

Committee(s):	Date(s):
Policy and Resources Committee	21 January 2020
Subject: Culture Mile core revenue budget 2021-23	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 4, 5, 7, 8, 10
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£424,187 across 2 years, and a 2021/22 carry forward request of £185,000 from Culture Mile and Outdoor Arts Programme budgets, totalling £609,187
What is the source of Funding?	City Fund
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: Peter Lisley, Assistant Town Clerk & Culture Mile Director	For Decision
Report author: Tim Jones, Culture Mile Manager	

Summary

Culture Mile, established by the City of London Corporation in partnership with the Barbican Centre, the Guildhall School, the LSO and the Museum of London to bring culture and commerce together in the north-west part of the City, has become an internationally recognised part of the City of London's cultural life. It has played a valued part in sustaining cultural and community activity during the recent months of the pandemic.

This paper proposes a core revenue budget for Culture Mile for the period from April 2021 – March 2023, ensuring that Culture Mile can play its vital role in contributing towards the City's recovery programme while indicating how the project can quickly become more self-sufficient.

It explains how, over the next two years, Culture Mile will achieve its transition to a new commercial business model as a new culture-led Business Improvement District (BID) in the City, allowing the City Corporation to substantially reduce its ongoing investment from 2023 onwards.

It proposes a reduction from Culture Mile's 20/21 core revenue budget (of £1m) of 68% in 21/22, and 71% in 22/23, with the City Corporation requested to contribute to total project costs at a level of 46% in 21/22 and 37% in 22/23.

In order to ensure continuing activity while radically reducing core budget costs, it proposes instead an opportunity to bid to the Community Infrastructure Levy (CIL)

Neighbourhood Fund to resource the cost of the communities' aspects of its work (£350k/yr) and asks for Members' in principle support for this approach.

It also explains the critical role that Culture Mile can play as a pre-existing vehicle that can use culture to support the City of London's urgent recovery needs post the COVID-19 pandemic, by:

- Attracting increasing commercial sector support to animate the district's public spaces with highest-quality arts, cultural and learning experiences
- Providing support for the creative freelancers, entrepreneurs and SMEs who have been among the hardest hit by the pandemic
- Promoting Culture Mile as a safe and welcoming place for world class cultural and learning experiences to our local communities and to wider visitors.

As the City Corporation moves towards its new Target Operating Model, Culture Mile provides a leading example of collaboration across City departments and with external organisations, driving value and partnerships with outcomes that create both public value and impact for the City. This proposal ensures the development of Culture Mile towards a more fully self-sustaining model, while retaining it as an essential element in the City's wider commitment to cultural and community activity.

Recommendation(s)

Members are asked to:

- Approve allocation of an annual revenue budget for essential core Culture Mile activities from City Fund of £139,203 for the 2021/2 financial year and £284,984 for the 2022/23 financial year
- Approve the carry forward of £96,000 from the 2020/21 Culture & Visitor Services Outdoor Arts budget (funded by Central Risk) and £89,000 from the 2020/21 Culture Mile core revenue budget into the core Culture Mile budget for 2021/22
- Note that a bid to the CIL Neighbourhood Fund will be made in spring 2021, as a means for Culture Mile to maintain its communities work as part of the City's recovery programme.

Main Report

Background

1. Culture Mile is the City of London's cultural district, stretching from Farringdon to Moorgate, and is led by the City Corporation in partnership with its 'core cultural partners' - the Barbican Centre, the Guildhall School of Music & Drama, the London Symphony Orchestra and the Museum of London. Together these five partners are creating a world-class destination for culture and learning in the north-west corner of the Square Mile by:
 - **transforming the area** into a vibrant and welcoming destination through major public realm changes, free outdoor events, and artworks
 - **supporting the local economy** – by championing the area's unique ecosystem of creative enterprises and strengthening the area's credentials as a place to do business

- **using the arts to support social mobility** – by engaging closely with local communities, schools and through close joint working with Culture Mile Learning to deliver creative projects with the potential to transform life chances for London's young people
 - **unlocking potential through convening connections** – by bringing together over 50 organisations across sectors in support of the Culture Mile vision and by promoting collaboration across partner organisations and City Corporation departments
 - **developing a sustainable operating model** – by attracting income and delivering value across the commercial, civic and cultural sectors.
2. Following many years of strategic planning and dialogue between the core partners, Culture Mile launched in July 2017 and its public event programme began in March 2018. It responds to the reality that culture, in a wide variety of forms, is now widely used in major cities to regenerate and animate places and communities, to develop destinations of international significance and to grow local economies.
 3. In the context of the City, Culture Mile also strategically pre-empts the completion of the Elizabeth Line, and provides a mechanism to bring the major cultural organisations in the area – and an increasing number of organisations from other sectors who support its aims - together to transform the experience of the district through major capital and public realm projects, free outdoor events and art commissions, and strategic partnerships that combine the City's world class cultural strengths with its pre-eminence as a centre for financial and professional services.
 4. Statistics from Culture Mile's 2018-20 activities include:
 - A total audience of 44,000 engaging with events as part of the *Play the Mile* season between May and August 2019
 - Over 82% average approval for Culture Mile content among the public and 77% of those surveyed saying it made them want to revisit the area
 - Audience composition by BAME backgrounds averaging 23% across Culture Mile's large-scale events in 2018-19
 - 3,545 locally based attendees at *Play the Mile* and 82% of those surveyed agreeing that Culture Mile benefits local communities
 - Over £685k estimated secondary spend among local businesses in 2019
 - A doubling (from 23 to 47) of the number of organisations in the Culture Mile Network in 2019
 5. In March 2020 Culture Mile partnered with the Lord Mayor to produce *Creativity: the Commercial Superpower*, an event at Mansion House exploring how collaboration between the commercial and cultural sectors can support innovation, quality of public experience and the City's international competitiveness. The event was a major step forward in terms of Culture Mile's strategic intention to broker new collaborations between culture and commerce in the City.

6. When the first COVID-19 lockdown began, Culture Mile surveyed its impact on the creative and cultural industries and immediately became aware of its devastating impact, particularly on the freelance workforce that provides the expertise for these industries to flourish. Oxford Economics forecast in 2020 that the UK's creative industries are on the brink of devastation, with nearly 1 in 6 creative sector jobs in London lost by the end of the year. Prior to COVID-19 the City's creative sector was growing faster than anywhere else in the UK - but 90% of Culture Mile's creative industries are microbusinesses, which face particular risk. COVID-19 jeopardises not only creative activity, but jobs, the independent character of areas like Smithfield, and the presence of City businesses who want to be based in vibrant places that attract talented employees.
7. In autumn 2020, the Lord Mayor partnered with Culture Mile and City Corporation Culture and Visitor Services to convene the Culture and Commerce Taskforce, a group of 20 thought leaders across the cultural and commercial sectors. The Taskforce has been working to identify how the commercial sector can support the recovery of the cultural and creative sector after the pandemic, how the cultural and creative sectors can enhance the ongoing competitiveness of the City's commercial sector, and how the City Corporation and Culture Mile can be pivotal in these developments. Phase 1 of the Taskforce's work concluded in December 2020. Information about its recommendations is being shared with Policy & Resources on Jan 21st, 2021, with approval for the action plan requested at that stage. Continuing funding of Culture Mile's core revenue budget will allow Culture Mile to provide ongoing secretariat to the Taskforce from April to Oct 2021 and, subject to Member approval in due course and where resources can be identified, to deliver against some of its recommendations.
8. With the first March 2020 lockdown, Culture Mile quickly pivoted to align its expertise and resources to support the immediate needs of 'hyperlocal' communities based in and around the area, finding innovative ways to use culture and creativity to offer a sense of social connection and hope for the future to communities that have been under significant strain.
9. These projects included *Radio Local*, a radio station made with 120 local people and which attracted 10,000 listeners across its 2-week run in summer 2020; and the *Culture Mile Play Packs* – themed activity packs containing playful prompts and imaginative content drawn from cultural organisations across the City and beyond. 10,000 Play Packs have been distributed to families lacking internet access through a network of food banks, mutual aid groups and community centres in the City and adjacent boroughs, and have been hugely appreciated with very positive unsolicited feedback offered repeatedly by recipients and distributing partners. The Play Packs are also available online. Further projects include microgrants offered for community-led creative activity (10 proposals have been funded following 50 submissions) and a version of the Play Packs developed for adults who are shielding or socially isolated. This is an area with significant growth potential with many more project ideas being developed.
10. In 20/21 Culture Mile made progress in terms of securing commercial support for animation of the district's outdoor spaces, principally through a partnership funded by Brookfield Properties who committed £135,000 for the creation and

programming of a bespoke outdoor stage at London Wall Place, contracted to be delivered in 21/22 (subject to relaxation of social distancing restrictions). In the interim period Culture Mile received a fee of £33,000 to produce a pair of well-received online films for Brookfield Properties, featuring LSO musicians and contemporary dancers, which celebrated the spaces and places in the district. Positive discussions about a similar winter partnership, potentially around lighting and in support of the City Corporation's Climate Strategy, are also underway, as are discussions with other commercial partners about how Culture Mile can provide 'early activation' of development sites.

11. Over the past year Culture Mile has developed an 'agency' model within which Culture Mile provides services that meet business needs while also contributing to Culture Mile's core overheads. There are currently £82k worth of prospects in this area and the team are confident this can be grown over the next two years, to secure a target of £100k annual income in this area by 2022/23.

Current position

12. The importance role of culture, in a diversity of forms, to play a leading role in the City's recovery, and in particular to help address the "doughnut effect" and revive a sense of place in the City for local communities, reattract workers and visitors - is acknowledged within both the City Corporation's Covid Recovery Group (particularly its 'Vibrant Offer' theme) and the Lord Mayor's Culture and Commerce Taskforce. Cross-departmental and cross-organisational plans are being made to establish the best approaches to support the City's revival and reinvigoration - how to create welcoming, dynamic and inclusive places and to take opportunities to 'build back better'.
13. Culture Mile is embedded in and influencing these important developments. It has already established a track record of high-quality delivery, and particularly since March 2020 has demonstrated its capacity for remarkable agility, creativity and resourcefulness. It has used the challenges of the pandemic to pivot and unlock new ways to use creativity and culture to respond to the needs of the diverse communities on its doorstep, in ways that have been recognised at a national level for their ingenuity and quality.
14. The need to continue using culture to support people through the remaining months of the pandemic remains clear – creating a sense of togetherness, playfulness and hope during ongoing isolation, bringing people together and ultimately reconnecting them to the City. As an existing vehicle, driven by a very skilled team, and which unites multiple organisations in a bold commitment to creative urban transformation, Culture Mile stands ready at a time when arguably it is most needed.
15. Throughout the past year, Culture Mile has also continued to develop and communicate a joined-up narrative and compelling framing context for the district's major developments. From the perspective of the Museum of London, Culture Mile's activities remain essential to the success of the New Museum project. Culture Mile's creative vision underpins the Barbican Centre's approach

to the renewal of its Exhibition Halls, and it influences the approach taken to the development of Smithfield Central Markets and the Smithfield public realm.

16. Excellence in collaborative working between the world-class cultural organisations in the district has continued to underpin Culture Mile's success over the past year. During 2020 the partnership has shared learning about how to engage 'hyperlocal' communities and in doing so supports the intentions of the core cultural partners to take greater roles in the civic, as well as cultural, life of London. In addition to achieving significantly greater interplay with and support from the commercial sector, it has increasing support from partners such as the Culture Team at City Hall, providing reassurance that the long-term vision of the Culture Mile strategy remains achievable.
17. Over the past year, explorations into the potential for Culture Mile to become a Business Improvement District (BID) in the City have accelerated. In autumn 2020, commissioned consultancy established that there is sufficient number of businesses (15) in the district who would be willing to provide seed funding to a partnership (at £10,000 contribution apiece) for the period of up to 2 years required to get to a BID ballot. These costs would cover the necessary partnership development work, which could be delivered by a mix of the existing Culture Mile team and specialist consultants with experience of BID regulations and in getting areas to a BID ballot, with surplus allocated to projects aligned with Culture Mile activities and approved by the Executive Board of the new not-for-profit organisation that would be created for the seed funding partnership.
18. Broad themes that businesses have indicated to be of shared interest for promotion through a BID vehicle are very congruent with Culture Mile's existing activities and aims, and include:
 - Domestic and International promotion of the Culture Mile
 - One Voice/ Culture and Commerce
 - Enhancing the Business and Visitor experience
 - An attractive, inclusive and sustainable environment created through a public realm vision
 - Development of the Culture Mile Network nationally and internationally
19. A successful BID ballot would take place in autumn 2022 with a view to launching the new Culture Mile BID in March 2023. No BID ballot in Greater London has yet been unsuccessful, and initial signs are encouraging, but it is important that there is a thorough process of engagement, planning and promotion in the lead up to a ballot, including perception analysis and a draft business plan. This process would include consideration of the extent to which the existing boundaries of Culture Mile are reconsidered for a BID.
20. Culture Mile has a head start because it has a pre-established identity and brand, and – through the core partnership and the Culture Mile Network – many businesses are already engaging with each other and discussing the future of the area. There is an opportunity to encourage the idea of Culture Mile being a very culture-led BID, using creativity and culture as principal tools across all aspects of its approach to area development. The existing cultural partners

would support this and should be represented, alongside the City Corporation itself, in the governance structure for the partnership, so supporting Culture Mile's transition from a City-funded project to a BID (please see Appendix 3 for organograms outlining existing/transitional/BID hierarchies within the project at each stage, all subject to discussion and agreement).

21. Initial estimates from consultants have suggested that, if a BID is formed, total annual BID levies could be between £1.2m and £1.5m. These contributions from levy paying businesses would significantly shift Culture Mile's finances away from the present situation of City Corporation as majority funder. The annual budget of a Culture Mile BID would need to include areas beyond current allocations (e.g. cleaning, security) but will have sufficient scope to deliver these services while continuing to commission and deliver projects that are culturally-led, so maintaining the momentum of Culture Mile to date.
22. As with other City BIDs, the City Corporation would be the proposer of the BID (and so the 'accountable body'), but there would be scope for the partnership company established to seed fund the BID's set up to continue to operate after the BID is launched – for instance as an Enterprise arm that sits outside of levy collection. Options of this kind can be fully explored and agreed over the next 2 years.
23. Recognising that creative projects with local communities is likely to be a lower priority among BID levy payers, the Culture Mile team has engaged with the City Corporation's Central Grants Unit regarding the possibility of the Culture Mile partners making an application to the CIL Neighbourhood Fund, which has significant similarities between its criteria/aspirations and Culture Mile's 'creative communities' programme. In recent years, the total costs contributed by the City Corporation to this aspect of Culture Mile's activity has been in the region of £350k per annum.
24. This liaison with the Central Grants Unit has established that:
 - one of the independent organisations involved in the partnership would be eligible to lead an application
 - proposals to build on this work to date would be well received by the Fund's assessment panel
 - there is a 3-month turnaround from date of application
 - a major application (over £50k) would ultimately need to be approved by the Resource Allocation Subcommittee.
25. On this basis – though we recognise that this aspect of Culture Mile is what many stakeholders have found most exciting and impressive about Culture Mile since the first Covid lockdown - this paper does not request funds for the 'Creative Communities' strand of Culture Mile. Instead, it proposes that support for those activities is sought through the CIL Neighbourhood Fund. Therefore £350k has been removed from the proposed core revenue budget. If a CIL Neighbourhood Fund application is successful, the Culture Mile team would seek to maintain the collaborative structure that brings organisations and skillsets together across different budget lines (as has happened successfully since 2018 with City Public Realm capital funds and Culture Mile Learning).

However, Members should be aware of the risk that such an application to the CIL Neighbourhood Fund may not be successful. In such circumstances, if Members wish this work to continue, the Culture Mile partners would need to request additional funding support for the ongoing 'Creative Communities' strand through other means such as the Policy Initiatives Fund.

26. Culture Mile Learning, which brings together over 20 organisations that have a creative learning offer, including all those funded by the City, has had funding approved for 2021/22 of £247,000 by the Education Board in November 2020; this is subject to final approval by the Policy & Resources Committee on January 21st 2021. The ground-breaking work of Culture Mile Learning in the areas of fusion skills, social mobility and cultural learning is increasingly recognised internationally. As in previous years, Culture Mile's marketing team would continue to provide support and advice to Culture Mile Learning, and the two initiatives will continue to work closely together to position creative learning as a central aspect of, and differentiator for, the Culture Mile offer.
27. A Gateway 3 report for Smithfield Area Public Realm project was approved by Streets and Walkways and Projects Sub Committees in December 2020 and will be submitted to RASC on January 21st, 2021. If approved, this report will enable City Public Realm & Transportation teams to undertake Developed Design for the Smithfield Area (equivalent of RIBA stage 3), including a strategy for the approach to historic environment, transport modelling, and stakeholder engagement. It aligns with the New Museum Project. City Public Realm team will continue to collaborate closely with the Culture Mile team on relevant aspects of the project including an artist-in-residence appointed by the design team, and experimental measures that will be used to do testing and trials such as temporary road closure to support local cultural and business activity, and 'meanwhile' projects.
28. Culture Mile and City Corporation Culture and Visitor Services have worked in an increasingly close partnership over the past year, collaborating particularly on the Culture & Commerce Taskforce and in general information sharing and project support. Going forward, and to avoid duplication of activity/spend, it is recognised that outdoor arts programming in Culture Mile can best be delivered by C&VS outdoor arts programming and by the core cultural partners (for the large-scale 'breakout events' such as Tunnel Visions, Smithfield 150, Sound Unbound etc.). This paper, therefore, makes no request for funds from the City for outdoor arts programming (though it aims to deliver this by securing support from commercial partners).
29. Culture Mile is an exemplar in the context of the Target Operating Model and in terms of the City Corporation's aspiration to innovate to enable greater agility and unlock collaboration across departments, disciplines and organisations. Its collaborative framework – anchored by the senior officers in the team and closely supported by the Culture Mile Executive – has engaged over 50 people in a diverse range of outcome-focussed projects during 2020/21. These include 'project champions' from CEO to apprentice level, drawn from across multiple departments within the City Corporation and from all four cultural partner organisations.

Proposal

30. This paper proposes a two-year investment from the City Corporation into Culture Mile's core revenue budget because it aligns with the period required to get to a BID ballot. It is advisable to provide support for two years to demonstrate to the seed funders of the new pre-BID partnership that the City Corporation is willing to 'go the distance' and is confident in its vision of a Culture Mile BID. Two years is also the period that the Education Board has endorsed investment in Culture Mile Learning for it to deliver agreed strategic goals in the Cultural and Creative Learning Strategy. Funding security for Culture Mile for the next two years will allow these two initiatives to plan in step with each other more effectively, and so deliver on the shared goal of putting creative and cultural learning at the heart of Culture Mile's offer. Culture Mile Learning activity has been identified as a high-potential opportunity for philanthropic funding, and there will be a focus on securing this over the next two years.
31. These proposals represent a reduction from Culture Mile's 20/21 core revenue budget (of £1m) of 68% in 21/22, and 71% in 22/23 (with the City Corporation contributing to total project costs at a level of 46% in 21/22 and 37% in 22/23).
32. A carry forward of £96k from the Outdoor Arts Programme 2020/21 (funded by Central Risk) is proposed. This is the residual unspent sum from 2020/21 following costs being deducted of cancelled projects and the move to online broadcasting during the pandemic. Going forward, the Outdoor Arts Programme will focus on non-congregational activity such as exhibitions while restrictions are still in play, noting the role it will have as a safe and democratic means of cultural engagement in the City post-pandemic and the significant way in which it will help to realise ambitions for recovery, notably those of the Recovery Taskforce under its 'Vibrant Offer' theme.
33. A carry forward of £89k from the Culture Mile core revenue budget for 2020/21 is proposed, due to planned activity not being possible for COVID-19 restrictions. Please refer to Appendix 2 for a summary of the Culture Mile core revenue budget for 2020/21.
34. By March 2023, the City Corporation will:
 - be poised to launch Culture Mile as the newest Business Improvement District in the City, with foundational financing secured from levy paying businesses across the footprint and a distinct specialism in highest-quality culture and arts-led placemaking – a successful ballot and £1.2m – £1.5m forecast in terms of annual levy payments to the BID
 - be benefitting, in terms of PR, visibility and commercial sector buy-in, from Culture Mile's ability to have secured financing from commercial sector partners for outdoor animations (events/performances/installations) that reflect the cultural strength of the City and highlight strategic themes important to the City Corporation, such as climate change

- have supported, through Culture Mile, 4 cohorts of creative sector SMEs and entrepreneurs and freelancers (many of whom may have otherwise not received any COVID-19 financial support from central Government), to sustain and rebuild their careers after the catastrophic effect of the pandemic on the creative and cultural sector in London and the UK – at least 50 creative business ideas supported over 2 years within a ‘build back better’ agenda, demonstrating the City’s support for London’s cultural recovery
 - have ensured that Culture Mile is supported by systematic and effective approaches to attract further income through profit-making services – with 80K income in this area in 2021/2 and 100K in 2022/23.
35. Please see Appendix 1 for details of the budget and the 3 activity strands – *New Business Model*, *Creative Spaces* and *Creative Livelihoods* – that are proposed to be delivered with the support of the City Corporation over the 2021-23 period.
36. Throughout the 2021-23 period, Culture Mile will continue to work closely with, support and share information with the core cultural partners as they negotiate post-pandemic operations and progress their major initiatives, and work in partnership with the City Corporation’s Community & Children’s Services, Cultural & Visitor Services, Education & Skills, Innovation & Growth, Planning, Public Realm, and other departments to put cultural confidence at the heart of the City’s post-COVID resurgence. This will include ongoing promotion of Culture Mile to the property sector, through events and direct engagement, in collaboration with the City Property Advisory Team.
37. Members are asked to note that local risk costs of £18,300 are attributed to ongoing support to drive forward the Lord Mayor’s Culture and Commerce Taskforce in 2021/22. This is jointly supported by the Cultural and Visitor Development Team and will enable the development of a workplan covering all associated costs. Any recommendations that might cascade, for example, from the Covid recovery group, the Culture and Commerce Task Force, or for creative activation of vacant units in the City may require additional funding, albeit most will be covered through existing workstreams, reprioritisation and/or external partner delivery agreements. If required, these costs will form the basis a separate report later in the year seeking Committee endorsement and funding. Culture Mile is ready to lend its support and expertise to initiatives of this kind, and to draw up costings and proposals, subject to Member approval in due course.

Corporate & Strategic Implications

38. Culture Mile directly supports the following outcomes for the City Corporation Corporate Plan 2018-23:

Outcome 3. People have equal opportunities to enrich their lives and reach their full potential

Outcome 4. Communities are cohesive and have the facilities they need.

Outcome 5: Businesses are trusted and socially and environmentally responsible

Outcome 7. We are a global hub for innovation in finance and professional services, commerce and culture.

Outcome 8. We have access to the skills and talent we need.

Outcome 10. We inspire enterprise, excellence, creativity and collaboration.

The Culture Mile Strategy sits under and supports the Culture and Visitor Strategy 2018-22 and is supported by the Culture Mile Look and Feel Strategy.

Financial implications

39. £139,203 for 2021/22 and £284,984 for 2022/23 will be required from existing City Fund resources for the purpose of enabling Culture Mile's core revenue budget over the 2021-23 period. This is a 68% reduction against City Corporation investment in 2020/21 and a 72% reduction in 2021/22.
40. Subject to Member approval, in 2021/22 the allocation of £139,203 will be supplemented by one off carry forwards of £96,000 from City Corporation Culture & Visitor Services Outdoor Arts Programme budget and £89,000 from Culture Mile, creating a total City Corporation investment in 2021/22 of £324,203 in Culture Mile's core revenue budget.
41. Through a mix of income from the new pre-BID partnership, additional commercial support for Culture Mile's activities in the public realm, fundraising and sales of profit-making services, external income is forecast at £376,000 in 2021/22, rising to £495,000 in 2022/23. On this basis the City Corporation will be required to fund 46% of total project costs in 2021/22, reducing to 37% in 2022/23.
42. Estimates of the total amount of in-kind support through aligned activity by external organisations have been 18%-20% of Culture Mile's total costs over the past 3 years. On this basis in-kind support is forecast at £125-140k in 2021/22 and £140-156k in 2022/23.
43. The Chamberlain has been consulted in the preparation of the budget and carry forward proposals and has identified funding from within existing City Fund resources.
44. Please see Appendix 1 for budget detail.

Conclusion

45. This report proposes a viable way for Culture Mile, as a pre-existing 'big idea' for City culture, and a vehicle that brings its most significant cultural institutions together, can shoulder significant cuts to its core revenue budget during 2021-3 whilst still delivering on its aims and – crucially – establishing a route to a new commercial business model in the form of a Business Improvement District by 2023, so allowing the City Corporation to substantially reduce its ongoing investment.

46. This is a time of significant uncertainty and financial constraints. It is also a time to recognise that the City must harness its significant cultural strengths as a means to restore vibrancy to its places and spaces, and to reinvigorate itself as an attractive and compelling destination for City businesses, their worker communities and for visitors. The City Corporation's continued investment in Culture Mile over the next 2 years will preserve a recognised mechanism that can bring the district's core cultural partners together with the commercial sector to deliver solutions to these needs, and so ensure culture is central to the process of post-COVID recovery in the City.

Report author

Tim Jones

Culture Mile Manager, Town Clerk's

E: tim.jones@cityoflondon.gov.uk

T: 07850 966453