



Foreword

I am excited to be sharing this BID proposal with businesses across the Culture Mile area.

For the last couple of years I have been working with local businesses and the City of London Corporation to help shape the plans for a BID for this unique part of the Square Mile. It's been a rewarding process, seeing first hand the power of collaboration, with businesses working closely together, sharing aspirations, finding areas of common ground and developing a shared and ambitious vision for the Culture Mile area. It's been a collective effort to get to this point and I would like to thank the very many people who have contributed – my fellow board members, the steering groups, residents, ward members, those who participated in the Perception Analysis and the City of London Corporation.

A BID for the Culture Mile represents a huge opportunity for businesses. Not only would it secure a multi-million pound investment, it helps turn collective will into collective action. As we face multiple opportunities (and challenges) there has never been a better time for us to work together. As a collective we can achieve more, deliver more and help to supercharge the renaissance of the Square Mile.

Before my business relocated to the Culture Mile area, we were based in Westminster and I was fortunate to be involved in the development of the Victoria Westminster BID – I have seen for myself the power of partnership. BIDs are a tried and tested model to bring businesses together and can drive ambitious and transformational agendas. Now there are more than 70 across London, and already four in the City.

In terms of overall investment – across the UK over £130m of levy income is invested by BIDs each year. More than 35% of that total amount is raised by London BIDs.

BIDs are big, strategic players in London. They are ambitious and are maximising the positive impacts they can have. They have the resources and strategic outlook to make a significant difference. So much more than operational organisations focused on clean, green, safe and secure (although these things are important). London's BIDs are key delivery partners, well placed to leverage additional funding, and are taking on a vital role in shaping our capital city, with a powerful voice and significant influence.

For Culture Mile, we have listened to local businesses and wider stakeholders and you have shaped this proposal. This fascinating area has a diverse, creative and vibrant business mix and an engaged and active residential population, and we have the opportunity to bring our community, cultural and corporate businesses closer together, maximising the potential for creative collaboration and growth.

I hope businesses seize this significant opportunity. In the coming months as we approach the ballot we will be out and about, meeting businesses and sharing this vision. I hope you see the potential for this BID and vote yes at the ballot. A positive outcome will secure this ambitious blueprint and help provide a platform for growth for all businesses that call Culture Mile home.

Andrew Smith, Chair Culture Mile Partnership

Cover photo credit: Joshua Idehen performs Oi Barman at Culture Mile Nights © Culture Mile / Odera Okoye

Introduction

The City of London has never been a place that has stood still, and while its calling card for centuries has been its role as a business hub, it has always been able to adapt and respond to change.

This newly proposed BID reflects this adaptability and resilience. New challenges and opportunities in the wake of the UK's exit from the European Union, the COVID pandemic and climate change, are demanding innovative solutions. Culture Mile creates an opportunity to fully unleash the power of our valuable creative sector and maximise opportunities for collaboration with businesses and communities across the area.

Through this new proposed BID – which would be the fifth for the Square Mile – the power of public and private sector partnership would be fully realised for this unique area. This is about working together to enhance and advance the City, not about duplication or the private sector stepping in to plug gaps in public sector financing. BIDs provide us with a progressive model for partnership working that ultimately enables us to deliver more and support more businesses across the Square Mile.

The City Corporation has a close relationship with the Square Mile BIDs, and as the BID body and the proposer, we can work side by side with the BIDs to ensure activities complement the work of the City Corporation and add maximum value to our work across the area. The launch of the City Corporation's new Destination City programme, supporting our work to shift perceptions about the Square Mile, attract new audiences and

ensure the City evolves to remain a world-class destination, aligns well with the aspirations of the Culture Mile BID. BIDs are business led bodies, but I'm confident that collectively we can secure the best outcomes for all: workers, visitors, investors, and residents alike.

The City Corporation is a big supporter of BIDs, which started with the now well-established BIDs in Cheapside and Aldgate both delivering great results for local businesses and the wider community. Our two newest BIDs in the EC area and Fleet Street Quarter went live in April of this year. Should the Culture Mile BID be successful when it goes to ballot shortly, these five BIDs will be generating an aggregate BID levy income of around £9 million per year, with this investment supporting projects and programmes identified by the local business communities as priorities.

The opportunity for all stakeholders within Culture Mile is significant, and I am excited about what we will be able to do working together. This BID Proposal sets out an exciting multi-million pound investment plan and I hope the business community supports the vision. Together we can be stronger and this blueprint brings the vision to life.

Keith Bottomley, Deputy Policy Chairman, Chairman of the City BIDs Strategic Partnership

The Culture Mile in numbers

6,472 businesses trading and/or registered in the area as of July 2022

50,000 average weekday swipes in and out of Farringdon and Moorgate stations combined

140+ trains per hour at the busiest time in Farringdon Station

A key interchange station connecting the Elizabeth Line, the Tube and Thameslink. With direct links to St Pancras International and to Gatwick, Heathrow and Luton Airports

84,000 sqm+

of public space and privately owned publicly accessible space

1.5 million

extra people within a 45-minute commute of central London due toThe Elizabeth Line

The Culture Mile is one of the largest residential areas in the city at around 40%

22% of the total Square Mile and 29% of its public realm offer

5,400+ events and exhibitions were produced by the area's cultural organisations in 2019

2.5 million+ people attended and participated in these during that year

Over £0.5bn committed to transformational projects in the area including the relocation of the Museum of London, the renewal of the Barbican Centre and substantial public realm changes

88% of visitors would come back to the area for a night out

79% agreed that the area was more vibrant and creative than they had previously realized

At 29%, the Culture Mile boasts a more generous public realm offer than other parts of the city

The densest concentration of blue plaques and listed buildings in the UK



Commitment to Our Communities

Collaboration sits at the heart of the BID model. Understanding the value that each member of our community can contribute to projects is vital. We want to harness the potential of all the communities that make up the Culture Mile area, unlocking new opportunities for all.

Therefore, culture and creativity can be transformative tools that bring businesses, visitors and residents together, create wellbeing and develop a connected community that has a shared sense of pride. The Culture Mile BID will be able to do more, support area wide enhancement and amplify the significant assets we have throughout the Culture Mile area.

What we've heard from you

Our BID proposal is shaped and guided by our communities and we are committed to developing a BID Proposal that responds to the current needs of organisations and stakeholder groups across the BID area.

In recent months we have undertaken a comprehensive consultation exercise in the form of a Perception Analysis to ascertain the key priorities that stakeholders in the area are most interested in.

Based on the results of the Perception Analysis we have developed this BID proposal to meet and deliver on your concerns. One key question was "Do you support the Principal of a BID?" Overwhelmingly the response was positive and highlights a strong desire to bring together business partners in the Culture Mile area.

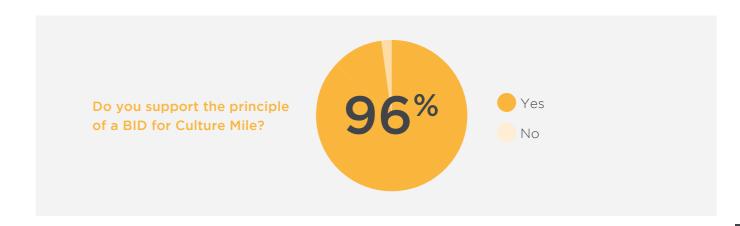
Priorities that you, our business community identified in the Perception Analysis are:

Developing a sustainable environment

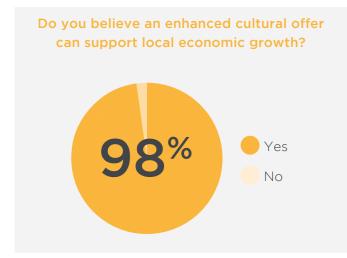
Working together to build a better connected business community

Harnessing the area's culture to build a vibrant streetscape

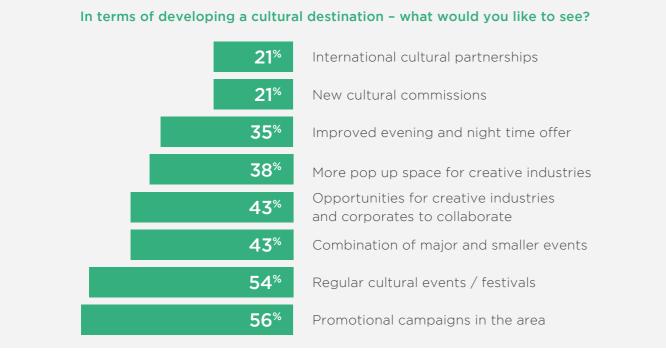
Building the area into a major destination for visitors and to retain and attract investment

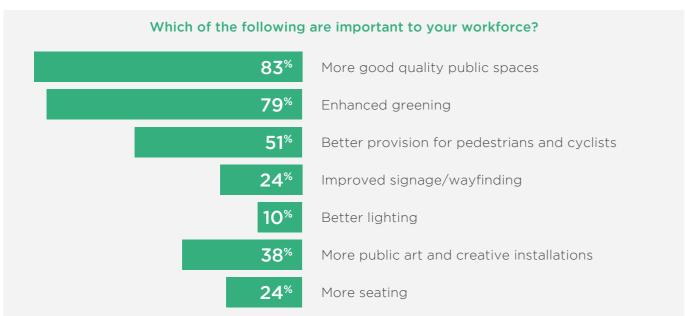


Key findings





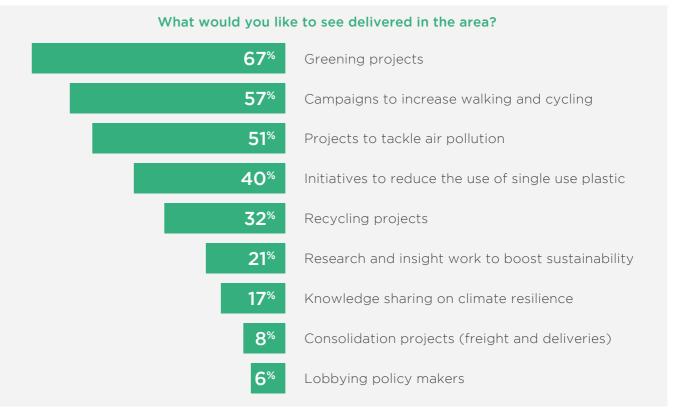














From the survey responses and ongoing conversations with businesses we have developed four overarching themes that underpin this BID Proposal and it is these that will guide future work:

- Create a more environmentally sustainable business district and tackle climate change in line with the City Corporations targets, specifically those within the Climate Action Strategy 2020-2027.
- Drive the continued post-pandemic recovery by supporting the return of office occupiers to the workplace, reviving international tourism, addressing recruitment challenges in the hospitality sector and helping the local economy adapt to new consumer profiles/behaviour.
- Maintain our role as an important bridge between the private and public sector, enabling partnerships that drive positive change not only in the BID area but the wider community too. We recognise that the area benefits from a vibrant and diverse community, with many residents who add real value to the area and its businesses. The partnership created by the BID will extend to all stakeholders.
- Use the collective strength of the BIDs in the City to lobby for continued local and central government investment in the CM BID area, keeping the Square Mile at the forefront of our economy.



1. Sustainable Environment

As a valued partner in the delivery of the City of London Corporation's Climate Action Strategy, the BID will drive an ambitious sustainability agenda in line with UN Sustainable Development Goals and play an integral part in making the City greener, cleaner, less polluting, and more resilient. It will partner with Transport for London, the GLA, landowners and other bodies to drive and realise ambitions, and invest in projects and programmes that find better ways to do business in more sustainable, climate resilient ways.

Objectives for 2023-2028:

- Create a roadmap and a practical toolkit for the area's businesses to help them on the transition to net zero
- Leverage the combined purchasing power of the area's businesses to negotiate renewable energy tariffs for the area's large businesses and for SMEs
- Support a significant increase in on-street planting throughout the area, with robust designs that improve biodiversity, provide sustainable drainage and cool streets
- Work with the City of London Corporation to identify and bring forward improved routes and infrastructure for active travel, and promote these alongside existing walking and cycling options
- Establish collective services for businesses that reduce vehicular traffic, including freight consolidation and recycling
- Campaign to improve air quality and work with the City of London Corporation and partners such as the Cross River Partnership to address levels of carbon emissions in Beech Street

- Create a consultative body to engage with the City on the climate credentials of new development proposals and encourage sustainable design standards
- Commission a Green Infrastructure audit



2. Connected Business Community

The BID will help the area's businesses to make new connections, provide a means to collectively address challenges to business growth and help to unlock the huge potential for innovation across the area. It will provide practical opportunities for people working in the area to collaborate and learn. It will champion diversity, inclusion, and social mobility while providing a bridge between commerce and culture.

Objectives for 2023-2028:

- Create a business directory to connect the area's diverse business sectors
- Develop an events programme for networking and skills and knowledge sharing, such as workshops, pitching sessions and talks
- Share good practice around common issues and challenges - such as wellbeing, talent development and EDI
- Bring business professionals together outside of their own offices for activities such as fitness, wellbeing, cultural events, arts and crafts and mindfulness
- Launch a mentoring scheme, a buddy system for workers new to the area and a service to connect businesses to the talents of London's creative SMEs and freelancers
- Promote events and activities happening across the area through a centralised approach to marketing and communications
- Share footfall and economic insight data with our members, helping them adapt to changing consumer behaviour

- Matchmake local resident needs with relevant business offers to increase direct support 'on the doorstep' for residential communities
- Develop a similar programme connecting businesses, schools and colleges - through workplace visits, work experience opportunities, careers advice and apprenticeships - in partnership with Culture Mile Learning



3. Inspiring Places

The BID will drive a high-quality placemaking programme to bring vibrancy to the streetscape and deliver a culture-led public realm – stimulating imaginations and supporting wellbeing and productivity. It will ensure that Culture Mile's significance as an area is clear to the talent that does business here and to companies looking to relocate to and to invest in the area. The BID will take action to improve wayfinding, highlight the area's remarkable heritage, and support its independent retail and hospitality offer to thrive.

Objectives for 2023-2028:

- Develop a Public Realm Vision for the area that maps public and private spaces and opportunities for activation and enhancement, building on the City of London Corporation's Culture Mile Look & Feel Strategy of 2018
- Carry out an access and inclusion review, to identify how Culture Mile can be welcoming, inclusive and safe for all those coming into the area – and apply its findings
- Create business-led advisory groups with which the City of London Corporation can engage on public realm developments in the area
- Work with the City of London Corporation, developers and office occupants to create substantially more and better green spaces that are more discoverable and biodiverse, and create more areas for relaxation and respite, improve street lighting and apply design-out-crime principles to public realm improvements
- Strengthen the area's independent retail, leisure, hospitality and creative business sectors - through influencing policy, showcasing sector talent, creating a loyalty scheme, making links to training and investment and providing advice and access to data
- Deliver high-quality wayfinding and creative popups across Smithfield, Moorgate and around the Barbican, mitigating the impact on those travelling

- through the area of the construction works being delivered over this period, in partnership with City of London Corporation
- Provide updates to the business community on these projects and represent its needs and concerns back to the City of London Corporation
- Create a Safety group to coordinate the needs of businesses, visitors and residents around the area's late evening economy
- Deploy an on-street Ambassador team to monitor, report and resolve environmental issues and street defects on a daily basis
- Arrange street cleaning services to ensure the area is kept clean and well presented



4. Cultural Destination

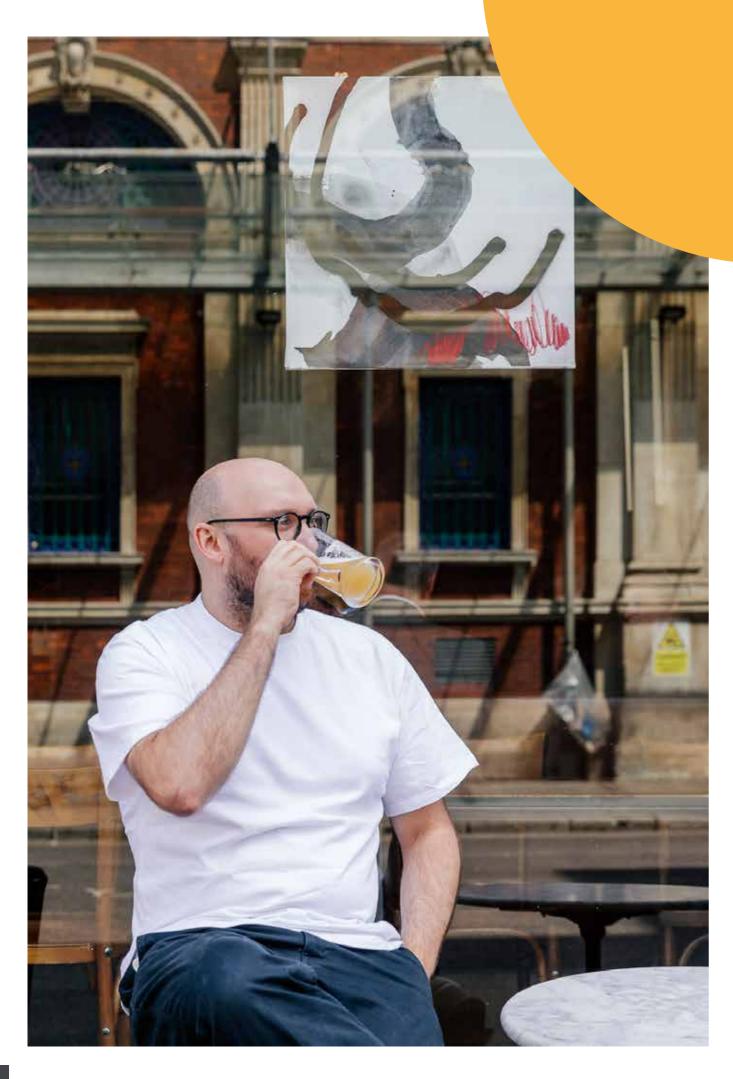
The BID will work within the City of London Corporation's Destination City approach and with the area's world-class cultural institutions to promote Culture Mile as a major UK destination for culture and leisure. It will support the area's visitor base to increase and become more diverse by bringing great arts experiences to more people – so enriching people's perceptions of the area, boosting the local economy and helping retail and hospitality businesses to thrive.

Objectives for 2023-2028:

- Be an active partner in major Destination City events that drive footfall, boost the local economy and reflect the heritage and cultural strength of Culture Mile
- Join in with London-wide festivals and central London culture and leisure events and cocommission other creative experiences that inspire visitors, promote wellbeing and inclusion, and reflect Culture Mile as a great place for work and leisure
- Support the development of a weekday late evening offering, particularly around Smithfield and Long Lane
- Work with organisations such as London & Partners and BusinessLDN to revive international tourism and investment, participate in pan-London domestic tourism campaigns, and partner with platforms such as OnECity and the In the City app to promote the area's destination venues and activities
- Help more people discover, explore and enjoy the area through events, maps, walking routes, digital content and creative marketing
- Provide a 'What's On' service to the area's businesses, including content for company newsletters and intranets
- Commission research on the area's visitors, the quality of their experience, and strategic opportunities to grow both the offer and the visitor base

- Commission artists to engage the public with the area's remarkable heritage in creative ways
- Employ on-street Ambassadors to provide a multilingual welcome and information service to visitors, working alongside the City of London Corporation's Destination Team
- Develop programmes to support night safety, so helping to grow the nighttime economy
- Collaborate with the City of London Police, the area's businesses and landowners to build collective resilience to terrorism and civil emergencies and provide reassurance to the public





Cross-Cutting Idea: Culture

The Partnership recognises the world class quality of the area's cultural offer, and as the City of London Corporation launches its Destination City approach in support of the City's preeminence as a place to visit and do business post the pandemic, we are convinced that this distinctive ingredient of Culture Mile can be central to the long-term success of the area.

Culture, in all its forms, is what makes urban places successful. Links between culture and commerce engender the creativity that is increasingly essential to commercial competitiveness and success. Culture can also be a powerful means to invite the communities of Culture Mile to be heard and to get involved as the BID begins its journey.

In its first term, the Culture Mile BID will aim to deliver fully in each of its 4 Strategic Themes - and go further, particularly around culture. We have a unique opportunity to create a BID that uses culture as a catalyst so that the area, and the businesses within it, can become more successful and distinctive. This is not culture as a decoration around 'the important stuff'; this is about hardwiring culture into the BID's approach so that it delivers tangible benefits for the communities in and of the area. Our approach to culture will, over time, help businesses attract opportunity and innovate, and it will be central to the creation of a vibrant environment where talent wants to be.

This means that during 2023-28 we will:

- Apply creative thinking in relation to all of the BID's 4 Strategic Themes and find opportunities to use culture to enhance quality and drive results
- Ensure cultural programmes and events commissioned by the BID are designed with the interests of the area's businesses in mind, and with local business representatives involved in oversight and decision-making
- Explore how the BID's cultural activities can amplify wider interests and those of the area's business community, by - for example - using the huge interest in sustainability as a commissioning brief for artworks and events
- Bring artists and creative thinking into wayfinding, pop-ups and public realm designs where possible and appropriate, so reflecting Culture Mile's creative DNA

- Ensure that the leaders of the area's cultural organisations which are, of course, among the area's major businesses are invited to join the Board of the new BID
- Test and develop ways to widen and deepen engagement of the area's businesses with the cultural organisations in the area - as participants, audiences and partners
- Ensure our BID compliments and contributes to the work of the City of London Destination City Initiative.

Governance

Business Improvement Districts (BIDs) have numerous advantages for the area in which they operate as they aim to reduce crime and anti-social behaviour, drive economic growth and trade, improve social wellbeing, provide a voice for local businesses and enhance the public realm through investment in capital projects and place management. There are over 300 formal BIDs in the UK, with more than 70 of those in London alone.

BIDs are a tried and tested model for generating private sector investment and supporting shared goals. It is a transparent model for delivering change with a clear governance structure.

Business and Community Together

The Culture Mile BID wants to work collaboratively with its residential communities, recognising the valuable contribution the wider community makes to the vibrancy and identity of the area. We want to develop a framework for meaningful engagement, which enables residents to feed into the work of the BID, not simply be informed of its plans. This could take the form of a Community Forum, facilitated by the BID, resident involvement with steering groups and agreed channels of communication between the BID and residential communities, working closely with ward member and resident associations. We want to develop the specific mechanics through dialogue with residents but want to make it clear that we are committed to working hand in hand with residents. Collaboration, diversity and community will be the bedrock of our BID.

The CM BID Board

The CM BID Board will be made up of 10-12 director level representatives from the different sectors that make up the BID levy paying community to ensure balanced representation around the table. Observers will be invited from other key stakeholders. An elected ward member from the City of London Corporation and officer will be appointed to sit on the board.

Once the board has been elected a chair and vice chair will be appointed. The chairperson will be nominated by the board on a two year basis.

The Board will be supported by a number of steering groups which oversee the delivery of activity, these will be made up of representatives from the wider stakeholder community.

The BID finances will be independently audited and reviewed each year, and these will be presented at the AGM.

The Executive Team

The Board will be supported by an Executive Team. It is proposed that the Executive Team and associated costs are primarily met through voluntary contributions received and not from the core levy generated.

It is the intention that following a successful ballot outcome the Culture Mile BID will appoint Primera to manage and deliver the BID's proposed activities, with an initial 12 month contract. The strategic leadership will be provided by the Primera executive team.

The BID Levy Explained

The CM BID BID proposes to charge a levy on all eligible businesses occupying a property with a rateable value equal to or greater than £200,000.

Business Improvement District (BIDs) are business led collectives developed in order to improve a geographically specific area. They come in to being once a majority "yes" vote both on number of votes and aggregate rateable value is achieved from the business community. The BID process is governed by The Business Improvement Districts (England) Regulations 2004 and as such, once a majority vote has been achieved, the BID levy becomes mandatory for all defined ratepayers.

BID Levy Rules

- 1. The Culture Mile BID proposes a 1% levy, fixed for 5 years, charged to all business with a rateable value equal to or greater than £200,000.
- 2. The rateable value(RV) will be based on the official Valuation Office list at 31 March 2023. Any hereditaments entering the ratings list after the 31 March 2023 will be levied at 1% from 01 April 2023 or the date the hereditament was first valued. This RV is then fixed for the BID term.
- 3. The BID process is governed by Government legislation and regulations. As such, once a majority vote has been achieved; the BID levy becomes mandatory on all defined ratepayers.
- 4. The levy will be charged annually in advance for each chargeable period from April to March, starting on the 1stApril 2023. Charging will be based on an annual register of liable parties that will be derived from the Valuation Office Agency data as at the fixed valuation date annually.
- 5. Any adjustments to the rateable values will only be applied to the BID levy at the start of the subsequent year.

- 6. The levy is an annual charge payable in advance and no retrospective refunds will be made should the valuation of the property subsequently change.
- 7. The term of the BID will be for a period of five years from the 1st April 2023.
- 8. A threshold of rateable value will be applied, exempting any business hereditament within the defined BID area falling below this rateable value. The threshold for Culture Mile BID is £200,000.
- 9. The BID levy may increase by an annual uplift fixed at 2.5%. The Board will be required to decide on whether to apply an increment based on an annual review and prevailing economic conditions. The financial table included in this document assumes an increment from year 3 of the BID term.
- 10. Charities receiving mandatory charitable relief will receive 80% relief on their BID levy.
- 11. There will be no VAT charged on the BID levy.
- 12. The levy per hereditament will be capped at £40.000.
- 13. The threshold difference reflects the current and projected rate of commercial growth in the BID area.



Budget

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	TOTAL
INCOME	£	£		£	£	£
BID Levy Income (assuming 95% Collection)	1,800,000	1,800,000	1,872,000	1,946,880	2,024,755	9,443,635
Voluntary Income and Sponsorship	50,000	50,000	50,000	50,000	50,000	250,000
Total	1,850,000	1,850,000	1,922,000	1,996,880	2,074,755	9,693,635

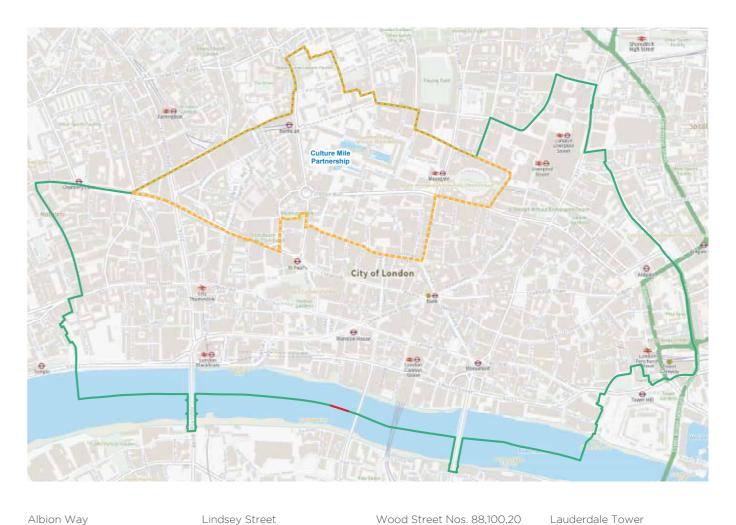
EXPENDITURE	£	£	£	£	£	£
Sustainable Environment	360,000	360,000	374,400	389,376	404,951	1,888,727
Connected Community	270,000	270,000	280,800	292,032	303,713	1,416,545
Inspiring Places	234,000	234,000	243,360	253,094	263,218	1,227,673
Cultural Destination	540,000	540,000	561,600	584,064	607,427	2,833,091
Staffing*	200,000	200,000	208,000	216,320	224,973	1,049,293
Overheads**	150,000	150,000	156,000	162,240	168,730	786,970
Contingency**	96,000	96,000	97,840	99,754	101,745	491,338
Total	1,850,000	1,850,000	1,922,000	1,996,880	2,074,756	9,693,636

^{*} met firstly by voluntary contributions

From Year 3 onwards a 4% inflationary increase has been incorporated

BID Boundary





Albion Way Aldersgate Baltic Street Bartholomew Cl Basinghall Avenue Beech Street Buyers Walk Poultry No. 329 Buyers Walk West No. 25 Carthusian Street Central Markets No. 307 Charterhouse Street Chiswell Street Cloth Fair Cock lane Coleman Street No.1 E Poultry Ave Fann St Farringdon Street Nos; 47,48,336,339 Fore St Avenue Golden Lane Goswell Road Grand Avenue Holborn Viaduct Hosier lane Kinghorn St

Little Britain London Wall Nos. One; 1, 2,34,118 Long Lane Love Lane Middle Street Middle Street Milton Street Monkwell Street Square Montague Moor Lane Moorfields Moorgate Nos. 91,93,74,80,82,86,101, 105,187,141,94,143,142, 100,155,167,110,112,116, 128,142-171 Newbury street No. 2 Barbican High Walk Ropemaker Street Silk Street Smithfield Street Snow Hill W Poultry Ave West Smithfield

Wood Street Nos. 88,100,20 (37,45 &50 added) Aldermabury Square Aldermanbury Barbican Barbican Station Basinghall Street Bastion Highwalk Brewers Hall Garden Bridgewater Square 1 & 6 Broad Street Place 6 Charterhouse Square, 33-43, Cloth Court Cloth Street East Passage Eldon Street 15-28 Finsbury Circus Fore Street Giltspur Street Gresham Street (odd Numbers) Greyfriars passage Guildhall Yard Half Moon Court Hayne Street King Edward Street 2

Lauderdale Tower London Wall (Museum of London) London Wall 1, 114, 115, 116-117, London Wall 120 Moor House London Wall 125 Alban Gate London Wall 140 Bastion House London Wall Buildings London Wall Place 1, 2, 3 & 4 London Wall Salisbury House Masons Avenue Moorgate (odd numbers) Moorgate 76, 78, 84, 88-92, Moorgate Station Newgate Street 114-126 Noble Street Oat Lane Shaftesbury Place Shoe Lane 63 Snow Hill Court South Place 11, 13-14, 16 White Lyon Court 1 & 3 Whitecross Street 57

^{**} includes all statutory obligations such as Annual Audit, Insurance and Local Authority cost of collecting Levy

^{***} Statutory 5% contingency to cover unpaid levy and Levy Fluctuations



Businesses in the Culture Mile BID area will now be asked to vote on whether they endorse this proposal with a simple 'yes' or 'no' during a formal ballot.

The City of London is responsible for managing the process and sends out a ballot paper to each eligible business.

It is important that each business nominates a named contact who will receive the ballot paper and is authorised to vote on behalf of that organisation.

For any BID to proceed, two independent outcomes must be satisfied:

- Those voting in favour must exceed those voting against in terms of number of votes cast (essentially 51% of votes are 'yes').
- The total rateable value of those properties/ hereditaments voting in favour must exceed the total rateable value of those voting against i.e. the aggregate rateable value of 'yes' votes must also be 51% or above.

All you need to do now is:

- Take time to read, understand and consider what the BID Proposal means to your business.
- Discuss within your organisation and please ask your voter contact to get in touch with us.
- Prepare for your notice of ballot which will be sent to you no later than 26th January 2023.
- All voting papers must be returned by 23rd February 2023.

Remember that voting YES will deliver the services in this plan to your business and the area. The result will be announced on 24th February 2023.

BIDS in numbers

UK'S 1ST BID ESTABLISHED IN KINGSTON IN 2005



2,754 MEMBERS
OF BID BOARDS ACROSS
THE COUNTRY





nationally, the Levy money invested in Bids is £145,760

£46M+
TOTAL ANNUAL
LEVY INCOME
IN LONDON



50 NEW BIDS
IN DEVELOPMENT
ACROSS THE UK WITH
5 IN LONDON

4 BIDS IN THE CITY OF LONDON SQUARE MILE

(Data source - British BIDs Annual Report 2021 and Spring Report 2022)



culturemilebid.co.uk

