

Appendix 2: Culture Mile 2020/21 budget summary

	External Income	CoL investment	Expected Spend March 21	Proposed Carry Forward	Notes
Staffing	£ -	£ 520,525	£ 520,525	£ -	
Management & Coordination	£ -	£ 125,000	£ 125,000	£ -	
Business Engagement	£ -	£ 99,600	£ 99,600	£ -	
Creative Production	£ -	£ 134,000	£ 134,000	£ -	
Marketing	£ -	£ 80,000	£ 80,000	£ -	
Communications	£ -	£ 24,000	£ 24,000	£ -	
Additional Staffing Support	£ -	£ 57,925	£ 57,925	£ -	
Area One: Delivering Creative Programmes	£ 73,000	£ 252,286	£ 206,289	£ 56,000.00	
Play Programme (Packs & Brookfield)	£ 33,000	£ 30,000	£ 3	£ -	
The Stage @ London Wall	£ 40,000	£ -	£ 40,000	£ -	
Fusion Prize		£ 2,500	£ 2,500	£ -	
Radio Local		£ 28,286	£ 28,286	£ -	
Around the Corner (Joined up comms with local audiences, including marketing retainer)		£ 43,500	£ 43,500	£ -	
Imagine Programme (Local resident led ideas)		£ 55,000	£ 41,000	£ 14,000.00	1
Communities in Residence		£ 63,000	£ 51,000	£ 12,000.00	2
Artists at the Table		£ 30,000	£ -	£ 30,000.00	3
Area Two: Developing a Sustainable Operating Model	£ -	£ 148,367	£ 115,367	£ 33,000.00	
Network Review	£ -	£ 39,000	£ 39,000	£ -	
Annual Report	£ -	£ 27,607	£ 27,607	£ -	
Mapping & Resource	£ -	£ 12,560	£ 12,560	£ -	
Internal Equality & Inclusion	£ -	£ 3,000	£ 3,000	£ -	
Business Cultivation & Engagement	£ -	£ 66,200	£ 33,200	£ 33,000.00	4

Area Three: Developing the Physical Infrastructure	£ -	£ 5,000	£ 5,000	£ -	
Moor Lane	£ -	£ 5,000	£ 5,000	£ -	
Area Four: Undertaking Action Research & Thought Leadership	£ -	£ 44,500	£ 44,500	£ -	
Culture Mile Network	£ -	£ 2,000	£ 2,000	£ -	
AEA / Nesta Research	£ -	£ 3,000	£ 3,000	£ -	
Creative Sector Regrowth	£ -	£ 30,000	£ 30,000	£ -	
Real Estate Live UK	£ -	£ 1,500	£ 1,500	£ -	
BID Research	£ -	£ 8,000	£ 8,000	£ -	
Other	£ -	£ 29,322	£ -	£ -	
Accountancy correction		£ 29,322			
TOTAL	£ 73,000	£ 1,000,000	£ 891,681	£ 89,000	

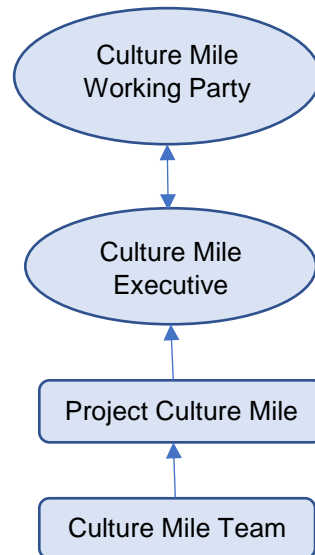
Notes

1. Some activity unable to be fully realised due to COVID-19 lockdowns
2. 12k underspend as unable to carry out the creative freelancer support project due to COVID-19
3. On pause due to COVID-19 restrictions making the project unfeasible
4. COVID-19 restrictions resulted in the in-person aspects of this project being unfeasible

Appendix 3: Governance arrangements from current to beyond 2023

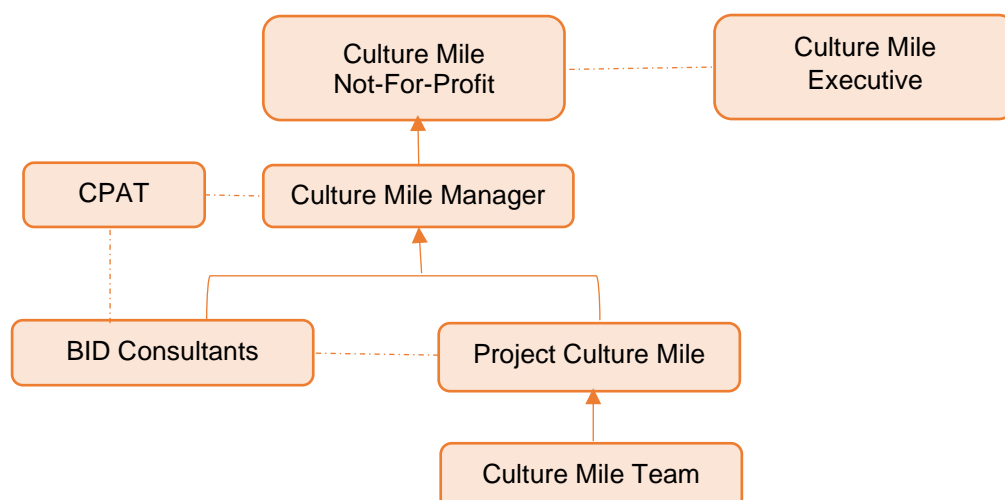
a. Existing Culture Mile Governance Structure

- Executive has been effective in bringing multiple City Corporation Departments (DBE, Cultural & Visitor Services, Community & Children's Services, Surveyors) together with cultural partners to provide strategic direction and critical assessment
- Project-based system has further recruited 'project champions' and collaborators from across City Corporation and cultural partner departments, further embedding the collaborative approach in the City's cultural ecosystem



b. Transitional governance structure 2021-23 (Draft / for discussion by Working Party and Executive)

- New not-for-profit formed to house commercial partners seed funding the transition to a BID model
- Working Party is wound down in mid-2021 as the new company is formed
- A number of Culture Mile Executive members are transferred into the non-Exec Board of the new organisation to support/advise/maintain momentum
- BID consultants are maintained to support process towards a ballot; CPAT oversee and advise on process on behalf of the City Corporation



c. Governance structure from 2023 (with BID formed)

- Subject to change as the partnership becomes established and the role and mandate of the BID becomes clearer in relation to the current Culture Mile structure
- Culture Mile BID Board would provide centralised governance and would include the four founding cultural partners; Culture Mile Executive has been wound down
- As the BID proposer, the City Corporation would sit above the BID Board (all local authorities have to sign off and approve BIDs in order for them to go to ballot and form) – in practice, decisions would be agreed by the BID board with the City Corporation having a right to veto decisions counter to its interests.
- Not for profit/social enterprise set up to house the seed funding partnership in phase (b.) above could be maintained as a vehicle to continue to deliver commercially facing services with surplus contributing to the delivery of the BID's objectives.

