

Marianne Locke  
Divisional Director of Community and Cultural Services  
London Borough of Harrow  
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Harrow  
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Tuesday 8 December 2015

Dear Marianne

Thank you for sharing with us your plans for the development of arts and heritage services in Harrow.

The outline plans meet many of Arts Council England's objectives as set out in our mission document 'Great art and culture for everyone'.

We particularly welcome the addition of work space for the creative industries. At a time when the numbers of work spaces in London are shrinking we see this as a very positive step. Your vision for a holistic offer based around a rejuvenated arts centre with a multi-screen cinema, theatre, gallery, development of the historic Elliott Hall and a mix of restaurants and other retail can only enhance this potential development as a cultural destination, and we would be supportive of such a development in Harrow to serve its communities and those of neighbouring boroughs. Place based investment of this nature is something that the Arts Council is considering for the next spending round.

We discussed other models and establishments with multi use facilities and revenue streams. The site layout and combination is, of course, unique to Harrow, but you might find it useful to talk to Rich Mix in Bethnal Green, which has successfully married commercial and subsidised activity on one site. The Chief Executive there is Jane Earl, [Jane.Earl@richmix.org.uk](mailto:Jane.Earl@richmix.org.uk)

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We discussed Wandsworth Borough Council given its continuing implementation of multi-use developments. The Arts Partnership Manager there is Susie Gray, [sjgray@wandsworth.gov.uk](mailto:sjgray@wandsworth.gov.uk)

There may also be useful discussions to be had with the British Library given its experience in business support for creative industries. I have also attached the latest figures for the Enterprising Libraries programme we jointly funded with DCLG and the British Library. The Project Manager at the British Library is Dave Gimson, [david.gimson@bl.uk](mailto:david.gimson@bl.uk)

Please do keep Sophie Lancaster informed of your progress on the development. Thank you again for sharing your plans with us.

With all best wishes



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Cc Sandra Bruce-Gordon

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# Enterprising Libraries: engines of innovation and economic growth

Key findings of an Economic Impact Analysis, April 2013 – March 2015







Business &  
IP Centre  
Network

LIBRARY  
HSILIRB

## Satisfaction

**91%** satisfied (49% very satisfied)  
**93%** would recommend services to others

## Biggest benefits

-  **85%** free access to information/databases
-  **82%** face-to-face support
-  **48%** A 'one stop shop'
-  **37%** Gained confidence to set up/run a business
-  **35%** Acquired new skills
-  **34%** Referred to other business organisations

## Innovation

Within the Business & IP Centre network:

**41%** sought intellectual property advice  
As a result: **11%** registered a patent, **16%** a trade mark, **11%** a design



Capitalises on buildings and knowledge resources within the public library network

Helped to create **1,692** new businesses and **4,178** jobs (**29%** in the Northern Powerhouse)

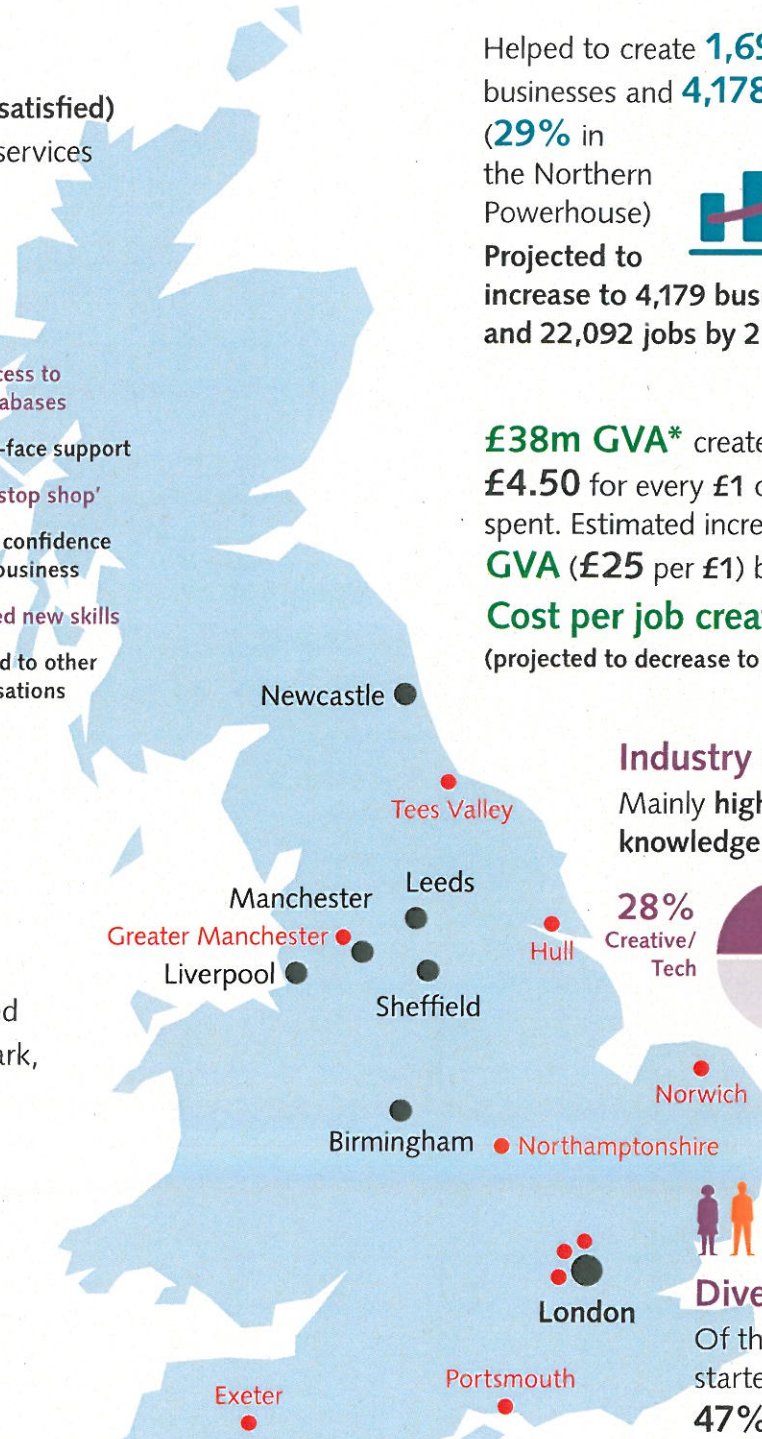
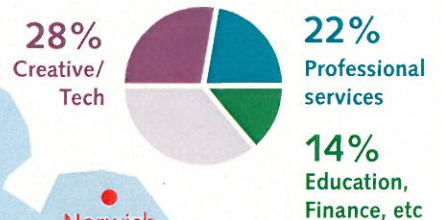


Projected to increase to **4,179** businesses and **22,092** jobs by 2018

**£38m GVA\*** created – a payback of **£4.50** for every **£1** of public money spent. Estimated increase to **£214m GVA** (£25 per £1) by 2018  
**Cost per job created = £2,021** (projected to decrease to £382 by 2018)

## Industry sectors

Mainly high value jobs in knowledge based businesses:



KEY  
● Business & IP Centre Network  
● Satellite project



## Diversity

Of the people who started a new business:  
**47%** were women  
**26%** were black, Asian and minority ethnic  
**25%** were unemployed or made redundant

Source: Economic Impact Analysis by Adroit Economics, based on a survey of 1,623 respondents conducted in March 2015

\*Gross Value Added