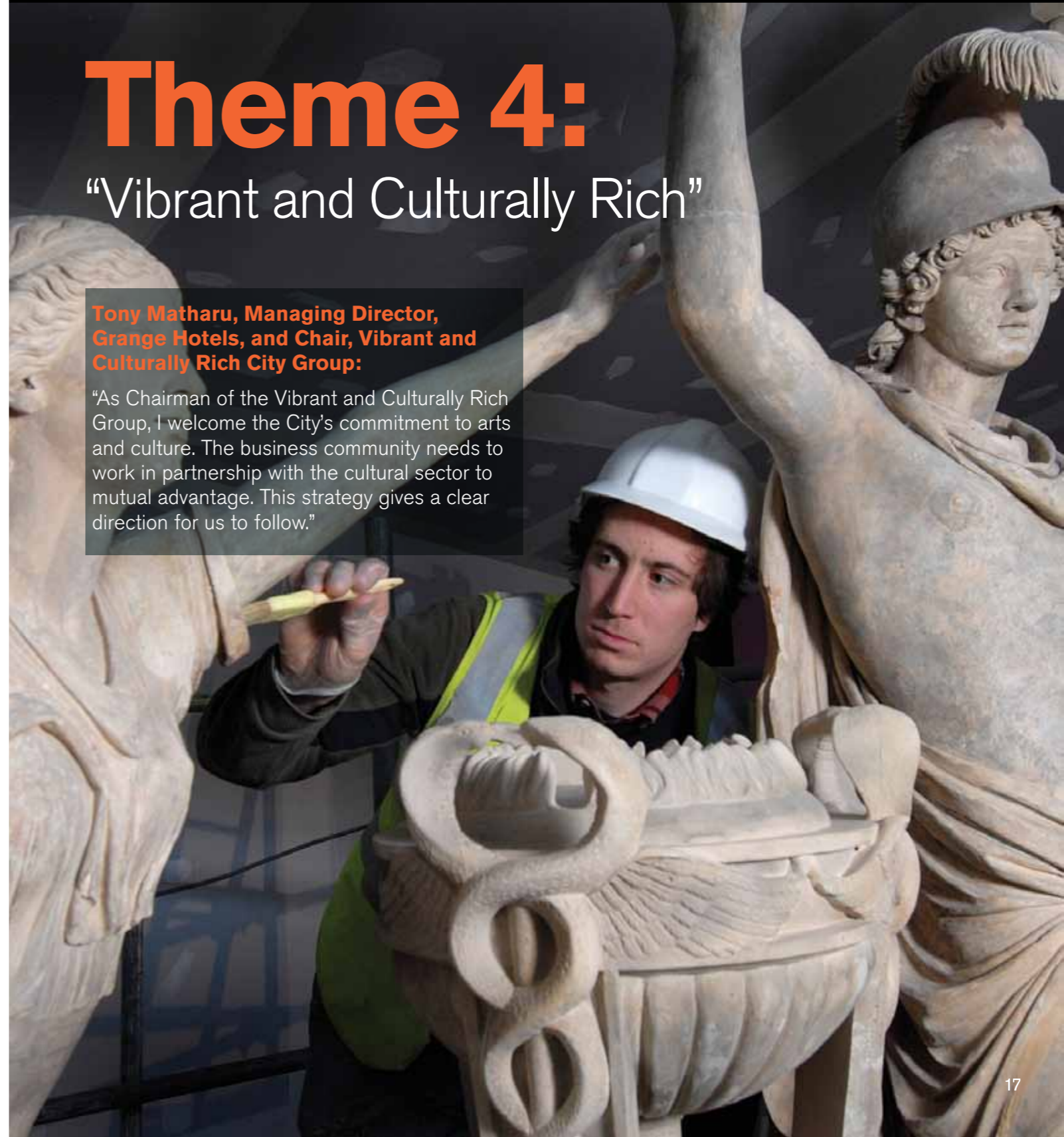
- 6 Promote awareness that the provision of quiet, contemplative space is also part of a rich palate of activity.
- 7 Engage actively with bodies such as ACE, the GLA, London Councils, LOCOG, and neighbouring boroughs over arts and infrastructure issues.
- 8 Ensure that planning for 2012 considers legacy of the Games paramount, ensuring that Olympic plans have a longer-term perspective.

Theme 4:

"Vibrant and Culturally Rich"

Tony Matharu, Managing Director, Grange Hotels, and Chair, Vibrant and Culturally Rich City Group:

"As Chairman of the Vibrant and Culturally Rich Group, I welcome the City's commitment to arts and culture. The business community needs to work in partnership with the cultural sector to mutual advantage. This strategy gives a clear direction for us to follow."



Theme 5:

“Safer and Stronger”

Sir Nicholas Kenyon, Managing Director, Barbican Centre:

“The unique environment of the City of London is varied, stimulating, secure and safe. The Barbican Estate was founded as a utopian example of enlightened living with the arts at its heart, and throughout the City the pressures of modern business exist alongside green parks and squares for relaxation, historic streets and alleys, and iconic buildings. The City is a place to live and work in, to visit and enjoy, safe in the knowledge that heritage and culture are vital to its life.”



What we know

- The City is a much safer environment than much of the rest of Greater London.
- The City is a strongly defined environment mixing ancient, old and modern: it sits amidst a growing tapestry of exciting and diverse neighbourhoods.
- Provision of public transport outside office hours is inconsistent.
- There is some concern from stakeholders about possible negative implications of the 24/7 economy, which affects the consistency of a visitor's cultural experience.

Our ambitions are to...

- 1 Improve access, creating world class access and entrances to a world class cultural quarter
- 2 Use arts and culture as a civilising influence to enrich and enhance the late night visitor experience, resulting in a safer city
- 3 Support our aims through clearer signage, more public transport, more imaginative lighting of pathways and buildings, powered in a sustainable way,
- 4 Encourage the use of City spaces, seeking ways to do this through cultural activity, to increase the communal sense of security and safety
- 5 Link with the business economy, seeking partnerships with commercial, leisure and retail sectors to realise our ambitions
- 6 Ensure users feel safe when using our green spaces at all times

Recommendations

The next six recommendations are arguably of less strategic weight than the previous four, but collectively will contribute to the success of the top priorities. These are grouped as follows:

5 contributes to the digital agenda

6 and 7 are concerned with external and internal ambassadors

8 and 9 are concerned with animation and articulation of space and heritage

The final recommendation concerns sustainability



1. Marketing the City arts and cultural offer

Aim

We will work towards marketing and promoting the entirety of the City's arts offer, in a homogeneous, harmonised, and distinctive way, recognising individual identities, but creating a sense of overall cohesion.

Actions

- Convene a pan-City project group for marketing the City's cultural offer, and define the terms of reference and objectives, agreeing leadership of the group and delivery process
- Work with external publishers to enhance the profile of the City's unique offer to residents, workers and visitors, linked to the development of its web portal
- Increase profile of the City's arts institutions and heritage sites through better signage and clearer advertisement of venues within the City
- Create one-stop guide to cultural events in the City throughout the year
- Work closely with the Visitor Strategy Group in pursuing these objectives

Timeline

Stepped integration of marketing by Jan 2011 in order to take full advantage of 2012

Resource implications

Work within existing resources, using funding derived from local risk budgets of contributing partners



2. Education and Creative Learning

Aim

We will work towards a strategic cross-sector approach to deliver educational, participation and creative opportunities to people in Greater London of all ages and backgrounds.

Actions

- Create a working group, the leadership of which is to be determined by the Town Clerk's office in consultation with key partners including the Community and Children's Services department, Libraries, Archives and Guildhall Art Gallery, and the Barbican 'Campus' (including Centre for Young Musicians)
- Set objectives and create an action plan, including mapping provision in the City
- Use the information in the map to identify gaps and possibilities for new partnerships

Timeline

Demonstrate new delivery structures by the end of 2011

Resource implications

Seek new, external, funding to develop further City-led educational and outreach work



3. Digital agenda

Aim

We will make the rich archives of the City digitally available, and link up the archives of the various departments and City-funded institutions to tell the story of the City. We will ensure that all the arts and cultural departments have digital representation through online content and visitor websites.

Actions

- Develop a working group, led by Libraries, Archives and Guildhall Art Gallery and in partnership with Museum of London to develop objectives, working with the marketing group (recommendation 1)
- Bring an external new media partner on board

Timeline

Delivery measurement over five years, with the working group to set objectives for each year

Resource Implications

Additional funding to be sought from various sources on individual project basis



4. Partnerships Strategy

Aim

We will build a comprehensive map of the key cultural partnerships undertaken by all the City's funded institutions in order to maximise benefit and impact of the activity undertaken. We will work with 'City fringe' arts institutions and aim to create new partnerships with City-based institutions where in the past these links have been missed. It is important that new and existing partnerships are developed for the purpose of leveraging additional external funding.

Actions

- Create partnership group following the model developed by the Barbican, with the Town Clerk to explore the expansion of the Barbican partnership strategy across City of London
- Explore with the Vibrant and Culturally Rich City group a joint strategy for future partnerships with the retail sector in the City
- Discover where partnerships do not exist, and explore possibilities for new partnerships

Timeline

Partnership Group in place by mid 2010, from which objectives and timelines will be developed

Resource implications

- None; partnership work to be undertaken within existing resources of participating organisations





5. Single web portal

Aim

We will create a cultural 'cluster' site as part of the City's website redesign, owning an autonomous cultural website that will link with the City 'family' of sites. The site will promote the City's cultural offer to new users, as well as providing ways for existing audiences to interact more actively with City arts. We accept this is linked to the digital agenda recommendation, but we believe it is a discreet, achievable and urgent project on a shorter time frame.

Actions

- Convene project meetings with City Arts and Culture Forum officers and website developers
- Agree project champion
- Confirm culture as a pilot cluster
- Develop cultural 'cluster' with reference to the Marketing work

Timeline

Ensure the cultural Pilot is in place by autumn 2010

Resource implications

None: the cultural website 'cluster' will form part of the City of London's central website redesign, which is being funded corporately.

6. Volunteering in the City

Aim

We will forge tangible links between the volunteering programmes already active in City businesses through City Action, and in the City Corporation, to create a unified, coherent City "volunteer" offer. This has the potential to increase a sense of ownership of the City's cultural portfolio by those who live and work in the City.

Actions

- Convene a cultural volunteering working party in consultation with the Economic Development Office to coordinate relevant volunteering schemes for the City, defining terms of reference and timeline for the group
- Link to City Action to raise the profile of cultural volunteering in the City, engaging with businesses in the City and their volunteering schemes

Timeline

Timeline to be determined by the working party

Resource implications

None; within existing resources of contributing partners



7. Staff Awareness

Aim

We will ensure that all City of London Corporation staff are aware of the cultural opportunities available to them in the City, from use of the lending libraries to free entrance to exhibitions at the Barbican Art Gallery. Like the volunteering proposal, this has the potential to increase City sense of ownership and pride in the City's culture within the City's own staff.

Actions

- Induction messaging – Human Resources to lead on this in consultation with City Arts and Culture Forum
- Create events programme for staff, and then make awareness of it
- Advertise events on staff intranet to raise profile
- Develop a coherent programme of offers for staff, led by marketing group (recommendation 1)

Timeline

By the end of 2010

Resource Implications

None

8. Animation of spaces

Aim

We will work with the Planning and Transportation department to enhance routes in the City through lighting, signage, and commissioning of high-quality outdoor art. We will enliven spaces with a coherent programme of performances and street events of excellence to harmonise with Vibrant and Culturally Rich City ambitions. This will build on the activity already being undertaken by the City of London Festival and the City's Street Scene department.

Actions

- The City Arts and Culture Forum to define an appropriate grouping to deliver this ambition
- Work towards making Guildhall Yard a relaxing and enjoyable space in the centre of the City, with a coherent artistic and cultural offer in and around it
- Improve the quality of entrances to cultural venues in the City
- Bring a 'big screen' into the City in 2012 to show sporting and cultural content, enlivening City spaces
- Create partnerships with Transport for London, and a variety of sponsors to fund initiatives in City spaces
- Work with the Planning Department in creating the City Arts Initiative, sharing expertise and advice where appropriate, and actively supporting the department to achieve the Art Initiative objectives

Timeline

- Big Screen programme in place in 2012
- Other projects to be determined by the relevant responsible group

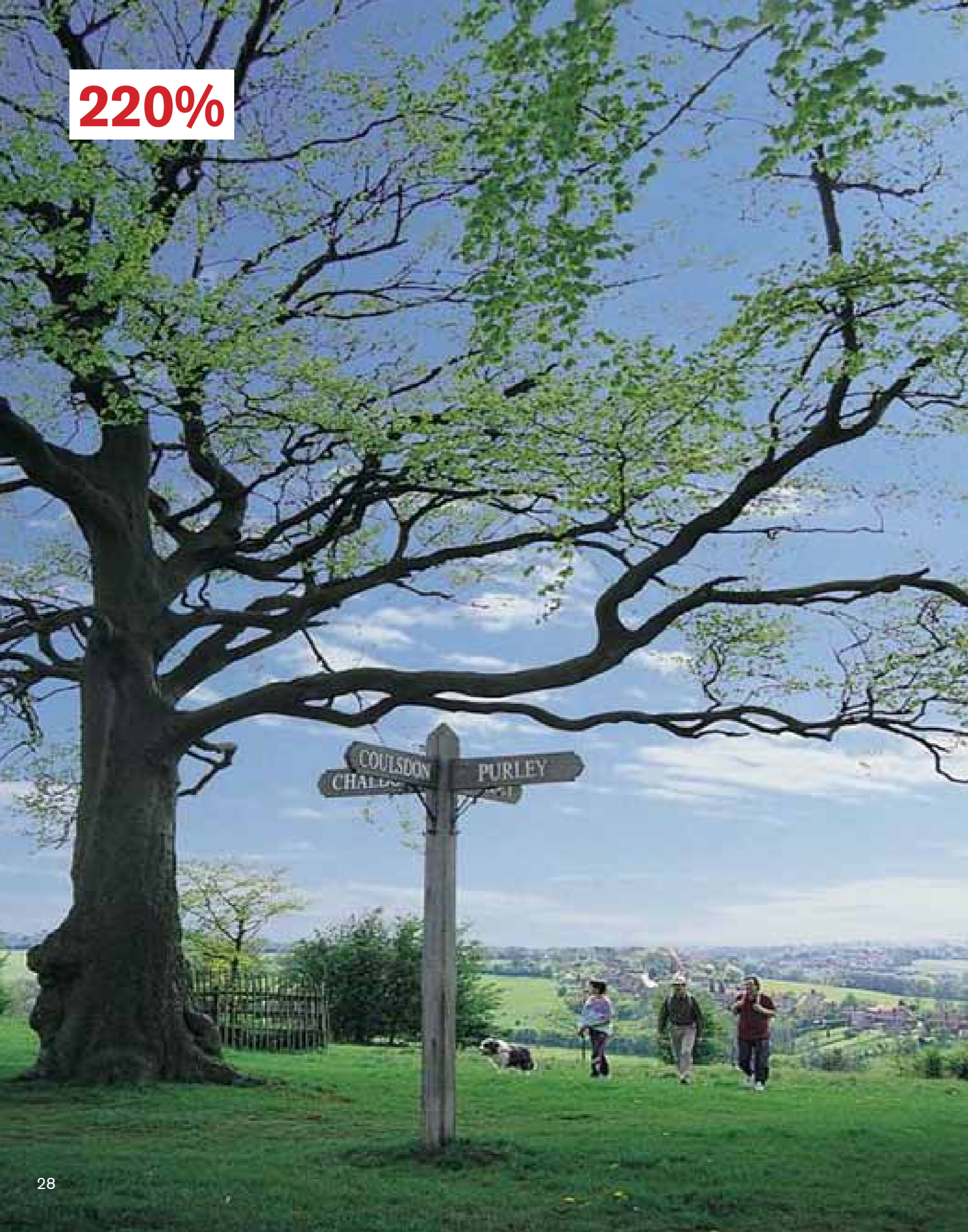
Resource Implications

Funding bid for on a project-by-project basis. A variety of sponsors to be sought to fund initiatives in City spaces.

370%



220%



9. City Arts and Heritage Walks

Aim

We will work with the Visitor Strategy Group to design and promote a programme of walks that reflect the richness and excellence of the City's ancient and contemporary heritage and culture in an engaging and lively way, building on existing activity undertaken by the Public Relations Office, the Community and Children's Services department and the City of London Festival. This is linked to the Animation recommendation, but it is a direct and achievable objective in its own right.

Actions

- Produce the walks; bring together a working group to plan walking routes in a strategic way
- Market these through the marketing group
- Create content for virtual visitors to the City, working with the website creators on this

Timeline

Walk offer to be introduced by the end of 2010

Resource Implications

Progress should be possible within existing resources. A case to be made for additional resources where appropriate

10. Sustainability

Aim

We will be a leader within arts and culture in the UK, sharing best practice concerning sustainable working, and we will ensure that artistic programming prompts debate and engagement over sustainability and climate change issues.

Actions

- Sustainable development unit in the Town Clerk's department to lead on a cultural sustainability group
- Use this group to disseminate best practice and create a range of ideas for future projects

Timeline

Cultural Sustainability Group to set its own timeline

Resource Implications

None

Summary

It will have become evident from reading this document thus far that the City of London Corporation has responsibility for and oversight of potentially one of the most influential arts and culture portfolios in any major world city.

Realising the full potential

The fact that it may not be working to its full potential or achieving the impact to which it aspires is no reflection on the leadership or management of its individual constituents. It is simply that, to date, these constituents have not been required to demonstrate any significant degree of joint working or strategy, even though in several recent instances there have been growing and productive partnerships.

A key example of what can be achieved through working more closely together can be seen in the developing “Campus” partnership of the LSO, Barbican and Guildhall School, which promises by 2012/13 to become the hub of a leading world class centre of performance and creative learning, setting standards for the arts profession as well as for best practice in cross-cutting local government, inter-departmental, strategic collaboration.

It is the objective of this document to improve the effectiveness and impact of the entire cultural constituency of the City of London Corporation in terms of the activities themselves, as well as in supporting and enhancing the City’s overarching corporate objectives, as articulated in City Together.

External partnerships

It is accepted by all that, for the foreseeable future, the financial investment by the City in its cultural portfolio is unlikely to increase. This fact alone makes three factors abundantly clear:

- 1 Joint working is beneficial in its own right
- 2 Joint working will be of benefit in demonstrating better value for money in terms of work produced and projects delivered.
- 3 Joint working with external partners has the potential to increase the value of the City’s investment, and can lead to further investment from external funders

It is therefore essential that partnerships are intensively developed with external funding partners, both in the public and corporate sectors (eg ACE, HEFCE, local authorities, other government agencies, private industry, individuals, trusts and foundations). The proactive support of the City of London Corporation to support this objective is of paramount importance.

Management and Delivery

We propose that this document, becomes a regular part of City of London Corporation policy-making in the future. We propose that the City Arts and Culture Forum take responsibility for the delivery of the recommendations, supported by the Town Clerk, senior officers and Members. We propose that progress is monitored by the City Arts and Culture Working Party and reported on an annual basis to Policy and Resources Committee. We propose that priorities are revisited on an annual basis by the City Arts and Culture Forum, in the light of changing circumstances, changing City and arts priorities.

In addition, each individual City of London department involved should use the document as a framework for setting its own departmental objectives each year in order to ensure consistency of approach to arts and culture.

In this way we may all take ownership of this plan and make real progress towards the prime objective of ensuring that the City of London Corporation and its cultural constituency is recognised as one of the world’s most forward-thinking, effective and innovative clusters in arts and local government.

Graham Sheffield CBE

Appendix

This strategy has been made possible through the formation in 2007 of the City Arts and Culture Forum, a regular, member-supervised body comprising all of the City's funded arts bodies, which I have the honour to chair.

Membership at time of writing is:

Victor Callister, Street Scene Manager, Planning and Transportation

Jenny Goodall, Director of Community and Children's Services

Professor Barry Ife CBE, Principal, Guildhall School of Music & Drama

Sue Ireland, Director of Open Spaces

Sir Nicholas Kenyon, Managing Director, Barbican

Professor Jack Lohman, Director, Museum of London

Kathryn McDowell, Managing Director, London Symphony Orchestra

David Pearson, Director of Libraries, Archives and Guildhall Art Gallery

Abigail Pogson, Director, Spitalfields Music

Ian Ritchie, Director, City of London Festival

Liz Skelcher, Assistant Director, Economic Development Office

All of the above have contributed to this document.

Other City of London contributors are:

Chris Duffield, Town Clerk

Paul Beckett, Planning Policy Director

David Bradbury, Director of Libraries, Archives and Guildhall Art Gallery (until April 2009)

Tony Halmos, Director of Public Relations

Peter Rees, City Planning Officer

David Spence, Director of Programmes, Museum of London

External consultees on the document:

Tony Matharu, Managing Director, Grange Hotels, and Chairman, Vibrant and Culturally Rich City Group

Moira Sinclair, Executive Director, Arts Council England London

Sue Robertson, Principal, Mountview Academy and Barbican Board member

Jane Robinson, Assistant Chief Executive, Gateshead Council

Anthony Sargent, General Director, The Sage Gateshead

Cllr David Faulkner, Newcastle City Council

City of London Residents

Vibrant and Culturally Rich City Group



This is the City of London Corporation's Cultural Strategy. If you would like to receive a copy in an alternative format (such as large print or audio tape) please contact:

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To find out more about the City's cultural attractions go to:
www.visitthecity.co.uk

Further details on all aspects of the City of London Corporation and its work are contained on our website:

www.cityoflondon.gov.uk

Or by contacting the Public Relations Office:

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