

Committee(s)	Dated:
Policy and Resources Committee	8 July 2021
Culture, Heritage and Libraries Committee	19 July 2021
Subject: Culture and Commerce Taskforce: Fuelling Creative Renewal – City Corporation Action Plan and Programme Outline	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?	Yes
If so, how much?	£20,000
What is the source of Funding?	PIF
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: Damian Nussbaum, Director of Innovation and Growth	For decision
Report author: Nick Bodger, Cultural and Visitor Development Director	

Summary

This report presents the City Corporation's action plan for its Culture & Commerce Taskforce's [Fuelling Creative Renewal](#) programme which seeks to test proof of concept for new ways of working between cultural and commercial sectors, forging innovative and mutually-beneficial partnerships between local industries to increase the resilience of the creative sector, accelerate recovery and promote economic growth for the Square Mile.

Following a research and development phase to scope feasibility and secure cross-sector delivery partners, the programme has identified five (out of ten) recommended projects that will be led by the City Corporation in partnership with external organisations, complementing and supporting the City's return to work campaign and delivering against a number of strategic goals as set out in the Recovery Taskforce's [The Square Mile: Future City](#) report. The remaining (non-Corporation-led) projects will be delivered by external providers, supported by the Culture and Commerce Project Team.

In order to maximise impact and unlock further resources from external partners, incubator funding of £20,000 is requested from your Policy Initiatives Fund in support of delivering the five City-Corporation-led projects. This will enable them to move from planning to delivery phase, helping to secure immediate partnerships and ensuring that outputs boost recovery at this pivotal time.

Funds will also support the development of an evaluation framework to ensure the learning from these new ways of working can be shared across sectors (London and

nationally) and support future programmes. The funding request is complemented by an income generation plan, as well as financial and in-kind resources which have already been committed from corporate and cultural partners across the City and further afield, as well as some City Corporation departments.

Recommendation(s)

Members of both committees are asked to:

- Approve the City Corporation's *Fuelling Creative Renewal* action plan as detailed within this report, noting that the five projects identified as appropriate for the City Corporation to lead will have significant involvement and/or leadership from across City Corporation departments and teams, and the five projects that will not be pursued by the City Corporation.

Members of the Policy and Resources Committee are asked to:

- Approve £20,000 in support of incubator funding to initiate the delivery and evaluation of five City-Corporation-led projects, to be taken from your Policy Initiatives Fund (PIF) in the 2021/22 financial year categorised as 'Promoting the City' and charged to City's Cash.

Main Report

Background

1. Chaired by the Lord Mayor, William Russell, in partnership with the City of London Corporation and Culture Mile, the Culture & Commerce Taskforce was established in September 2020 and assembled leading figures from across the capital to address shared challenges faced by the creative and commercial sectors in the City, and London more widely, in the wake of the pandemic.
2. The Culture & Commerce Taskforce has asserted that, by coming together, culture and commerce can develop new ways of collaborating, building a renewed creative sector that drives economic growth and supports competitive advantage for the City and London.
3. Following three Taskforce meetings, research and wider cross-sector engagement, the Taskforce published [*Fuelling Creative Renewal*](#) (accessible via link), a report that sets out a blueprint for a deeper relationship between the creative and business sectors to accelerate London's recovery from the pandemic.
4. Within the report, the Taskforce identified three key recommendations that not only respond to the current context but could also demonstrate ways for industries to better work together for mutual benefit:
 - a. **Enable Creative Activation**, bringing London alive through creativity
 - b. **Facilitate Culture and Commerce Exchange**, building skills and knowledge sharing between culture and commerce

- c. **Develop Creative Enterprise Hubs**, providing space for cross-sector innovation
5. The report also outlined ten potential projects that could realise the recommendations. Upon publication of the report, the Taskforce made a callout for interested organisations who would like to play a role in delivery.
6. The Taskforce's report was launched in February 2021 and included a keynote from Caroline Dinenage MP, Minister of State (Minister for Digital and Culture). The publication was highlighted in the [Evening Standard](#), among other media outlets, and received 92 expressions of interest from a range of organisations across sectors.
7. The Commissioner for Cultural Recovery and Renewal, Lord Mendoza, also [recently announced a series of roundtables](#) with Boster Group, bringing together leaders from the corporate and arts and culture worlds, to consider innovative models for sustainable cultural recovery. The announcement shows the relevance and importance of the Culture & Commerce Taskforce's report and the projects outlined in this report. Indeed, Lord Mendoza provided the opening address to the first Culture & Commerce Taskforce meeting.
8. Between February (when the *Fuelling Creative Renewal* report was published) and April 2021, the programme has been in a research and development phase. During this time, the Taskforce project team met with 35 external bodies, who were identified as prospective project partners, and also led four 'Start Up' sessions which assembled cross-sector teams to test the feasibility of projects, identify partner roles and co-design a delivery plan.
9. The research and development phase identified five of the ten *Fuelling Creative Renewal* projects that should be led by City Corporation teams in partnership with external organisations, noting that they have strong alignment with existing corporate strategies and/or programmes. The remaining five recommended projects will be led by external providers with support (as appropriate) from the Culture & Commerce Taskforce Project Team.

Current Position

10. The five projects identified as appropriate for the City Corporation to lead are as follows:

Project 1: Creatives for London

11. This project encourages commissioners across the City to employ artists and creatives as part of project teams for urban and civic renewal programmes.
12. It will initially focus on an audit of a small number of live City Corporation projects which employ creatives in the project teams. These projects include the Snowhill site of 'The Pattern', Sculpture in the City's new emerging artist commission at Aldgate Square, Bloomberg's Asphalt Art programme initiative

in the City, and the Artist in Residence for Smithfield Public Realm Transformation project.

13. This audit will be enhanced by a comparable private sector review of similar initiatives, led by a commercial partner.
14. The expected deliverables and impact of this project includes:
 - a. The acceleration of employment of creatives in public realm and infrastructure projects
 - b. Creativity and innovation in the design of public realm projects being enhanced, ensuring the City offers a vibrant offer and outstanding environment for workers, residents and visitors
 - c. An evaluation of selected projects across the City, offering evidence to better understand how creatives are successfully recruited and employed in project teams (noting this may be shared and adopted by civic and commercial organisations) to add value and maximise impact.
15. In-kind resource from an external partner to provide a commercial perspective is being sought. This includes a commercial audit of external projects and resource to promote and advise on the design of the programme.

Project 2: Enhancing the City:

16. This project delivers an at-scale scheme to fill repurposed commercial spaces (retail units, empty offices, foyers) across the City with curated creative activity in order to animate the area and drive footfall.
17. The Taskforce highlighted a risk of reduced footfall and empty commercial spaces as a result of the pandemic, adding to the existing space crisis for London's creative sector. They flagged a unique opportunity for the creative and commercial sectors to co-design solutions to repurposing space with mutual benefit by using creativity to showcase London's vibrancy and attract people back into the Central Activity Zone.
18. This project is therefore co-designed by cultural and commercial partners including the City Corporation, Culture Mile, Linklaters, the Colex network of law firm curators, Brookfield, Helical, Deutsche Bank, Legal & General, Primera, Future London, City Property Association, Be Offices, Barbican and Bompas & Parr. It is jointly led with ARTIQ and ArtULTRA.
19. It brings the City's unique assets together to build on the successful work of Sculpture in the City and expand collaboration between culture and commerce to new areas of the City.
20. The expected deliverables and impact of this project includes:
 - a. Animation of multiple districts of the City to increase footfall
 - b. Positive promotion of the City's vibrant offer through strong a connection to wider recovery campaigns

- c. A strong curatorial vision that links multiple sites, promotes the City as a dynamic place in which to live, work and visit and strengthens the identity of different districts across the City
 - d. A positive response to the shortfall of creative spaces in London through repurposed commercial space
 - e. New culture/commerce partnerships, a strengthened sense of engagement from major City businesses and connection to their City location
 - f. Demonstrable support for diversity and inclusion (commissioning diverse emerging artists and reaching new visitors for the City)
 - g. A strong legacy by seed funding an initiative with potential for a new sustainable model of culture and commerce working together to accelerate London's recovery
21. A range of external partners have already contributed to the design of the programme and are in the process of offering in-kind resource to support its delivery. This includes the use of existing corporate art collections and the use of physical commercial space for showcasing creative work, as well as marketing and promotion.

Project 3: Creative Skills London 2021

22. The Taskforce proposed a creative skills event, potentially forming part of the wider *Skills London* programme while responding to challenges facing young people leaving school to seek employment in a post-pandemic landscape and reminding them of viability of the sector and pathways into creative jobs.
23. Prior to the pandemic, the creative industries were growing at more than four times the rate of the UK economy as a whole and contributed £115bn gross value added (GVA) the UK economy¹. Developing the talent pipeline and retaining and strong creative sector is therefore an integral factor for London's future prosperity.
24. The research and development phase revealed it is difficult for young people, especially those in under-represented groups, to find clear information about the range of jobs available in the creative industries, the likelihood of employment in these industries, and the likely salary and other prospects that enable career development.
25. This project will focus on closing the gap through the development of a targeted, simple co-created resource. For one week during the summer holiday break, a group of young people (c 10-12 in person if Covid restrictions allow) will develop a resource that addresses the identified gap. The audience and distribution method for the resource will be decided in collaboration with the young people based on where the information will have most impact (eg

¹ <https://www.creativeindustriesfederation.com/statistics>

parents, other young people). The programme will also act as a pilot project for positively changing the attitudes of the young people involved across the week.

26. The project will work with partners such as Foundation for Future London, Somerset House, Arts Council England, London First, A New Direction, Creative Industries Federation, GLA, Bloomberg and The Trampery. Most of these partners are already secured.
27. The expected deliverables and impacts of this project include:
 - a. New evidence on how this innovative approach can fill the identified gap for young people's career development
 - b. A programme that can be developed and adapted for future cohorts of young people in the City and other London boroughs.
 - c. A cohort of young people who can use the experience and skills learnt on the programme to support their own career development
 - d. New culture/commerce partnerships, a strengthened sense of engagement from major City businesses who employ creatives and want to diversify and improve their recruitment practice
 - e. Demonstrable support for diversity and inclusion from targeting young people in under-represented groups
 - f. An expectation of a greater number of young people from under-represented groups applying for roles in the creative sector and progressing their careers.
28. In-kind resource from external partners with an approximate value of £2,500 has already been leveraged to support the delivery of the project. This includes access to a physical space for a five-day programme with further contributions being sought to provide business visits for young people.

Project 4: Creative Exchange

29. This project delivers a wide-ranging skills and knowledge sharing programme offering two-way skills development opportunities between the creative and commercial sectors. It will particularly explore ways to develop business acumen in the creative sector, recognising the needs and impact of freelancers and creative consultants, and develop creative and "innovation" behaviours in the corporate sector.
30. The project will commence with first stage pilot activity and development between July and September, mapping skills needs and competencies in the City, testing models to address these and co-designing the creative exchange programme as a whole, with partners from both the creative and commercial sectors. Following this, as part of the Culture & Commerce Taskforce's legacy, Culture Mile will continue to develop the project and embed it within its ongoing programme of activity.

31. The expected deliverables and impact of this project include:
- a. A robust programme of professional skills exchange will be co-created, from the ground up, by an expert group with strengths in both the cultural and commercial sectors, and with the needs and opportunities for each area designed into the response, and embedded within Culture Mile as part of the Taskforce's legacy post-September.
 - b. Support of commercial and creative employees and freelancers, from both SMEs and large organisations, through pilot activity offering skills development and knowledge exchange
 - c. New partnerships with New Diorama Theatre, Bloomberg Philanthropies and other organisations activated within Culture Mile, producing real opportunity and activity for creative and commercial professionals working in the City, including freelancers
 - d. Creative and commercial sectors recognising the opportunities and benefits in exchange with other sectors within the City, particularly in relation to employee and skills development, reiterating the distinct opportunity of locating a business in the area
32. In-kind resource from external partners to the value of £26,000 is being sought to support the delivery of the project. This includes confirmed delivery of a pilot programme by the Company of Entrepreneurs and free access to collaborative spaces.

Project 5: Create in the City

33. The aim of this project is to repurpose commercial space for creative workspace hubs. These hubs will support small, diverse-led creative businesses, and provide flexible spaces fit for a post-pandemic world.
34. The project will explore how physical spaces can provide an opportunity to truly share knowledge and skills across the commercial, creative and civic sectors for mutual benefit. A brokerage model supporting owners, occupiers and employers will also be explored to support this approach.
35. The project will take a strategic approach to testing and developing ideas and locations that feed into longer-term strategies being developed by the City. In response, the Taskforce's original proposal will be met by four key strands of work being led by the City Corporation:
- a. **The Supplementary Planning Document:** work led by City Corporation Planning and Culture teams and Culture Mile to update guidance on Planning Obligations requiring developers to enter into legal agreements setting out how they will deliver culture plans and cultural provision, including mixed-use development, as part of major new developments. Allowing for further development work on the SPD over the next few months, the proposal will come to committees in the Autumn prior to public consultation.

- b. **Exploration of City Corporation priority sites:** an early activation strategy specifically for some of the non-operational vacant office space at the East and West Market Buildings at Smithfield is currently in development by officers. The proposal would establish a creative hub, as an exemplar project, in up to 25,000 sq ft in the north-western quadrant of the Market. This would benefit small creative businesses and diverse-led ventures which will showcase the area's potential future in support of the Markets Co-location Programme Private Bill, whilst making important and flexible use of spaces that are currently vacant or underutilised. Other sites within the City Corporation's estate are also being explored for such purposes, albeit those identified as potential opportunities thus far have been discounted for a number of reasons, not least rent affordability for creatives.
 - c. **Exploration of Commercial Property Models:** assessing alternative approaches to promote and access brokering services including research on existing models and research to test the legal basis for brokering available space at low cost for small creative organisations, particularly those led by under-represented groups
 - d. **NDT Broadgate:** testing the collaborative model between New Diorama and British Land and the range of benefits of a hub for creatives in partnership with New Diorama Theatre at Broadgate, (noting that the City Corporation is already a confirmed partner).
36. In-kind resource approximately valued at £10,000 has already been leveraged through the partnership with NDT (item 36d above) to support the delivery of the project.
37. In brief, the five non-City-Corporation-led projects which will be delivered by external providers and not be taken forward by the project team (but supported by them) are:
- a. **Celebrating London's Creative Offer** which aims to harness culture's ability to attract people to areas which have suffered from low footfall through major events and other activations. This is about a major signature piece and will likely be delivered by the Mayor of London's *Let's Do London* activation programme.
 - b. **Createch** which proposes the City as a digital 'test bed' for the creative sector – building a fit-for-purpose environment for creatives to grow and test new technology-dependent products, experiences and services. Tech London Advocates have been scoping the feasibility of this project and the identifying and securing an expert lead is currently underway.
 - c. **Creative Digital Acceleration Programme** which is a skills and capacity building programme taking a whole-organisational approach in which creatives learn digital skills from commercial sector "experts".

Initial discussions with a potential external provider have been promising.

- d. **International Creative Collaboration Programme** which delivers a programme of international exchanges bringing together culture and commerce to reimagine the trade visit. The project is currently on hold while a potential project group is scoped.
- e. **Creative Freelancer Network** which is a dedicated programme to support the freelancer environment. Noting the Mayor of London's *Creative Freelancers* initiative is aligned to this project, the City Corporation is looking to pin down a lite-touch contribution in support.

Proposals

38. In order to maximise impact and unlock further resources from external partners, incubator funding of £20,000 is requested. This will enable key projects to move to the delivery phase, helping to secure partnerships and ensuring that outputs complement the immediate recovery period. Funds will also support the development of an evaluation framework to ensure the impact of this new way of working can be shared across sectors and support future programmes. The breakdown of funding is as follows:

- a. £5,000 Enhancing the City, and £4,500 each (£9,000) for Creative Exchange and Creative Skills as the Project Team's three 'front-runner' projects which are closer to delivery stage but need resource to set up and fully secure partners and wider investors
- b. £2,000 each (£4,000) to Creatives for London and Create in the City to enable them to get off the ground
- c. £2,000 for initial work on the evaluation framework across the whole programme

39. It is proposed that the total funding request of £20,000 to initiate the delivery and evaluation of the five City-Corporation-led projects as part of your Culture & Commerce Taskforce work, be taken from your Policy Initiatives Fund (PIF) in the 2021/22 financial year categorised as 'Promoting the City' and charged to City's Cash. The current uncommitted balance in the 2021/22 PIF is £420,807, prior to any allowances being made for any other proposals on today's agenda.

Income Generation Plan

40. Since publishing the report, ongoing engagement with external bodies has signalled significant commitment to in-kind support from project partners. For instance, the project team are in discussion with corporate partners who are keen to showcase artwork and offer the use of their buildings for prolonged periods of time for free. Additional time and expertise from experts from a range of cross-sector organisations has also been pledged to help shape and deliver projects.

41. However, some gaps in resource remain – particularly to secure the initial capacity required to develop project proposals to use for further investment

bids – and officers are taking several approaches to mitigate this shortfall, notably an income generation plan is in development.

42. As part of this, investment opportunities are being shared with the Culture & Commerce Taskforce in order to identify where they themselves might be able to provide financial support or access to potential investors in their networks. Similarly, the delivery partners for each project are also being invited to financially support where they can.
43. In addition, the nearly-100 organisations who expressed an interest in being involved by responding to the call to action from the *Fuelling Creative Renewal* report will also be offered the opportunity to invest and support projects through the delivery phase.
44. Relevant trusts and foundations, Government funds and corporate CSR programmes will also be signposted to project leads. Where eligible, project leads will be connected to the Community Infrastructure Levy Neighbourhood Fund, managed by the City Corporation.
45. It should be noted that there is the option to scale-back projects in line with the budgets that can be secured whilst still achieving quality and impact.
46. A table showing the funding request in detail is below with the sums secured or being secured from project partners also highlighted. Officer time including the cost of a consultant project manager, marketing, communications and legal fees have, and will continue to be, met from Culture Mile and Cultural and Visitor Development local risk projects.

47. An overview of the budget for Corporation-led projects:

Taskforce Projects	Cash sought from external partners (programme and staff) £'000	Anticipated value of additional in-kind leveraged resource £'000	PIF funds requested £'000
Creatives for London	7	25	2
Enhancing the City	113	65	5
Creative Skills London	10	27	4.5
Creative Exchange Programme	13	26	4.5
Create in the City	7	10	2
SUB-TOTAL	150	153	18
Overall programme budget			
Project Management	8	0	0
Showcase event	2	0	0
One-Year-On report	4	0	0
Monitoring and evaluation across all projects to produce One-Year-On	17.5	4	2
SUB-TOTAL	31.5	4	2
GRAND TOTAL	181.5	157	20

48. The major milestones for the programme are:

- a. **June to September 2021:** project delivery phase
- b. **July:** public/press project announcements
- c. **Mid-September:** a learning forum for all project partners
- d. **Late September:** a project showcase and reception for key stakeholders takes place at Mansion House, hosted by the Lord Mayor
- e. **Mid October:** A One-Year-On progress report is published to share case studies, demonstrate proof of concept and offer an inspiring blueprint for new ways of culture/commerce working to public and private sector bodies

Corporate & Strategic Implications

- o **Strategic implications:** The approach outlined above is closely aligned to and complements your Recovery Taskforce strategy [The Square Mile: Future City](#). Notably, it almost wholly delivers on the objective “to enable City leisure sector businesses to thrive”, as detailed under the Vibrant Offer dimension appearing on page 17. In addition, the approach strongly supports the objective “we will work with the property industry to enable and promote sustainable, flexible and adaptable buildings” as detailed within the Outstanding Environments dimension on page 21.

Strategic implications also include 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 inspire enterprise, excellence, creativity and collaboration.

The approach 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.

In consideration of the City’s report [London Recharged](#), the approach 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.

- o **Financial implications:** All financial implications are detailed within the report, notably within the table at item 47. To enable the projects going forward, particularly in respect of attracting external partners and funding, a request for incubator funding for the five City-Corporation-led projects is made. This request is for £20,000 to initiate the delivery and evaluation of the projects to be taken from your Policy Initiatives Fund (PIF) in the 2021/22 financial year categorised as ‘Promoting the City’ and charged to City’s Cash.
- o **Resource implications:** Delivery of the five projects (and support for the non-Corporation-led ones) will require significant officer time; this is factored in within teams’ workplans, with the most significant commitment required by the Culture Mile and Cultural and Visitor Development Teams, noting this also fulfils a part of the teams’ workplans under the City Corporation’s Recovery Taskforce.
- o **Legal implications:** It is anticipated that a number of workstreams will require input from the Comptroller and City Solicitor – especially those where contractual obligations need to be articulated and agreed. This requirement is factored into the workplan with a model already established through work with the New Diorama Theatre.

- o **Risk implications:** The securing of external funding and partners is a potential risk factor that will impact on the size and scope of the projects highlighted. However, as referenced in item 45, there is the option to scale-back projects whilst still achieving quality and impact.
- o **Equalities implications:** Enabling under-represented groups and individuals sits at the heart of all projects; notably supporting ethnic diversity, gender balance and young people. Creative skills London and Create in the City are particularly strong in this area. Relevant evaluation will be built into projects to measure their equalities impact.
- o **Climate implications:** None identified.

Conclusion

49. The City's and London's cultural and creative sectors have been hard hit by the pandemic and are vulnerable. The outcomes for the selected projects are described under each project heading within this report. What is shared by all is the projects' ability to drive competitive advantage for the cultural and creative sectors, contributing significantly to the attractiveness of the City and London as a place where business, workers, visitors and residents may thrive. This, in turn, will enable a stronger and more robust return to the City and London, protecting jobs, driving investment and accelerating recovery.

Appendices

- None

Nick Bodger

Cultural and Visitor Development Director

T: 020 7332 3263

E: Nick.Bodger@cityoflondon.gov.uk