

Committee(s)	Dated:
Culture, Heritage and Libraries Committee	23 November 2020
Subject: Culture and Commerce Taskforce	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 4, 5, 7, 8, 10 and 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Director of Major Projects	For Information
Report author: Nick Bodger, Cultural and Visitor Development Director	

Summary

In a joint collaboration with Culture Mile and Mansion House, and aligned with core objectives of the Mayoralty noting the Lord Mayor's *Global UK – The New Future* programme, your Cultural and Visitor Development Team (CVDT) has established a new Culture and Commerce Taskforce.

Led by the Lord Mayor and comprising some of London's leading voices across cultural, civic and business sectors, the taskforce will consider new ways of collaboration that drive mutual advantage, building a renewed creative sector that drives economic growth and supports competitive advantage for the City and London, noting the role culture can play in strengthening the City as a place to do business following the COVID-19 pandemic.

The taskforce is scheduled to meet monthly from October through December 2020. In addition to these meetings, it will deliver thought leadership pieces driving media and sector interest and involvement, convene roundtables to explore topics and test ideas with relevant stakeholders, and – ultimately – publish a report of recommendations for activation in the City while informing practice more widely across London. The publication is planned for mid-February 2021.

During the second phase of the project, which begins in January 2021, officers from Culture Mile and the CVDT, working with relevant departments and partners, will produce a plan to translate the recommendations of the taskforce into an executable set of projects that focus on driving recovery for the creative and cultural sectors. Any funding required to realise actions additional to core workstreams for the City Corporation which are already underway, will be sought through external partnerships.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. Research clearly indicates that businesses working within cultural districts, as well as those actively fostering creativity, attract more talent, diversify the skillset among their workforce, and achieve exceptional revenue growth.
2. Covid-19 has dealt a devastating blow to our cultural and creative industries, with projections suggesting that across the UK as many as 400,000 jobs in the sector could be lost and £1.4bn a week in revenue in 2020.
3. It is anticipated London will be hardest hit with a £14.6bn (25%) drop in GVA from the creative industries and the loss of 110,000 creative jobs (1 in 6 within the sector).
4. The City's creative sector was growing faster than anywhere else in the UK. Its collapse would have a devastating impact on the nearly 35,000 people it employs and the City's £2.7 billion GVA contribution by the sector.
5. In response to these issues, your Cultural and Visitor Development Team (CVDT) and Culture Mile have come together to establish a Culture and Commerce Taskforce. It is joint and equally funded by both teams from respective local risk budgets. The taskforce is also a major and important strand in the Lord Mayor's *Global UK – The New Future* programme, through which he is seeking to promote a rich and vibrant cultural and creative economy, highlighting the synergies between culture and commerce.
6. The taskforce is chaired by the Lord Mayor of the City of London and comprises an additional 18 senior leaders from the creative, commercial and civic sectors. It will consider the crisis faced by the City's and London's cultural and creative industries as a result of the pandemic, examining the potential solutions that business and commerce might offer to mutual advantage across sectors.
Taskforce members are:
 - Alderman William Russell, The Rt Hon The Lord Mayor of the City of London (Chair)
 - Maria Adebawale-Schwarte, CEO at Foundation for Future London
 - Charles Armstrong, Founder and CEO at The Trampery
 - Ruth Duston OBE, OC, Managing Director at Primera Corporation Ltd
 - Stella Ioannou, Artistic Director for Sculpture in the City and Director of Lacuna
 - Sir Nicholas Kenyon, Managing Director at the Barbican
 - Dan Makoski, Chief Design Officer at Lloyds Banking Group
 - Tony Matharu, Founder and Chairman at Integrity International Group and Central London Alliance
 - Gideon Moore, Firmwide Managing Partner at Linklaters
 - Lucy Musgrave OBE, Founding Director at Publica
 - Tonya Nelson, Director (London) at Arts Council England
 - Beatrice Pembroke, Executive Director of Culture at King's College London

- Jemma Read, Global Head of Bloomberg Corporate Philanthropy at Bloomberg LP
 - Dan Scanlon, Senior Vice President, Developments, at Brookfield Properties and Chair of the City Property Association
 - Russ Shaw, Founder of Tech London Advocates & Global Tech Advocates
 - Justine Simons OBE, Deputy Mayor for Culture and the Creative Industries at Greater London Authority
 - Tom Sleigh, Chairman of the Board of Barbican Centre and Head of Public Sector Alliances and Partnerships at Amazon Business UK
 - John Studzinski CBE, Founder and Chairman at Genesis Foundation and Vice Chairman and Managing Director at PIMCO
 - Jasmine Whitbread, Chief Executive Officer at London First
7. As the fourth largest sponsor of arts and culture in the UK, contributing over £134m towards cultural initiatives in 2018/19, the City Corporation is well placed to deliver this initiative, reemphasising its leadership role in culture and London.
 8. Supporting this assertion, Lord Mendoza, Commissioner for Cultural Recovery and Renewal at the Department for Culture, Media and Sport (DCMS) gave the keynote address at the inaugural meeting of the taskforce (16 October 2020), highlighting the importance of the work of the group.
 9. The launch of the taskforce achieved a good level of external interest with press coverage in the *Evening Standard*, *City AM* and other sector-specific press, as well as significant social media coverage across both the commercial and creative sectors.

Current Position

10. The taskforce shall seek to identify a set of agreed ways in which culture and commerce can best work together to address the three key questions:
 - How can the City's commercial sector support the regrowth of London's cultural & creative industries?
 - How can a renewed creative sector help the City maintain its competitiveness as a place where people want to do business?
 - How can the City Corporation and Culture Mile be pivotal in achieving this?
11. From surveying taskforce members, six key themes for discussion and activity have emerged. They are:
 - i. Secure space and physical infrastructure
 - ii. Support diverse, creative talent
 - iii. Accelerate digital expertise
 - iv. Strengthen new and existing skills
 - v. Test new business and investment models
 - vi. Catalyse cultural connections for international trade
12. Working to a three-month programme from October to December 2020 with three scheduled meetings (one per month), the taskforce will be a task and finish group. The scheduled output from the meetings is the publication of a set of ways in which commerce can support the regrowth of the creative sector,

together with the role defined that culture can play in strengthening the City as a place to do business. It is planned that this publication will be launched in early February 2021.

13. An additional meeting of the taskforce is planned for December 2020 with guests from cultural cities across the world. This meeting will examine the international trade theme as described in item 11.vi above.
14. A wider 12-month programme of activity runs currently with, and following, phase 1 (to October 2021). This constitutes phase 2 of the programme.
15. Phase 1 outputs include the publication described in item 12, along with thought leadership work including webinars, digital thought pieces and other public-facing activities to secure public profile for the taskforce and build engagement with its recommendations, as well as evidence and idea generation (a series of digital roundtables and other activities to engage key individuals outside the taskforce and test recommendations).
16. Phase 2 will see a set of pilot projects being developed which will be overseen by the City Corporation and Culture Mile Project Team addressing the City's cultural offer initially, building to deliver models for wider London by – it is hoped – informing the work of the London Recovery Board and other relevant groups. Additional funding for projects will be sought from external partners, albeit some work that is already in train will be delivered as part of local risk operations by departments.
17. The Culture and Commerce Taskforce will inform and be informed by the Recovery Taskforce (RTF), led by the Chair of Policy and Resources Committee and the Chair of the Planning and Transportation Committee and delivered by a team from Innovation & Growth and Department of the Built Environment. The RTF will develop a five-year placemaking blueprint for the Square Mile which will identify the key interventions needed to respond to changing expectations from businesses and workers in the wake of Covid-19. The blueprint will look at how the Square Mile can remain competitive, innovative, inclusive and sustainable. The final report and key recommendations of the RTF are scheduled to be published by April.

Corporate & Strategic Implications

18. Strategic implications include the taskforce's alignment with the [Corporate Plan](#) across multiple outcomes in that the work undertaken will help advance the City's position as a global hub for innovation in financial and professional services, commerce and culture; support and protect cultural facilities and programmes (and access to them); promote a thriving economy by seeking to deliver competitive advantage for the City and London, and inspire enterprise, excellence, creativity and collaboration.
19. The taskforce also aligns with core ambitions described within the City's [Cultural Strategy 2018/22](#) and its [Visitor Strategy 2019/23](#) in that it seeks to deliver cultural excellence, promote our strengths, engage with business, develop clear leadership on culture, support local stakeholders and contribute to the economic resilience of the London and UK tourism industries.

20. In consideration of the City's recently published report [London Recharged](#), the taskforce supports the recommendations at 5.3 "Create vibrant experiences within the city" including greater diversity of use of space and making the city a place that attracts people from all generations and backgrounds, as well as the aspiration to increase evening and weekend visitors by 50% by 2025.

Conclusion

21. The City's and London's cultural and creative sectors have been hard hit by the pandemic and are vulnerable. The rationale for creating the taskforce to support and protect them is based on seven underlying principles:

- i. The creative sector was a major part of the City's economy pre-Covid, and an important contributor to employment and value creation in the capital.
- ii. Cultural and creative industries play a key role in commercial success, they fuel innovation, stimulate creativity, support well-being and develop fusion skills across the business ecosystem, as well as being a driving factor for attracting knowledge workers to the City.
- iii. The pandemic has caused an epic shift in how people behave. People have changed how they work, where they travel to, where they go for entertainment, how they access culture, and how they use technology. A decline in footfall is challenging the activities and business models of pre-Covid activities.
- iv. Time is of the essence for the survival of the creative sector. The impact of the pandemic has triggered a fundamental crisis for the cultural and creative industries. There needs to be radical change in order to address challenges and regrow a thriving creative sector.
- v. London's competitive business advantage is at risk with a weakened creative sector. Creativity delivers thriving and vibrant environments in which people want to be.
- vi. The City Corporation has the potential to play a significant role in the regrowth of London's creative sector. It is one of the largest funders of the cultural sector in the UK and can use its skills, expertise and convening powers to support the regrowth of the creative sector.
- vii. Culture and commerce need to collaborate in new ways. The models adopted in the past are no longer fit-for purpose. The new environment requires a different type of collaboration built on the respective strengths and needs of both sectors. There is a pressing need for innovation, new business models, product development, and market positioning to develop an alternative to current practices.

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