

# The City of London Cultural Strategy 2012-17

## Introduction

Culture is woven into the fabric of the City of London, the historic heart of the great metropolis that is all of London. It has long been a national and now global hub for cultural affairs, just as much as for economic and political matters. From the gladiatorial struggles of the Roman amphitheatre to showcasing world-leading exhibitions and performances in the Barbican, the expression of culture has changed, but the determination of the City of London Corporation to nurture a vibrant and culturally rich environment has not. The Strategy therefore sets out not only what we mean by culture and why we support it, but also what we plan to do over the coming years to ensure the City continues to flourish as a cultural centre.

In this Olympic and Jubilee year for London, it is our pleasure and privilege to launch the Corporation's cultural plans to build upon the legacy of this remarkable period.

David Wootton  
Lord Mayor

Mark Boleat  
Chairman, Policy & Resources Committee

Catherine McGuinness, Chairman of the Barbican Board  
John Scott, Chairman of the Culture, Heritage and Libraries Committee  
David Graves, Chairman of the Board of Governors, Guildhall School of Music & Drama  
Michael Cassidy, Chairman of the Board of Governors, Museum of London

## A vision for 2017

In 2012, the City stood with the rest of London, welcoming the world to the Olympic and Paralympic Games as an internationally-recognised cultural destination, renowned both for its vibrant performing arts and for its history and heritage. Our vision for 2017 is to see the City's identity as a cultural hub strengthened in its own right, alongside its status as a financial centre. We wish it to be a place borderless in its engagement with its cultural partners, Londoners and the world, whilst innovative and resilient in meeting the challenges of austerity, maximising the deep and interlinking cultural assets of the City to enrich and enlighten.

To achieve this vision, we will build on the spotlight and inspiration the Games brought to continue to develop as a leading cultural centre in the capital. This will be a key element in the City's ongoing contribution to, and engagement with, the life of London at large – of putting the City at the heart of London, and Londoners in the heart of the City. It is integral to the vision that we work even more responsively with our adjoining boroughs and other neighbours and cultural partners, whilst ensuring culture is recognised and promoted as a primary good, not merely as a support to financial and business services. This Cultural Strategy integrates existing and future policy plans into an overarching document that showcases the City's cultural contribution to London life and its ongoing commitment to it, whilst giving a single focus for delivery on our ambitions.

By 2017, we plan to have enhanced awareness of the City as a cultural hub, communicating our collective strength both internally and externally while sustaining our reputation for

world-class cultural events. Our major new development at Milton Court, improving the performance spaces for the Guildhall School of Music & Drama, will have been complemented by further enhancements to the Cultural Quarter around Silk Street and the Barbican area. The City's cultural activities stretch far beyond this Quarter however, and we will make sure all are ready for the opportunities of Crossrail and developments to Thameslink, whose major new links and connections will place the City and its cultural attractions at the heart of a new metropolitan transport network.

We will develop and promote our visitor attractions, opening up our heritage from Roman times onwards. We will work with partners in the City, and beyond, to bring the best of cultural education and creative learning to new audiences and performers. In a digital world, our events, our stories and our activities will be made more accessible through new technologies, making it easier for audiences to engage. Meanwhile, we will work with Tech City to the City's north, which is opening up a dynamic ecology of creativity and entrepreneurialism that mirrors and complements the City's cultural cluster, to explore new and exciting opportunities for collaboration.

We will do all this by defining **three key strands** of development:

- **Sustaining Excellence in the Arts** – developing our reputation for theatre, music, dance, festivals, literature and the visual arts
- **Animating the Heritage** – increasingly helping people to discover our outstanding heritage assets, to bring history alive
- **Breaking down Barriers** – focusing on the importance of opening up in all directions, welcoming visitors to the Square Mile and taking the City's cultural offer to all of London, engaging more effectively with our borough partners in particular

These strands are underpinned by **five key themes** for delivering the strategy:

- **Working in Partnership** – developing strong partnerships, internally and externally across our neighbours and other cultural providers, to lever best value from resources
- **Going Digital** - maximising our use of the advancing digital possibilities both in the culture we produce and the way we communicate it
- **Educating and Learning** - placing cultural education at the heart of our offer, making the most of our assets and activities to inspire the coming generation
- **Evaluating** – adopting a continuous and responsive approach to evaluating the effectiveness of our investment in cultural activities
- **Communicating** - communicating more effectively the City's overall cultural offer, positioning the City as a cultural as well as a financial centre



The strands, and the themes, are complementary and interdependent

These ambitions complement and strengthen existing City Strategies:

- **The Corporate Plan for 2012-16** - through the key policy priority of maximising the opportunities and benefits afforded by our role as a good neighbour and major sponsor of culture and the arts.
- **The Communications Strategy for 2012-15** – the City’s latest Communications Strategy with its explicit focus on “*Supporting London’s communities and Helping to look after London’s heritage and green spaces*” reinforces the Cultural Strategy’s focus on communicating the excellence of the City’s cultural and heritage contribution to the nation.
- **Visit the City: a visitor destination strategy for the City of London 2010/13** – the Visitor Strategy, which encourages visitors both to the City’s own cultural sites and to the many others across the Square Mile, is complementary to the Cultural Strategy’s intentions in increasing visitor numbers.

The backdrop for the vision is a time of continuing challenges for the nation. This Strategy provides a rationale for difficult future funding decisions and stresses the need to improve the impact of our funding and how we measure success. Forecasts vary but the economic climate is likely to remain difficult, with limits on money to be had from public funds or corporate sponsorship. The City Corporation retains its historic commitment to cultural funding, within these new challenges. Our cultural plans are predicated on the assumption that Corporation funding remains at best stable, that we will increasingly need to develop revenue streams through collaboration and entrepreneurship, and that culture, like everything else, must continue to be underpinned by good management and value for money to the widest possible audiences. The activities set out to deliver this Strategy must all be subject to corporate budget approval.

The Strategy therefore places particular emphasis on demonstrably achievable goals, reinforcing City Corporation strategies and the value of partnership; within our own portfolio, with our neighbouring boroughs, and with other organisations both large and small who promote cultural initiatives. We are keen to listen to advice as to how best to work with others to lever maximum value from our resources, and to explore opportunities which may best be pursued in collaboration with others. The Strategy

embraces culture as a life-enriching necessity for everyone and it is a central part of our responsibility as the steward of the Square Mile to see it fostered and promoted. A more open, collaborative, enriching cultural environment is the end goal; continuing our history as a world-leading supporter of arts and culture at the heart of *the* global City will be the result.

## **Defining Culture in the City**

For the purposes of this Strategy, we are concentrating on culture as delivered through the following channels:

- Museums and historic houses
- Libraries
- Galleries and collections
- Visual arts - including installation, street art, sculpture and architecture
- Performing arts – including music, theatre and dance in all genres
- Cinema and film
- The written word and literary encouragement
- Public art and performance
- Cultural learning & engagement
- Festivals
- Churches, livery halls and the creative use of City Corporation venues

Culture is sometimes defined more broadly than this, and may be taken to encompass built environment, parks, gardens, sport, and anything which helps to define the character of a place. All these things contribute to the overall culture of the City and are fostered through separate but complementary plans, such as the Local Development Framework and the plans of the Open Spaces Department.

## **The Building Blocks**

As one of the largest sponsors of the arts in the UK, the City Corporation has a wealth of cultural assets. From intimate locations such as Keats House to the world renowned Barbican Centre, we are the stewards of a world-class arts, culture and heritage portfolio. We are the core funder of the Centre's innovative and adventurous arts programmes, and we provide key funding for the City of London Festival, the Guildhall School of Music & Drama, the London Symphony Orchestra and the Museum of London. We also support other initiatives such as Spitalfields Music, and the London Schools Symphony Orchestra. The City Corporation owns and manages Guildhall Art Gallery, Keats House, the Monument, and Tower Bridge (each with their extensively developed visitor experiences), whilst Mansion House, home to the Lord Mayor, is a Grade I listed building containing the renowned Samuel collection of Dutch and Flemish paintings. Beyond these iconic institutions, there is no end of cultural heritage manifested in the City's streets, buildings, archives and museums. These numerous attractions are enjoyed by countless thousands of people every year, be they residents, local workers, Londoners or visitors from further afield, all of whom are welcome.

**Appendix 1** lists more details and key statistics from the City Corporation's cultural venues, while **Appendix 2** lists some of the highlights of their achievements since the publication of the last City Cultural Strategy in 2010.

## Delivering the vision

Two closely connected areas of the City will be developed and enhanced as part of this strategy. The **Guildhall Yard area**, seat of the Corporation for many centuries, will be developed as an increasingly attractive heritage offer, with its revived Guildhall Art Gallery, Roman amphitheatre, ancient buildings, and historic Guildhall Yard which will be animated from time to time by new events and activity, pointing visitors towards the rich history of the Square Mile.

The area around the Barbican Centre, the Guildhall School of Music & Drama and the Museum of London and beyond will continue to be developed as a **Cultural Quarter** to draw visitors to an ever wider range of cultural experiences and events. The expansion of venues for audiences in the Guildhall School's major new building at Milton Court, and the Barbican Centre's new cinemas in Beech Street, will provide the catalyst for enhancements to the street scene, providing new connections within the Square Mile, enhancing wayfinding and improving access for all, making the area ready for the arrival of two Crossrail stations on the east and west of the Quarter by 2018.

The Cultural Quarter in and around the Barbican is a physical manifestation of the Strategy's themes of cultural excellence, collaboration and inclusion. It will see a mixture of architectural developments and artistic partnerships coming together to deliver a strengthened focus for the performing and visual arts at the northern edge of the City. New and exciting developments will give further physical shape to the concept.

- In 2013, the Guildhall School's fantastic new Milton Court building will open, to complement and add to the adjacent Silk Street buildings, providing state of the art performance and teaching spaces including a new concert hall, two theatres, rehearsal rooms and teaching spaces. This will enhance the offer for students and make the Guildhall School's facilities world-beating
- One of the Barbican Exhibition Halls will be transformed to include new cinemas and a restaurant, leading to the improvement of the Beech Street area to create a more enlivened and appealing streetscene experience for visitors and residents
- The Museum of London will improve access and visibility to become more immediately enticing to the public, while also creating new Roman galleries and a Roman network linking to Roman sites within the City and beyond
- Together, the venues of the Cultural Quarter, including the Guildhall School's two concert halls, two theatres and studio theatre, the Barbican Centre's concert hall, two theatres, two galleries, three cinemas and exhibition spaces, the facilities of the Museum of London and LSO St. Luke's will add up to a remarkable offer to visitors, audiences and students.

Other specific plans for the coming years are summarised below, grouped by the key development strands.

## **Sustaining Excellence in the Arts**

The regular programmes of the Barbican Centre, the London Symphony Orchestra, the City of London Festival and Spitalfields Music will continue to deliver world-class concerts, drama and other events. The Barbican music, theatre and dance programmes, underpinned by the LSO as Resident Orchestra, will continue to combine excellence and innovation, alongside interpretations of classics. The Guildhall School of Music & Drama currently brings more than 50,000 people a year to over 300 performances, often of non-mainstream repertoire not readily found in the commercial performance sector, and its diverse offer will continue. The Barbican will provide an improved local cinema and an art house cinema to complement this international arts centre. We will contribute to the development of arts and learning by encouraging collaborations between artists and art forms, and by commissioning groundbreaking new work.

The Museum of London will maintain the excellence of its permanent galleries while delivering an exciting and varied programme of temporary exhibitions and events, continuing to showcase its world-class collections, and using outreach and loans to represent London in city museums around the world. The Barbican Art Gallery programme will present museum quality exhibitions exploring a dynamic mix of architecture, design, fashion and photography, and the Curve will continue to present innovative new commissions. Meanwhile, at the Guildhall Art Gallery an exciting new curatorial programme will build on recent growth in visitors to provide a mixture of the spectacular and the challenging, drawing in material from around the world. Its new programme of Late Night Shows will continue to be an exciting stage to showcase the Gallery.

The LSO's international touring and residency programme will reach all the major global territories during the coming five years reflecting the internationalism of its offer. Reflecting that internationalism, growing potential global audiences, such as South America in connection with Rio 2016 Olympic Games, will be explored by cultural institutions in the City. Major anniversaries of artists, writers and other major figures with City connections will be celebrated through events organised by the Remembrancer's Department and others, and Gresham College will mount an ongoing annual series of public lectures on many aspects of culture, politics and science. The Lord Mayor's Show, which has been an annual cultural event in the City since medieval times, will continue to bring the City alive with pageantry and processions every November. With such a diverse offer, united by a commitment to excellence, the City's Cultural Strategy will continue to place world class arts and culture at the centre of its offer.

## **Breaking down Barriers**

The City Corporation's separate but complementary Visitor Strategy emphasises the economic and political benefits of opening up to both business and leisure tourists to discover its streets, buildings, shops, restaurants, parks and other attractions. Many of these are of a cultural or heritage nature and a top-quality cultural offer helps to sustain visitor appeal. Breaking down barriers is not just about opening up the City in terms of physical assets to visitors, but also in opening up opportunities to under-represented groups. For example, the Guildhall School of Music and Drama is the largest provider of specialist music education at under-18 level in the country, with the former Connect programme (now subsumed into the Creative Learning division) a sector leader and a winner of the Queen's Anniversary Prize. It is also about taking culture out of the City, for example through the

programme of music performances across the City's Open Spaces outside of the Square Mile. To achieve such continued successes, the City's cultural institutions must engage flexibly with neighbouring partners, be they the boroughs or other leaders in tourism and culture in London, as well as working holistically as an organisation to ensure all departments work together towards a more open, exciting City. This will be delivered by the following programme:

* see key in Appendix 3 to abbreviations	Lead dept*	Date
The new City Corporation website, including a cluster devoted to culture and green spaces, showcasing our attractions and events more visually and accessibly, with a unified events calendar and capability for mobile devices <i>Related theme(s): Going Digital, Communicating</i>	PRO, CHL	2012
The creation of a City Visitor Trail to encourage footfall through the Square Mile's key attractions, between St Paul's and Tower Bridge, taking in the Guildhall complex, the Museum of London, the Barbican and its Cultural Quarter, the Monument and the Tower of London <i>Related theme(s): Working in Partnership, Communicating</i>	CHL	2013-14
The Tower Bridge visitor experience will be enhanced by the installation of glass walkways so that the bridge lifts can be seen from above <i>Related theme(s): Communicating</i>	CHL	2013
Environmental enhancements to, and the animation of, the Guildhall Yard to create a welcoming "space for the people" and deliver benefit to the City's workers, residents and visitors <i>Related theme(s): Communicating</i>	BE, CHL, REM	2012-15
The promotion of the Guildhall Complex as a visitor asset, promoting the collective offer of the Guildhall yard area and cross-referencing between the Complex's component parts, including the Great Hall, the Guildhall Art Gallery, the Amphitheatre, the Yard, the Clockmakers' Museum and the Church of St Lawrence Jewry <i>Related theme(s): Working in Partnership, Educating</i>	CHL	2013-16
Continuing the City of London Festival's distinctive emphasis on the whole of the City's built heritage and natural environment, using its summer and winter programmes to animate and open up churches, livery halls, office buildings, streets, gardens and other spaces <i>Related theme(s): Working in Partnership, Educating, Communicating</i>	COLF	2012-17
Strengthening the Guildhall Art Gallery's programme of late openings and special events, making links where possible with the Barbican Art Gallery <i>Related theme(s): Educating, Working in Partnership</i>	CHL, BC	2012-17
Developing the Barbican free events, including the Weekender and East London Activities programme, integrating the communication into the Visitor offer and the City's broader cultural promotions <i>Related theme(s): Working in partnership, Communicating</i>	BC, PRO, CHL	2012-17
The City Arts Initiative will continue to lever commercial sponsorship so that major artworks can be used to enliven the streets and open spaces. Plans for 2012 include works by Michael Craig-Martin, Julian Opie, Thomas Houseago and Yayoi Kusama <i>Related theme(s): Working in Partnership</i>	BE	2012-17

The enlivening of the Beech Street Tunnel area and revamping of the Barbican's signage will be completed to better animate the connecting spaces between major cultural institutions <i>Related theme(s): Communicating</i>	BE, BC	2013-16
Mansion House, the Lord Mayor's residence, will from time to time be available to host concerts and sometimes small exhibitions, while the Lord Mayor, during his visits around the world, will whenever possible act as a cultural as well as a business ambassador for the City <i>Related theme(s): Communicating</i>	MH	2012-17
The City's Film Team will continue to ensure the City is a premier filming location in the UK, through improved processes and pan-London work <i>Related theme(s): Communicating</i>	PRO	2012-17

## Animating the Heritage

A walk through the City presents living heritage juxtaposed with future aspirations. Alongside venues for world-leading innovation are the streets where William Shakespeare, John Milton and John Keats walked; abutting the towering seats of global business is the Guildhall, the ancient seat of municipal authority. The City's role as the heart of historic London is manifested not only in its streets and buildings but also in its paintings, documents, books and other collections. As custodian of so much of London's memory, the City Corporation, particularly through the Museum of London, the London Metropolitan Archives, and its other printed and pictorial collections, plays a vital role in preserving national heritage. Making this heritage more accessible complements the theme of Breaking down Barriers, and raises awareness of the history that helps people to understand their roots and how we have come to be who we are. Recent publications to make this heritage more visible will be followed by new initiatives to present the City's riches. The ongoing programme includes:

* see key in Appendix 3 to abbreviations	Lead dept*	Date
Creation of a Heritage Gallery, to offer a flexible and changing display space for iconic documents to use in Guildhall Art Gallery and elsewhere <i>Related theme(s): Educating, Working in Partnership</i>	CHL	2014
Developing a suitable celebration event to mark the 800 <sup>th</sup> anniversary of Magna Carta, in collaboration with the Magna Carta Trust <i>Related theme(s): Working in Partnership, Communicating, Educating</i>	PRO, REM, CHL	2015
Developing the Roman London offer, to include: new Roman galleries at the Museum of London and a Roman sites network; a partnership between the Museum, the City and the Institute of Archaeology to deliver new ways of presenting the remains of the Amphitheatre and the Billingsgate Roman Villa/Bath House; an expanded programme of guided walks and schools activities around the Roman heritage <i>Related theme(s): Working in Partnership, Educating</i>	MoL, CHL	2014-16
Building on the successful archive digitisation programme to deliver: phase 2 of the partnership with Ancestry.com; the digitisation of non-genealogical sources; the digitisation of graphic	CHL	2012-17

images of London and the City <i>Related theme(s): Going Digital</i>		
Ongoing digitisation of collections at the Museum of London, with a target of 90,000 online records by 2015 <i>Related theme(s): Going Digital</i>	MoL	2012-15
Developing a partnership between the Museum of London and Charterhouse to create a visitor/schools heritage site there <i>Related theme(s): Working in Partnership, Educating</i>	MoL	2012-17
Creating an enhanced programme of events, displays and lectures around the collections of Guildhall Library, to help bring London's history alive to increased audiences <i>Related theme(s): Educating, Communicating</i>	CHL	2012-17

## Working in Partnership

Beneath the Barbican stand the fragments of the Roman London Wall, once an imposing symbol of occupation and control, now a sign of our shared heritage and history. In the same way that the ancient Wall was breached, as the City grew into London, so today a key emphasis of the Strategy is focused on breaching any lingering notion of a “walled City” through cultural engagement and increasing interdependence between the City and our neighbouring boroughs, citizens and cultural institutions. Partnership is central to delivering this goal. The Cultural Quarter is emblematic of this approach internally, while externally the importance of genuine partnership (not one-way monologue) is understood. Culture in the City, however, is manifested not only through Corporation-funded work, but in the thriving programmes of the City churches, St Paul's, the Bank of England Museum, and many other providers and local groups. The creation of a City Culture Forum will help to network all the cultural activities in the Square Mile so as to achieve more sharing of vision. As the Arts Council's vision of “Great Art for Everyone” makes clear, collaboration needs to be increasingly central to innovation in the future.

There is also a particularly strong emphasis on taking the City's cultural offer out of the Square Mile. The City is for all of London and has much to learn and gain from working together not only with the institutions of our key neighbouring boroughs but also the people who live there. Much is done already in this regard, from the London Metropolitan Archives and the Guildhall Gallery's innovative education programmes, to the inspiring collaborations between the Barbican Box and the schools of Hackney. The Strategy will support the expansion of ambitious cultural work with our partners, working also with the many vital volunteers and City guides who support these agendas.

We will therefore continue to liaise with and respond to other major cultural co-ordinators including the Mayor's Cultural Strategy Group, London & Partners and Arts Council England, using our resources to work with our neighbours. We will also continue to build bridges with business partners in and around the Square Mile, through (for example) the City Arts Initiative. Particular plans include:

* see key in Appendix 3 to abbreviations	Lead Dept*	Date
Keats House in Hampstead will work with local residents to develop 10 Keats Grove as a community arts and literary centre <i>Related strand(s): Animating the Heritage</i>	CHL	2012-14
The City of London Festival will continue to work with many	COLF	2012-17

partners within and outside the City, including livery companies, churches, schools, businesses and other arts/cultural providers, to deliver a world-class programme of events and educational activities <i>Related strand(s): Sustaining Excellence in the Arts, Breaking down Barriers, Animating the Heritage</i>		
The Barbican Centre and Guildhall School will develop their Creative Learning programmes, pioneering new models of learning, engaging students and people of all ages across art-forms, styles and genres, on-site and off-site in East London communities. They will also continue to work with artistic Associates and partners locally, nationally and internationally <i>Related strand(s): Sustaining Excellence in the Arts.</i>	BC, GSMD	2012-17
Spitalfields Music will continue to work intensively and for the long-term with local partners in Tower Hamlets from across health, education, youth services, libraries and other sectors <i>Related strand(s): Sustaining Excellence in the Arts</i>	SM	2012-17
The LSO and Guildhall School will work together to deliver a new Masters' course in Orchestral Artistry, designed to attract top-flight national and international postgraduate students <i>Related strand(s): Sustaining Excellence in the Arts</i>	LSO, GSMD	2013-17
The Museum of London will expand its teaching activities with London universities, particularly around vocational MA courses. A new MA course on Museums, Galleries and Contemporary Culture will be created in partnership with the University of Westminster <i>Related strand(s): Animating the Heritage, Breaking down Barriers</i>	MoL	2014
A new funding partnership between the Museum of London and Arts Council England will develop a programme around creative partnerships, opening up the collections physically and digitally, and inviting Londoners to interact and add their own unique insights <i>Related strand(s): Breaking down Barriers, Animating the Heritage</i>	MoL	2012-15
Creation of a City Arts Business Group, to liaise with major private collection holders in the City to explore possible collaborations, to meet twice a year <i>Related strand(s): Sustaining Excellence in the Arts, Breaking down Barriers</i>	CHL, REM	2012-17
Creation of a City Culture Forum, as a networking and information-sharing group for everyone involved in cultural provision in the Square Mile (whether supported by the Corporation or not), to meet twice a year <i>Related strand(s): Sustaining Excellence in the Arts</i>	CHL, TC	2012-17

## Going Digital

Digital technology is continuing to change our lives and expectations in ways foreseen and not, transforming radically the participatory and creative potentials of arts and culture. The City's world-class cultural cluster, sited next to the burgeoning technological hub of Tech City, is ideally placed to become a leading player in the digital arts and cultural field, an aim of this Strategy. Digital technology offers new opportunities to produce and consume art

and culture, taking it beyond physical audiences, and offering new ways of connecting between cultural activities, audiences, companies and the world at large. To make the most of these, both the City Corporation and our individual cultural institutions must be nimble, adapting to changing expectations and engaging innovatively with the digital economy.

Our aim is to create an online presence to draw together and present the Corporation’s cultural and heritage media assets and data, supporting individual institutions to develop their own digital media presence. Data must become more searchable, open, accessible, taggable, visible and usable in ways that allow individuals and institutions to engage with, add meaning to and help grow the City’s digital assets.

Individual institutions are already making headway with this agenda; the London Metropolitan Archives digitisation programme of images, documents and other items from the City’s collections is an example. The Barbican’s digital platform will continue to innovate curatorially and expand its connections with Tech City as a forum for engagement and investment, with the support of the Economic Development Office. The Museum of London has a considerable track record of success in heritage-related digital innovation, from its Street Museum iPhone app (downloaded 350,000 times) to its pioneering virtual museum partnership, Exploring 20<sup>th</sup>-Century London. The Museum is now embarking on a number of new digital initiatives with support from Arts Council England, to develop a more interactive interface to digitised heritage and to expand the digital learning programmes. Other current plans include:

* see key in Appendix 3 to abbreviations	Lead Dept*	Date
<p>Developing the Barbican Digital Strategy to extend reach, engage new and wider audiences, build accessibility to arts and learning and thereby enhance reputation:</p> <ul style="list-style-type: none"> <li>• producing high-quality digital content, both recorded and live streaming, for wide distribution</li> <li>• growing social networks, to enable conversations between organisations and audiences</li> <li>• improving the digital experience in the building</li> <li>• developing a new ticketing/CRM and website</li> </ul> <p><i>Related strand(s): Sustaining Excellence in the Arts, Breaking down Barriers</i></p>	BC	2012-17
<p>Increased co-hosting of technology-based events at the Barbican Centre and other major cultural sites, like the “Music Hackday” hosted in the Centre in 2011 the music aggregator SoundCloud</p> <p><i>Related strand(s): Sustaining Excellence in the Arts</i></p>	BC	2012-17
<p>The Guildhall School of Music and Drama is one of the three lead institutions in one of the Arts and Humanities Research Council’s Knowledge Exchange Hubs for the Creative Economy, and one of seven European conservatoires to form the ‘Euroclassical’ network to build a digital platform to promote young performers and bring new audiences to western art music. The School will continue to develop these ground-breaking projects</p> <p><i>Related strand(s): Working in Partnership, Communicating</i></p>	GSMD	2012-17
<p>Development of the City website to provide regular podcasts of talks, interviews, and lectures from City activities</p> <p><i>Related</i></p>	CHL, PRO, GC	2012-17

<i>strand(s): Animating the Heritage, Breaking down Barriers</i>		
The LSO, in partnership with the BBC, will create a digital archive of performances, both in the City and internationally, to become accessible across all digital platforms <i>Related strand(s): Sustaining Excellence in the Arts</i>	LSO	2012-17
London Metropolitan Archives will build a regional centre of excellence for the preservation, digitisation and exploitation of archive films relating to London, to share with surrounding boroughs <i>Related theme(s): Working in Partnership, Going Digital</i>	CHL	2013
The Barbican to engage with Tech City and leading companies within the digital cluster to explore opportunities to expand links, creatively and a shared platform to expand investment in technology and culture.	BC	2012-17

## Educating and Learning

Culture is lived through the excellence of the City's education and training, whose importance across the educational agenda is widely acknowledged, as is the exploitation and interpretation of heritage assets so as to enliven teaching. This is widely reflected across the City's portfolio of activities. The Guildhall School of Music & Drama continues to lead through educating and training talented young artists and preparing them for entry into professional life, injecting talent into the cultural economy of the City, the UK and internationally, and leading in cultural workforce development. The School excels in many specialist areas of provision. It is the only opera company in the City and is a recipient of the Queen's Anniversary Prize for opera, as well as being the leading national centre for stage technology training. Creative Learning at the Barbican continues to excite and inspire whilst the Schools Programme of London Metropolitan Archives and Guildhall Art Gallery engage students across the city with Gresham College providing an eclectic, adult-focused lecture schedule. The City's libraries provide a base to use music, art and reading to support elderly and vulnerable adults, to give them skills and confidence to lead independent lives, and to improve literacy among children, encouraging a lifelong love of reading. The City also supports its Academies and the City Schools as they continue to offer excellence to all their pupils. The theme of Cultural Education, and related outreach, is embedded in many of the plans outlined above and will continue to feature as an ongoing activity.

The Barbican Guildhall Creative Learning Division delivers a programme of work across the Barbican Guildhall campus and beyond, working with East London communities, Barbican audiences, Guildhall School students and artists, ranging from the internationally renowned to local artists at the beginning of their careers. By bringing together these elements we deliver a programme which changes the lives of those we work with directly while developing the skills of artists, teachers and leaders, who in turn work with hundreds of thousands of people. The programme is recognised internationally as a model of good practice across the arts and learning sectors – and is a model for the City's future cultural education programmes.

The three key strands of the Division's work will continue to be developed:

- **Explore**, to inspire and enthuse audiences, local communities, and others to make the arts part of their lives (the regular Barbican Weekender festivals will open up the

spaces in the Cultural Quarter for participatory activity, free performances, workshops and drop in sessions);

- **Projects and Pathways**, to enable participants to develop artistic skills over a sustained period of time, and to develop abilities and experience which impact on their lives beyond the arts (e.g. drumming, dance, poetry, filmmaking);
- **Lab**, to develop the skills of artists, leaders and teachers, working in participatory settings to develop and test new models of practice in the arts education sector, incubate and showcase new work, and share or disseminate our ways of working. The Barbican's Pit theatre is used as a laboratory space in this sense and over time the outputs will feed into the Barbican and Guildhall School's programme, including a festival of emerging artists across the Quarter.

Meanwhile, LSO St Luke's will continue its work as a Music Education Centre, with a particular focus on the local community and the ten East London boroughs. The LSO Discovery choral development programme will reach into City-based businesses and institutions. The City will also continue to support the fantastic work of the London Schools Symphony Orchestra as they train the next generation of talent from across London. The City of London Festival will carry on its work with Guildhall School to provide platforms for their leading performers, composers and music therapists, and with schools in and around the City to help them create and display creative projects.

## **Evaluating**

Evaluation of the impact of culture is often more discussed than demonstrated and we recognise the importance of assessing its value in order to prioritise spend, and make sound decisions for the future. The City has some robust examples of cultural evaluation in practice; the Barbican Centre's 'Value Framework' toolkit supports the organisation to critique and assess its performance on an annual basis, taking account of quantitative and qualitative data across its programming and activity. The Barbican is also at the head of national and international debate in the arts and learning world. On a sectoral scale the Guildhall School's Reflective Conservatoire conference brings together leading researchers, professional performers and teachers in music and drama from all over the world to address key issues within music in Higher Education, while the LSO's On Track programme has been externally evaluated by the Institute of Education.

In 2012 the Economic Development Office will commission an independent consultant to undertake research and prepare a report on the social and economic impact of arts and culture in the City, including a number of case studies of particular activities. Its findings will be used for internal planning and it will also be useful as a document for the cultural sector more widely to draw upon. This follows on from the 2008 study, *VivaCity!*, which demonstrated how the City's artistic clusters help make the Square Mile a more exciting, healthier, wealthier place to live. The Strategy aims to ensure a thriving cultural environment continues to be measured and widely acknowledged as one of the building blocks of a healthy society, contributing to the wellbeing of citizens on many levels, from the material to the intangible.

## **Communicating**

A successful communications programme is essential for the goals set out in this Strategy. We need not only to deliver excellence through our diverse cultural activities, but also to

communicate the offer to the many audiences who benefit from their enjoyment. At the most immediate level, each of those activities will continue to organise their own marketing and promotional campaigns to connect with their existing consumers and engage with new ones, as well as building influence in the media and with senior opinion formers. Additionally, we will create a forum for the marketing and press activities of the City cultural bodies to come together on a regular basis. Culture is a chance for the City to engage with London as well as entertain and enlighten the city.

The partnership in the Cultural Quarter is gaining influence across the sector and with central government. In his independent review of cultural education on behalf of the Department for Culture, Media and Sport and the Department for Education, Darren Henley quoted the alliance between the Guildhall School, Barbican and LSO as a one of the country's most developed models of a 'Community of Practice', and noted that the 'far-sighted partnership is a model that would benefit from close examination by other cultural and education organisations'. Building on this momentum is critical; establishing the concept and public understanding of the Cultural Quarter, as well as its physical reality, is a key goal of the Cultural Strategy.

At corporate level, the Public Relations Office will continue its work to raise awareness of the City's important cultural contribution to the life of London and the nation. In 2012-13, the PRO will lead on emphasising the City's role in helping to look after London's heritage and green spaces, as one of the priorities of the 2012-15 Communications Strategy. Detailed communications plans will be drawn up during summer 2012, involving all internal stakeholders, and supported by dedicated media officers in PRO. Beyond that, the new City website will have a significant impact in communicating all aspects of its cultural offer to the world at large.

## **Conclusion**

Over the next five years the City will continue to be an exciting place for world-class arts and culture, in many forms and venues, enjoyed and performed by audiences both local and global. This Strategy will shape the overarching cultural direction to break new ground: the realisation of the Cultural Quarter with its exciting collaborative possibilities and its vibrant reimagining of the possibilities of an arts cluster; the articulation of a clearer and more enhanced cultural offer to supplement the Visitor Strategy, from Roman London to a new vibrancy at Guildhall Art Gallery and the surrounding complex; anchoring the City in the cultural landscape of its neighbouring boroughs through innovative partnerships; a digital agenda that embraces the potentials of technological change, making heritage and culture more participatory and alive, whilst embracing the opportunities offered by the entrepreneurial technological cluster surrounding the City. Despite the challenges of austerity, this Strategy outlines the contours and actions that will mean the City emerges in 2017 a culturally enriched and creatively stronger place, continuing the City Corporation's tradition of being a world-leader in arts and culture, whilst strengthening its links and its partnership interactions with its friends and neighbours.

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## **Appendix I: facts and figures**

This section lists, briefly, the cultural activities funded entirely or partly by the City of London Corporation, with some headline statistics for each.

#### a) Funded primarily by the City of London Corporation

### **The Barbican Centre**

The Barbican opened in 1982 and is today recognized as one of the world's leading arts centres, with a vision to offer world-class arts and learning. Barbican programmes contain the very best in international, national and local music, theatre, dance and visual arts. Supported by artistic Associates and partners the Barbican's work seeks to combine excellence and innovation, alongside new interpretations of classics. The Barbican also contributes to the development of arts and learning through commissioning new work and collaborations between artists and art forms to result in groundbreaking new works. Barbican audiences show a passionate and enquiring attitude towards the arts – 83% describe arts and culture as 'essential' to their lives. In the coming years the Barbican will work to take programmes and experiences to an ever greater number of people by utilising new technologies and broadening its range of creative partnerships. 1,500,000 visitors p.a.

### **City of London Libraries**

Guildhall Library: reference library focusing particularly on the history of London; historic printed collections designated as being of international importance. Bookstock 125,000 volumes; 40,000 visitors p.a.

City Business Library: Business information service, providing information in print and electronically to the business community with a particular focus on services to SMEs, business start-ups and entrepreneurs; runs business-related seminars, events and training sessions. Bookstock 10,000 volumes; 55,000 visitors p.a.

Barbican Library: largest City lending library with specialist music and children's library services, skills and careers advisory services, literary events, art exhibitions, children's activities, reading groups, home delivery service to housebound residents, book loan service to local schools. Bookstock 190,000 volumes; 320,000 visitors p.a.; 420,000 loans p.a.

Shoe Lane Library: serves the area from Holborn in the west, to Barbican in the centre. Runs children's events and supports crèches of local firms; hosts talks and events, police surgeries, training for jobseekers, adult education sessions, English for Speakers of Other Languages courses. Bookstock 45,000 volumes; 130,000 visitors p.a.; 200,000 loans p.a.

opening November 2012: Artizan Street Library and Community Centre, run jointly with Community & Children's Services, providing library services alongside adult learning, children's activities and community facilities in the east of the City; replacing Camomile Street Library, which had 125,000 visitors p.a., 190,000 loans p.a.

### **London Metropolitan Archives**

Manages, and makes accessible, the archives of the City and of many related London organisations, with an extensive range of public access and enquiry services; state of the art conservation and reprographics facilities; undertakes storage and enquiry work for various

external/official bodies. Outreach activities include a Schools Programme, archive film screenings, family learning events, specialist subject talks and oral history groups. Stock: 100 km of archives, as shelved; 30,000 visitors p.a., 20,000,000 individual searches of digitised archives p.a.

### **Guildhall Art Gallery**

Curates, preserves, and exhibits the City's art collections, as well as hosting exhibitions of externally-sourced collections; houses and promotes the Roman Amphitheatre. Stock: 4000 pictures (collected by the City since the 17<sup>th</sup> century); 75,000 visitors p.a.

### **Keats House**

The home of the poet John Keats, 1818-20; a registered charity whose object is 'to preserve and maintain and restore for the education and benefit of the public the land with the buildings known as Keats House as a museum and live memorial to John Keats and as a literary meeting place and centre'. The charity's sole trustee is the City of London Corporation. Provides an education service and an extensive events programme. 25,000 visitors p.a.

### **The Monument**

The 202-foot high memorial to the Great Fire of London, designed by Sir Christopher Wren and Robert Hooke, opened in 1677. Its 311 steps lead to a viewing platform with panoramic views of London. 150,000 visitors p.a.

### **Tower Bridge**

Built 1884-92 to a design by Horace Jones, Tower Bridge is one of London's most iconic landmarks. It opened to the public in 1982 with a visitor experience circuit which has been very successfully developed into a business which now generates a regular income to the City Bridge Trust. 500,000 visitors p.a.

### **The City Information Centre**

Built in 2007 to a striking and award-winning design by Make Architects, the Information Centre occupies a prime site between St Paul's Cathedral and the Millennium Bridge. It is the only permanently staffed tourist information centre in central London, providing advice to visitors on attractions and events in the City, and in London/the UK more widely. 400,000 visitors p.a. with 12 languages spoken.

b) Funded partly by the City of London Corporation, alongside other significant funders

### **Guildhall School of Music & Drama**

The Guildhall School of Music & Drama is one of the world's leading conservatoires and drama schools. It trains and educates musicians, actors and theatre technicians to the highest international standards and prepares them for successful careers in the performing arts. The School is a global leader of creative and professional practice by promoting innovation, experiment and research. It has over 800 students in higher education, drawn

from nearly 60 countries around the world. It is also the UK's leading provider of specialist music training at the under-18 level, with nearly 2,500 students in Junior Guildhall and the Centre for Young Musicians.

### **The London Symphony Orchestra**

Founded in 1904, the LSO is now widely acknowledged as one of the world's leading orchestras. Since 1982, it has been the resident orchestra at the Barbican Centre, where it performs ca.70 concerts annually, with another 70 given on tours around the world. Outside the concert hall, the Orchestra's many other activities include an energetic and ground-breaking education and community programme, a record company, a music education centre and pioneering work in the field of digital music. Over 100,000 people attend concerts in London annually, and a further 100,000 overseas; broadcasting, recording and filming reaches a global audience of over 10,000,000 p.a.

### **The Museum of London**

The Museum uses artefacts and collections of all kinds to show and record the history of London from the earliest times to the present day. It was constituted in 1964, following the merger of the collections of Guildhall Museum and the London Museum, and opened in its current building as part of the Barbican complex in 1976. The Museum also runs the Museum of London Docklands, located at West India Quay. It is jointly funded by the City Corporation, and the Greater London Authority. 620,000 visitors to the two sites p.a.; 1,400,000 website visits; 100,000 school pupil visits.

### **The City of London Festival**

The Festival was founded in 1962 as an independent trust supported equally by the business community, the City Corporation, and the general public, with the aim of revitalising the cultural life of the City. Since then it has become established as one of the UK's leading arts events, running over three summer weeks during which it mounts an extensive artistic programme ranging across many kinds of music, visual arts, film, walks and talks. The Festival also delivers a year-round programme of arts projects in schools and community groups in the City, and neighbouring boroughs.

### **Spitalfields Music**

Grew out of a music festival held in Christ Church, Spitalfields in 1976 and has been running annually ever since. The name changed from Spitalfields Festival to Spitalfields Music in 2008 and it now runs two programmes a year, in summer and winter, delivering and inspiring a range of musical activities and performances based in and around Spitalfields. Live audiences of 30,000 p.a. are complemented by broadcast audiences of 1,200,000; 250 music workshops are run every year in Tower Hamlets.

### c) Other cultural providers in the Square Mile not receiving regular funding from the Corporation

These include:

- The City livery companies

- The City churches and St Paul’s Cathedral
- The Bank of England Museum, <http://www.bankofengland.co.uk/>
- Bishopsgate Institute, <http://www.bishopsgate.org.uk/>
- The British Postal Museum and Archive, <http://postalheritage.org.uk/> (just outside the City boundary)
- Dr Johnson’s House (<http://www.drjohnsonshouse.org/>)
- St Bride Foundation and Bridewell Theatre, <http://www.sbf.org.uk/>
- St Ethelburga’s Centre, <http://stethelburgas.org/>
- Wesley’s House and Chapel, <http://www.wesleyschapel.org.uk/index.htm>

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## Appendix 2: recent achievements

The City’s first Cultural Strategy was issued in summer 2010. Since then, the growing recognition of the importance of culture across the Corporation is perhaps most obviously apparent in the establishment in 2011 of a new Culture, Heritage & Libraries Committee, to help co-ordinate cultural activities more effectively. A number of other highlights may be noted, in delivering excellence and new initiatives:

### Sustaining Excellence in the Arts

- The City of London Festival reached its 50<sup>th</sup> anniversary in 2012, with a jubilee programme including fifty golden pianos on the City streets, a lively programme of street art, dance and outdoor events, and a showcase performance of Berlioz’s *Grande Messe des Morts* in St Paul’s Cathedral under the baton of Sir Colin Davis. The 2012 Festival sits between the Queen’s Diamond Jubilee celebrations and the London 2012 Olympic and Paralympic Games, complementing the cultural offer throughout the summer.
- Spitalfields Music had a very successful 2011 season bringing world-class artists into Tower Hamlets and creating chances for local people to participate. Its Summer Festival included the premiere of a community opera (*We are Shadows*, which won a Royal Philharmonic Society Music Award), its Winter Festival provided an alternative musical offering for the end of the year and its year-round Learning and Participation Programme reached people aged from 2 days old to 90+ across Tower Hamlets.
- The Barbican Centre continued to present a diverse and successful programme of world-class events, from musicals to the contemporary and challenging, and was chosen in 2011 as one of the Arts Council’s new National Portfolio Organisations
- The Centre is at the forefront of the 2012 Festival, presenting a critically acclaimed range of cultural experiences for all; the Barbican programme for 2012 was described by the *Evening Standard* as “dazzling”.
- The London Symphony Orchestra were awarded the contract for recording the music for the opening and closing ceremonies at the London 2012 Olympic Games
- The Museum of London launched a new programme of temporary exhibitions starting with *London Street Photograph*; its critically acclaimed *Dickens and London* exhibition attracted over 100,000 paying visitors.

### Opening up the City

- Doors were opened, street markets held and exhibitions mounted to *Celebrate the City* over the Festival's opening weekend in June, and the Barbican Centre presented a special programme as part of the London 2012 Festival.
- As part of the ongoing partnership between the Barbican Centre and the Guildhall School of Music & Drama, a Creative Learning Division was established to help engage local communities with the arts. In the 11/12 year, Creative Learning programmes reached 6,800 direct participants and engaged audiences of approximately 29,250.
- Creative Learning activity took place across East London in communities, schools, in streets, parks and venues; Barbican Weekenders opened up Barbican buildings and venues for audiences of up to 3000 people to engage with art forms on an intimate level.
- Barbican freeB membership for young people, accessing the arts for free, rose to almost 1700 people.
- Guildhall Art Gallery was rehung, to better showcase its Victorian and pre-Raphaelite masterpieces and London paintings; its Atkinson Grimshaw exhibition in 2011 attracted record visitor numbers, and proved its most popular show since the reopening of the Gallery in 1999.
- The Museum of London's iPhone app, *Streetmuseum*, won numerous awards and was downloaded over 350,000 times. In 2011, the Museum won gold and silver awards from Visit London for Best Museum, and Best Marketing Campaign.
- A new *City Arts Initiative* group of officers and members has been set up to review requests and ideas for artworks and installations across the Square Mile; in 2011, it helped to facilitate a new sculpture park at Great St Helen's near the Gherkin, in association with local businesses, bringing much acclaimed works by Anish Kapoor, Julian Opie, Franz West and Kenneth Armitage into the City landscape.

### **Animating the Heritage**

- The Museum of London was relaunched in 2010 with its award-winning £25M Galleries of Modern London, telling the story of the City from 1666 to the present day, and including the state of the art Clore Learning Centre. The new display of over 7000 objects attracted 490,000 visitors in the first year of opening
- The Keats House Festival in 2011 saw Benjamin Zephaniah read to full houses as Poet in Residence. A grant from the Heritage Lottery Fund made it possible to acquire for the House the last remaining Keats letter in private hands, a poignant missive to Fanny Brawne written at the House in 1820 while the poet lay ill
- London Metropolitan Archives completed the first phase of its partnership digitisation programme with Ancestry.com, which makes many millions of historic documents about London and its inhabitants searchable and viewable over the Internet from anywhere in the world. Its *Image London* project, funded by the New Deal of the Mind and providing training for young unemployed people, simultaneously digitised over 265,000 historic photographs of London
- Heritage outreach activities included an oversubscribed schools programme from the Archives, tailored to local teaching needs and curricula, workshops for young people at Keats House, and the creation of a youth panel for Guildhall Art Gallery (ReHang), to engage young people from neighbouring boroughs to develop activities around the paintings

- Sandford Awards from the Heritage Education Trust were won by the Museum of London, Keats House, and London Metropolitan Archives
- The City’s built environment, and its historic collections, were showcased in two new and complementary books, published in 2011, *The City of London: Architectural Tradition and Innovation*, and *London 1000 Years: Treasures of the Collections of the City of London*

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### **Appendix 3: abbreviations used in tables**

The abbreviations relate to the lead departments of the City of London Corporation, or Corporation-funded activities, with responsibility for delivering the plans:

- BC Barbican Centre
- BE Department of the Built Environment
- CHL Department of Culture, Heritage & Libraries
- COLF City of London Festival
- GC Gresham College
- GSMD Guildhall School of Music & Drama
- LSO London Symphony Orchestra
- MH Mansion House MoL  
Museum of London
- PRO Public Relations Office
- REM Remembrancer’s Department
- SM Spitalfields Music
- TC Town Clerk’s Department