

# CULTURE



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Creativity is in high demand and the City of London's creative strengths are developing faster than anywhere else in the UK. There is a once-in-a-generation opportunity to harness the area's mix of sectors, infrastructure, connectivity and access to talent to establish Culture Mile as a hub of creativity, enterprise & innovation that delivers economic growth and social mobility for London.

This document is the Executive Summary of a full report prepared by BOP Consulting and Publica. This is available at [www.CultureMile.London](http://www.CultureMile.London)

# FOREWORD

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Culture has always been an important part of the City of London Corporation and we are proud to enable so much creative activity in the Square Mile. The City's wide range of cultural organisations showcase the heritage of the area and push boundaries in order to shape and inform tomorrow's society. The area has a unique blend of ancient and modern with Roman walls, medieval churches, and livery halls close to new Elizabeth Line (i.e., Crossrail) stations, modern apartment blocks, and a steady pipeline of cutting edge office developments, which make the area distinctive and increasingly desirable to a range of both commercial and creative businesses.



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**Catherine McGuinness**  
Policy Chair  
City of London Corporation

**“** Creativity is not a ‘nice to do’ here in the City, but a core and growing part of the economy. **”**

This report by BOP and Publica shows that the area's creative offer is continuing to grow at an extraordinary rate. There is a significant shift taking place in the make-up of the City with creative businesses increasingly locating in the area. We are pleased that creative enterprises are recognising opportunities for them in the area, attracted by the distinctive mix of sectors, the City Corporation's commitment to building a strong infrastructure for the area, and the excellent transport connections, which will further improve when the Elizabeth Line opens in 2019.

Developing the north-west corner of the City as a cultural district is a key priority for the City of London Corporation. Only 18 months since its launch, Culture Mile is already demonstrating how, by working together, organisations across the area can reach new audiences and be even stronger than the sum of its parts. This report highlights the vitality that creativity brings to an area and alongside this, its wide-ranging value, through attracting people and businesses, generating jobs, and offering opportunities for employment.

Capitalising on this will enable the City Corporation to play a significant role in ensuring that people across the capital have equal opportunities to enrich their lives. I am particularly enthusiastic about the role that we can play in the lives of young Londoners.

Through our family of schools and academies, and the work of Culture Mile Learning, we have the potential to help provide tomorrow's workforce with the skills required by all sectors to enable them to remain innovative and able to weather the shifting nature of these turbulent times.

Creativity is not a ‘nice to do’ here in the City, but a core and growing part of the economy. Therefore, we welcome the findings of this report and are inspired by the opportunity that it highlights – i.e., that, by harnessing the assets and capabilities of the area, we can bring about significant economic and social benefits at a local, regional, national and international level. The recommendations that it sets out are key to realising this vision and establishing Culture Mile as a global hub for creative innovation.



# INTRODUCTION

Creativity is in high demand. The City of London's already significant strengths are developing faster than the rest of the UK and Culture Mile potentially has the environment needed for future growth. Creative industries are one of the fastest growing sectors of the economy and creative jobs are some of the least likely to be automated – they are the jobs of the future. Creative activity can create a sense of place, attract the talent that businesses need to thrive and drive innovation.

Culture Mile has extensive creative strengths and its unmatched combination of distinctive character, infrastructure, connectivity and access to talent mean it has the environment needed to support further growth. Culture Mile's mix of culture, technology, commerce, learning and research make it ideally placed to become London's 'Creative Innovation District.'

Culture Mile has the potential to become a global hub for commerce, culture and innovation; where the significant latent potential within the area's creative sector is unlocked; adding over £4 billion per annum to the output of the City of London and generating up to 50,000 new jobs. This is a once-in-a-generation opportunity as Culture Mile's creative strengths are at risk due to rising property prices, unmet sector needs and strong competition from other areas. By taking forward the recommendations in this report, Culture Mile will be able to build its role in enabling economic growth, innovation, resilience and social mobility for London.

This report sets out evidence and explores the case for creative enterprise in Culture Mile. It sets out recommended actions to capitalise on this once-in-a-generation opportunity to secure the distinctive creative ecology of Culture Mile and build its role in enabling economic growth, innovation, social mobility and resilience.

In July 2017, the City of London Corporation, together with the Barbican, Guildhall School of Music & Drama, London Symphony Orchestra and the Museum of London, launched Culture Mile.

Creative enterprise plays a vital role in placemaking and underpinning the cultural and creative production ecology of Culture Mile. Joint action by Culture Mile core partners and the commercial sector can attract new audiences, deliver economic growth for businesses and increase social mobility for priority communities. This will boost employment in the creative sector, and in the process transform the reputation of the City of London from that of solely a financial centre to one of a global hub for both commerce and culture, driven by innovation.

**“ Culture Mile will be a valued destination for creativity, culture and learning in the Square Mile, City, London and beyond, delivered by a collaboration of individuals, communities and organisations from different sectors and with a global outlook, for the benefit of our audiences, made up of visitors, learners, workers and residents.**

Source: Culture Mile Strategy

## Definition of creative enterprise

This report uses a definition of creative enterprise designed to take full account of both the cultural sector as represented in Culture Mile and the wider economic, social and technological scope of creative activity in the economy. It consists of four groupings:

- **DCMS definition of Creative Industries**  
Adopted in 2001, this emphasises the importance of, 'those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property.' The industry groupings covered by this definition typically employ more than 30% of their workforce in one of a number of defined 'creative occupations'
- **Creative occupations in 'non-creative' companies**  
Reflecting the increasing importance of disciplines such as advertising, marketing and design, and competencies in the creative interpretation and visualisation of data in adding value to and creating new IP in 'non-creative' products and services
- **Other cultural and heritage organisations** not within the DCMS definition of Creative Industries, including arts educational organisations, charities and those concerned with preservation of the historic built environment
- **Digital industries**  
Also referred to as the tech sector – roughly half of Creative Industries employment is made up of IT, Software & Computer Services, and this in turn accounts for around half of all tech sector jobs. The relationship between digital content, technology, platforms and distribution and cultural production and consumption is increasing in scale and significance; and new 'hybrid' sectors, such as AI, fintech, legaltech, adtech, edtech and proptech, draw on significant levels of creative and marketing input and expertise

# CREATIVE ENTERPRISE FORMS A SIGNIFICANT AND GROWING PART OF THE CITY OF LONDON'S ECONOMY

Our research found that Culture Mile is home to a powerful mix of world class cultural institutions, innovative start-ups, risk-taking creative producers and heritage organisations. Our analysis of the scale and significance of the creative industries in Culture Mile and the City of London shows that creative industries are an important source of employment and productivity. In 2016, 1,790 creative businesses employed 34,650 people (7.2% of employment) in the City of London and contributed £2.7 billion GVA to the economy.

Since 2010, growth of the creative industries across the City of London has outpaced that in surrounding boroughs, London and the rest of the UK. IT, software and computer services, publishing, advertising and marketing are all large employers; and music, performing and visual arts professionals are strongly clustered in and around Culture Mile.

The City's creative talent pool makes a significant contribution to innovation across the economy, including new sectors such as fintech, legaltech and the globally-significant AI (artificial intelligence) cluster in and around the City<sup>1</sup>. In 2016, the combined creative and digital sectors employed 47,700 people in the City of London – nearly one in ten jobs.

The report identifies a 'digital thread', linking demand-led clusters of creative services businesses to the potential for innovation catalysed by public investment in the arts. This is a significant factor in unlocking latent growth in creative enterprise.

As part of this research, Publica carried out a high-level spatial mapping exercise that highlights the contrasting character and scale, spatial qualities, location and concentration of creative enterprise within Culture Mile and across the City. This identified that certain areas are better suited to different types and scales of creative industries – and that maintaining this diversity and character is critical if Culture Mile is to retain and attract more creative enterprises. Fieldwork illustrated the reliance of creative enterprises on shared spaces and local amenities such as open spaces, distinctive independent retail, food and beverage offer (often used to conduct meetings), as well as good transport links, pedestrian-friendly streets and a cycling infrastructure.

Since 2010, growth of the creative industries across the City of London has outpaced that in surrounding boroughs, London and the rest of the UK.

LQ Analysis of main creative industries clusters within City of London, 2016



Source: 2016 ONS data, BOP Consulting analysis, 2018

<sup>1</sup> CognitionX (2018), London: The AI Growth Capital of Europe. Mayor of London, London.

# CREATIVE ENTERPRISE CAN HELP ADDRESS SIGNIFICANT CHALLENGES

Our research found that there is significant social and economic value to be derived from the growth of creative enterprise within Culture Mile including:

- **Creating a strong sense of place based on the value of creative enterprise**

The distinctive cultural and commercial activities of Culture Mile differentiate the area for audiences, residents, businesses and visitors. As competition for skilled staff intensifies, place identity is important to occupiers because it attracts talent. Culture Mile's physical environment and creative ecology builds identity and differentiates it from other creative districts.

- **Driving inward investment**

Culture Mile's combination of attributes and infrastructure are essential to creative employers. 'The City as a Place for People' report found that commercial businesses also 'want to be close to the innovative know-how and creativity that will give them the competitive edge' and stressed the importance of vibrant areas that combine employment and social amenities in attracting global businesses and top global talent. The creative sector is now recognised by the commercial property sector as a driver of growth and Culture Mile therefore offers a significant opportunity to grow both creative and corporate investment.

- **Supporting innovation in the City**

The mix of sectors within Culture Mile offer a powerful opportunity to transform cultural production and

consumption. There is an interdependency between culture and commerce in the area with investment from other sectors (particularly financial and professional services, but also education) creating demand for services and technology from creative enterprise. 'The City as a Place for People' report highlighted that commercial businesses are seeking 'those equipped with the technological and creative foresight to bring forward innovations and disrupt established markets'; recognising the role that creative enterprise plays in supporting the competitiveness and enhancing the potential for innovation in the wider business ecology of the Square Mile. Public investment in culture catalyses commercial opportunity and a stronger creative enterprise offer will therefore create a stronger corporate sector too.

- **Attracting talent, creating jobs and supporting social mobility**

Skill shortages pose a significant threat to both the creative industries and the corporate sector. Our report noted that national education policy is focusing on STEM skills, with many UK schools scaling back the resources they dedicate to creative and cultural learning. This is compounding concerns that the education system is failing to keep a pace with the changing nature of work. Culture Mile Learning's ambitions to create a talent pool from diverse backgrounds with 'fusion'<sup>2</sup> or 'STEAM' skills can help to address this and provide opportunities to

support social mobility for City of London residents and other target communities. Culture Mile Learning is responding to the recognised desire from businesses to diversify their workforces, "companies in the top-quartile for ethnic/cultural diversity on executive teams were 33% more likely to have industry-leading profitability"<sup>3</sup>. By supporting skills development for young people from the most disadvantaged London communities, this will develop the most valuable talent.

- **Strengthening the resilience of the City**

Building a 'mixed economy' of cultural institutions, independent creative producers, large 'traditional' media businesses, agile tech start-ups and educational partners, provides the elements required for sustainability and growth of the creative enterprise cluster. Culture Mile's location next to one of the world's centres of financial capital presents opportunities for commercial investment, and collaboration with commercial partners can help cultural organisations identify new business models, diversify their revenue streams and maximise the over-dependency on diminishing public funding for culture. Supporting the growth of creative enterprise would strengthen another tier of employment within the City of London, with the types of creative jobs that are more likely to be resilient against threats of automation.

<sup>2</sup> Fusion skills comprise a bundle of skills categories including digital, creative, social, interpersonal and a range of cognitive skills such as judgement and decision making, critical thinking and problem-solving, Culture Mile Learning briefing for the Culture Mile Fusion Prize

<sup>3</sup> McKinsey, Delivering through Diversity, 2018



# THREATS AND CHALLENGES

Our research found that this is a critical time for the City of London. We interviewed senior leaders of creative enterprises and cultural stakeholders during Summer 2018. Our research and consultation identified a number of key threats and barriers to the growth of creative enterprise in Culture Mile. These are explored in more and include:

- **Image of the City as a financial hub, not a creative place**  
Failure to express the critical role of creative enterprises in and around Culture Mile in securing and sustaining the role of London as a global cultural and creative hub could result in irreparable losses in audiences, confidence and investment from this sector. This in turn would have long-term, structural consequences for the cultural infrastructure, creative economy and visitor economy of London and the UK.
- **Lack of (permanent) affordable workspace**  
Interviewees from smaller creative enterprises based in and around Culture Mile noted that the rise in rentals being sought by landlords combined with increases in business rates are making the total cost of occupation unfeasible for them. Culture Mile needs to live up to its potential to be the 'proof of concept' of the City as a global hub of commerce and culture – which requires that it can provide a range of affordable and flexible workspace to meet demand from creative enterprises.
- **Threats to Culture Mile's distinctive ecology and character**  
There is a challenge to ensure that new development is not at the cost of the distinctive character and mixed economy model that underpins the creative ecology of Culture Mile. Growth could be choked off were there to be an exodus of creative and independent businesses in response to rising costs

and a loss of the independent and distinctive character of Culture Mile.

- **Under-supply of appropriate workspace and production facilities**  
The findings of our research reflect those of the 'Tech x The City' report: 'Existing co-working spaces don't even meet the current need, and the tech sector is expanding.' A modern cultural production infrastructure needs to be in place – accessible to creative enterprises of all kinds, planned in order to grow and adapt in response to changes in demand and technology, supported by a transport system that can deliver a large pool of talent to the door of their place of work, and wide-ranging enough to meet the varied needs and budgets of the creative sector. There is a growing demand for shared production facilities – including rehearsal space, recording and video studios, testing and showcasing facilities. Under-supply of these facilities acts as a limiting factor for any future ambitions to grow creative enterprise in the City. An in-depth audit of current and future demand may therefore be needed to ensure that the final plans for venues such as Barbican Exhibition Halls and the Centre for Music are both commercially viable and aligned with the needs of creative enterprises.
- **Co-working spaces need to enhance creativity**  
For the creative sector, the type of co-working space, and the culture within it, is as important as the supply. 'The City as a Place for People' report also highlighted that 'leading businesses place collaboration at the centre of their organisational values' and this 'is reflected in workplace design'. Cultural and public sector partners should therefore work more closely with the market to ensure that co-working spaces appropriately address the needs and demand from the creative sector.

- **Lack of flexible and responsive business support for creative enterprises**  
There is a need for a flexible and responsive framework for business support that includes access to finance, business planning knowledge and support for marketing development.
- **'Siloed' working between sectors**  
– The potential for more collaborative working within and between cultural and creative sectors, and for cross-sectoral commercial and innovation opportunities is not yet being harnessed. Culture Mile can help to accelerate 'creative collisions' between sectors.
- **Skills gaps and inequality of access to opportunity in creative employment**  
There is a shortage of talent coming through the system and as the most significant employment area in inner London and with its extensive school, FE and HE connections, the City has the potential to address the skills and diversity of the creative workforce.
- **Need for the value of creative enterprise to be reflected in policy and planning**  
There is a risk that the arrival of the Elizabeth line and investment in local infrastructure distorts the cultural mix and character of the area. Planning policy needs to take account of this and include strategies to ensure that development does not undermine the creative ecology.
- **Brexit**  
Any one of a number of risks could crystallise to the detriment of creative enterprise in the City, London and UK more widely. Many creative enterprises are likely to be too small to have put contingency plans in place which increases the risk of at least short-term disruption to their business.

# CULTURE MILE HAS A STRONG OFFER

Culture Mile has much it can draw on in order to address these threats and capitalise on this once in a generation opportunity. This report found that the vibrancy of the area is critical in retaining global talent and businesses, not just creative enterprises, but businesses in all sectors. 92% of tech and media business owners surveyed in 'The City as a Place for People' thought that a City location affected their ability to hire the right staff. It became clear through the research that a number of Culture Mile's existing attributes are essential to creative employers and should be enhanced and promoted to harness the social and economic value of creative enterprise:

## ■ **Unique cultural offer and cultural animation**

Culture Mile is home to a powerful mix of world class cultural institutions, innovative start-ups, risk-taking creative producers and heritage organisations. It uses its expertise and excellence to support organisations and communities in other parts of London and beyond to fulfil its mission in bringing arts and culture to a much wider audience than can attend events in Culture Mile.

## ■ **Outstanding location, communications and excellent transport links**

The City has unmatched communications infrastructure and is already very well connected. The addition of the Elizabeth Line in 2019 will provide talent and audiences with even greater access to the area, its businesses and cultural institutions.

## ■ **Independent retail, food and beverage outlets**

The distinctive, independent character of Culture Mile's retail, food and

beverage offer links the cultural and commercial activities of Culture Mile and differentiates the area for audiences, residents, businesses and visitors alike.

## ■ **Demand for creative skills**

The business ecosystem of the City provides a substantial market for creative inputs needed by other businesses – tech firms, marketing agencies and architects all prosper here because their creative skills are in demand. This is a key commercial driver for the future prosperity of the creative industries. In addition, those other sectors increasingly rely on inputs from the creative and digital industries to drive their own product innovation, creating a 'virtuous circle' of demand, attracting global talent and building capacity amongst creative enterprises, whilst enhancing the City's reputation as a global hub of commerce, culture and innovation.

## ■ **Differentiated workspace offer**

Grade A office space in proposed Culture Mile developments could be attractive to media and tech firms looking for more distinctive and alternative options to established central locations and those wary of venturing into new 'off-centre' districts. It also presents an opportunity for 'corporate' creative and tech businesses to assemble larger teams for short-to-medium term projects. Coordinating the cultural and public sectors' offers with those of the commercial property sector will help to ensure that the opportunity presented by the pipeline of investment in the City's infrastructure is taken up by the creative industries, the highest growth sector in the UK economy.

## ■ **Opportunity for creative businesses to 'start up and stay up' here**

An ambitious programme of capital development for Culture Mile is planned over the next decade, including the proposed redevelopment of the Barbican Exhibition Halls, the future Museum of London and the proposed Centre for Music. In addition, if Smithfield meat market relocates, potential future uses for those buildings will also be considered.

## ■ **Partnership and community engagement opportunities**

Examples of joint working between Culture Mile institutions, councils and communities in other parts of London highlight the opportunity for Culture Mile to act as London's 'creative innovation district', accelerating 'creative collisions' and incubating cultural and creative organisations across London and further afield.

## ■ **Access to diverse, creative talent**

Creative enterprises attract talent to the benefit of all sectors and Culture Mile Learning has initiatives to develop 'Fusion' skills – a mix of technical and creative skills that go beyond STEM classifications – that are in demand across all industries. Culture Mile partners can play a key role in bringing together employers and educators to ensure a pipeline of skills for the jobs of the future. Culture Mile partners have already taken a leading role in building opportunity through creative innovation and learning in communities in the City and London. By focusing on skills development for young people from the most disadvantaged London communities, Culture Mile Learning can help build a more diverse workforce with the skills required for future jobs.



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# A VISION FOR CREATIVE ENTERPRISE IN CULTURE MILE

The vision for creative enterprise in Culture Mile is for the area to capitalise on the huge demand for creativity and harness its mix of sectors, infrastructure, connectivity and access to talent to become a global hub for commerce, culture and innovation. Unlocking significant latent potential within the creative sector could add over £4 billion per annum to the output of the City of London, generate up to 50,000 new jobs and enable Culture Mile to play a key role in social mobility for London. The recommendations in this report will address the risks to Culture Mile's creative strengths and capitalise on a once-in-a-generation opportunity to secure the distinctive creative ecology of Culture Mile and build its role in enabling economic growth, innovation, resilience and social mobility for London.

Culture and commerce are not independent, but mutually beneficial; creative enterprise provides an arch between these two pillars.

- For Culture Mile, animating the area and building a 'mixed economy' of cultural institutions, independent creative producers, large 'traditional' media businesses, agile tech start-ups and educational partners will create a strong sense of place and is essential for sustainability and growth
- Positioning Culture Mile as a home for creative enterprise and innovation with strong business support will attract yet more world class talent and drive inward investment
- Using the City's increasing supply of co-working space tactically, to position technology and creative teams close to client businesses; or as a way to locate key technology and talent acquisitions close to the HQ, and at the hub of the transport

networks is vital for attracting talent, without subsuming them in 'corporate' culture. Grade A office space in proposed developments in Culture Mile could help promote the City as an HQ location for large media and tech firms in particular.

- Culture Mile provides an opportunity to create a world-class and distinctive 'Creative Innovation District' where public investment in high quality, risk-taking artistic development, as well as collaboration with commercial partners for identifying new business models, can be translated into research and innovation for commercial benefit by creative enterprises.
- Culture Mile has the potential to provide opportunities that are linked by a digital thread – one that joins risk-taking arts and cultural organisations with commercial creative enterprises and takes advantage of the strengths in digital content and technical disciplines in the City to drive future innovation in creative content and services
- Culture Mile brings together culture, commerce, technology, learning and research and can act as a hub and a catalyst for creative innovation in London and the UK as a whole accelerating the creative 'collisions' between cultural and commercial partners. This provides an opportunity to create new services, immersive experiences and innovative applications of data analytics.
- By supporting a thriving creative enterprise sector where businesses in other sectors are also close to the creativity and innovative know-how that gives them the competitive edge, Culture Mile is likely to harness

more economic growth and create more creative jobs that are likely to be resilient against threats of automation. A stronger creative enterprise offer will create a stronger corporate sector too.

- By supporting fusion skills development for young people from the most disadvantaged London communities, Culture Mile will create a talent pool of young people from diverse backgrounds, responding to the desire from businesses to diversify their workforces, addressing the skills gaps and contributing to social mobility.
- A stronger creative enterprise offer will create spillovers that benefit a broad range of businesses – including finance and professional service firms
- This process will build the resilience and broaden the reputation of the Square Mile from that of solely a financial centre to a global hub of culture and commerce

By aligning existing economic and cultural strategies to exploit the City's unmatched combination of cultural assets, infrastructure, connectivity and talent, Culture Mile could attract creative businesses, including larger creative, media and technology firms that may not have considered the City as a potential location before. This could have a transformative effect on demand, innovation and supply chains across the creative industries. Successfully promoting culture as a driver of the creative economy will first underpin and then strengthen the 'mixed economy' model of Culture Mile, emphasising the economic and social value of both the consumption and production of culture.

# RECOMMENDED ACTIONS

To address this opportunity, this report sets out a series of recommendations which will combine to strengthen the resilience of the City: growing creative enterprise and creative employment as a way to help mitigate external economic threats to the prosperity of businesses and social mobility of residents and priority communities. Reshaping existing perceptions of the City will form the basis of a new place narrative for Culture Mile and establish it as a London's 'creative innovation district'. Recommended actions are:

## **Create a strong sense of place**

1. Develop a shared narrative and messages to change perceptions of the City; build upon and promote the spatial ecology of Culture Mile; and connect creative enterprises to global financial markets
2. Provide landlords with research to back qualitative evidence that maintaining a mix of uses and independent retail, food and beverage outlets drives take up and maintains rental values
3. Continue to deliver arts engagement work with communities (residents, students, workers and visitors) in the City of London, and in other London boroughs, to build and promote Culture Mile's cultural and creative enterprise offer

## **Secure the distinctive ecology**

4. Encourage private sector investment in the development of workspace and production facilities for creative enterprise
5. Consider the opportunities for developing creative workspace and production infrastructure in capital developments within Culture Mile
6. Align digital infrastructure developments and explore opportunities to connect with GLA and DCMS to promote the City's capabilities
7. Embed measures in City of London Corporation planning policy to protect the existing range of informal and formal performance spaces
8. Align planning policy, supplementary planning guidance and spatial regeneration frameworks to take account of demand for flexible, project-based and affordable space from creative enterprises and facilitate its delivery
9. Provide forums in which investors, developers and City Corporation planners can engage with cultural and creative businesses to ensure that design of new cultural venues, production facilities and office space reflects needs and growth opportunities of creative enterprises
10. Work with developers and workspace providers to develop an offer that takes into account a range of creative enterprise uses, from start up to larger short-term projects

### **Attract talent, create jobs and support social mobility**

11. Promote Culture Mile as a 'sandbox' for creative innovation, working with a range of public sector funders and private investors and in partnership with creative clusters in other parts of London and the UK to translate new creative forms and technology, developed through public funding of risk-taking arts and culture, into commercial Intellectual Property for exploitation by UK creative enterprises
12. Create collaborative initiatives and bids for innovation in AI, design, digital and immersive technologies – e.g., for ACE, AHRC, UK Research & Innovation and other funding for research and innovation in cultural and creative content and production methodologies – to further opportunities in cultural production and cross-sectoral working for creative enterprises, digital businesses and core partners in Culture Mile
13. Put in place a business support framework that optimises take up of existing enterprise, investment and employment support amongst creative enterprises and looks for investment to provide more tailored programmes that meet specific needs not addressed in generic provision

14. Provide skills training, building upon existing learning initiatives (Culture Mile Learning 'Fusion Skills' programmes and City of London Family of Schools), collaborating with private sector investors and leveraging public funding to develop tailored skills support for creative enterprises and to develop transferable skills and promote work experience and employment opportunities in new 'fused' occupations among target communities
15. Support networking, including hosting local events in partnership with national partners with no existing 'footprint' in Culture Mile – e.g., National Film & Television School, Creative England, Digital Catapult, Design Council, Innovate UK – to promote collaboration and knowledge exchange by creative enterprises in and around Culture Mile
16. Develop frameworks and formal agreements for collaboration between the City of London Family of Schools, FE and HE in support of creative enterprise and innovation in Culture Mile and the City of London

### **Drive inward investment**

17. Develop a suite of marketing material to promote Culture Mile and the City as a place whose distinctive ecology, outstanding infrastructure and connectivity provides unmatched access both to creative and digital talent and to global markets
18. Engage investment promotion agencies in London and national government in promoting Culture Mile to creative and digital investors
19. Maintain and promote a directory of affordable office and production space for both longer tenures and 'meanwhile' uses

# ESTABLISHING CULTURE MILE AS A HUB OF CREATIVITY, ENTERPRISE AND INNOVATION THAT DELIVERS ECONOMIC GROWTH AND SOCIAL MOBILITY FOR LONDON

## Outcomes



## Conditions



## Recommended Actions

1. Continue to deliver arts engagement work with communities (residents, students, workers and visitors in the City of London and in other London boroughs), to build and promote Culture Mile's offer
2. Develop a shared narrative and set of messages to change perceptions of the City
3. Provide landlords with research to back qualitative evidence that maintaining a mix of uses and independent retail, food and beverage outlets drives take up and maintains retail values
4. Encourage increased private sector investment in development of workspace and production facilities for creative enterprise
5. Consider the opportunities for developing creative workspace and production infrastructure in capital developments within Culture Mile
6. Align the digital infrastructure developments and explore the opportunities to connect with the GLA and DCMS to promote the City's capabilities
7. Embed measures in City of London Corporation planning policy to protect the existing range of informal and formal performance space
8. Align planning policy supplementary planning guidance and spacial regeneration frameworks to take account of demand for flexible, project-based and affordable space for creative enterprises and facilitate its delivery
9. Provide forums in which investors, developers and City Corporation planners can engage with cultural and creative businesses to ensure that design of new cultural venues, production facilities and office spaces reflects needs of creative enterprises
10. Work with developers and workspace providers to develop an offer that takes into account a range of creative enterprises uses from start-up to larger short-term projects
11. Develop a suite of marketing material to promote Culture Mile and the City as a location for creative enterprise
12. Engage investment promotion agencies in London and national government in promoting Culture Mile to creative and digital investors
13. Maintain and promote a directory of affordable office and production space for both longer tenures and 'meanwhile' uses
14. Promote Culture Mile as a 'sandbox' for creative innovation to translate new creative forms and technology, developed through public funding of risk-taking arts and culture, into commercial Intellectual Property for exploitation by UK creative enterprises
15. Support networking events to promote collaboration and knowledge exchange by creative enterprises in and around Culture Mile
16. Create collaborative initiatives and bids for research and innovation to further opportunities in cultural production and cross-sector working
17. Put in place a business support framework for creative enterprise
18. Provide skills training, building upon existing learning initiatives (Culture Mile Learning 'Fusion Skills' programmes and City of London Family of Schools) and promote employment opportunities in new 'fusion' occupations among priorities communities
19. Develop frameworks and formal agreements for collaboration between City of London Academies, FE colleges and universities in support of creative enterprise and innovation in Culture Mile and the City of London

## Current Context







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**For Culture Mile: led by**

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A Culture Mile collaboration including  
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Guildhall School of Music & Drama  
Museum of London  
London Symphony Orchestra  
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