PLEASE BRING THIS AGENDA WITH YOU

The Lady Mayor will take the Chair at ONE of the clock in the afternoon precisely.

COMMON COUNCIL

SIR/MADAM,

You are desired to be at a Court of Common Council, at **GUILDHALL**, on **THURSDAY** next, **the 8th day of October, 2026.**

Members of the public can observe the public part of this meeting by visiting The City of London Corporation YouTube Channel

IAN THOMAS CBE,
Town Clerk & Chief Executive.

Guildhall,
Wednesday 30th September 2026

Alexander Barr

Michael Mainelli

} *Aldermen on the Rota*

1 **Apologies**

2 **Declarations by Members under the Code of Conduct in respect of any items on the agenda**

3 **Minutes**

To agree the minutes of the meeting of the Court of Common Council held on 10 September 2026.

For Decision
(Pages 5 - 28)

4 **Election of Chief Commoner**

To elect a Chief Commoner for 2027/28.

Two nominations have been received in accordance with Standing Order No. 18, as follows:

- Shravan Joshi, MBE
- Deputy Deborah Oliver

The candidates' supporting statements are the subject of a printed and circulated report.

(N.B. A notice listing the candidates and their nominees is on display in the Members' Reading Room).

For Decision
(Pages 29 - 30)

5 **Letter**

The Right Honourable the Lady Mayor to lay before the Court a letter of the Lord Mayor Elect declaring his assent to take upon himself that office.

6 **Mayoral Engagements**

The Right Honourable The Lady Mayor to report on her recent engagements.

7 **Policy Statement**

To receive a statement from the Chairman of the Policy and Resources Committee.

8 **Appointments**

9 **Planning and Transportation Committee**

(A) **Reform of Planning Committees - Outcomes and Proposed Implementation**

To consider a proposal in responding to new powers in the Planning and Infrastructure Act 2025 concerning Planning Committee reforms.

For Decision
(Pages 31 - 60)

(B) **Annual On-Street Parking Accounts 2025/26 and Related Funding of Highway Improvements and Schemes**

To consider the annual On-Street Parking Accounts and approve submission to the Mayor of London.

For Decision
(Pages 61 – 66)

10 **Culture, Heritage and Libraries Committee**

To consider a proposal concerning a Cultural Strategy for the City of London.

For Decision
(Pages 67 - 224)

11 **The Freedom of the City**

To consider a circulated list of applications for the Freedom of the City.

For Decision
(Pages 225 - 228)

12 **Motions**

13 **Questions**

14 **Legislation**

To receive a report setting out measures introduced into Parliament which may have an effect on the services provided by the City Corporation.

For Information
(Pages 229 - 230)

15 **Ballot Results**

16 **Resolutions on Retirements, Congratulatory Resolutions, Memorials**

17 **Awards and Prizes**

18 **Docquets for the Hospital Seal**

MOTION

19 **By the Chief Commoner**

That the public be excluded from the meeting for the following items of business below on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 and 5 of Part 1 of Schedule 12A of the Local Government Act, 1972; or, they relate to functions of the Court of Common Council that are not subject to the provisions of Part VA and Schedule 12A of the Local Government Act 1972.

For Decision

20 **Non-Public Minutes**

To agree the non-public minutes of the meeting of the Court held on 10 September 2026.

For Decision
(Pages 231 - 232)

21 **Corporate Services Committee**

To consider a proposal concerning a Director of London Programmes role.

For Decision
(Pages 233 - 236)

22 **Civic Affairs Sub-Committee**

To receive a report setting out action taken under urgency procedure concerning the provision of hospitality.

For Information
(Pages 237 - 238)

23 **Investment Committee**

To receive a report setting out action taken under urgency procedure concerning the sale of City Corporation freehold and long leasehold interests (City Fund and City's Estate)

For Information
(Pages 239 - 242)

Item No: 3

LANGLEY, MAYOR

COURT OF COMMON COUNCIL

10th September 2026
MEMBERS PRESENT

ALDERMEN

Alexander Robertson Martin Barr (Alderman)
Sir Charles Edward Beck Bowman (Alderman)
Professor Emma Edhem (Alderman)
Alison Gowman CBE (Alderman)
Martha Grekos (Alderwoman)
Timothy Russell Hailes (Alderman)
Robert Picton Seymour Howard (Alderman)
Robert Charles Hughes-Penney (Alderman)
Gregory Jones KC (Alderman)
Sir Alastair John Naisbitt King DL (Alderman)
Elizabeth Anne King, BEM JP (Alderwoman)
The Rt Hon. The Lady Mayor, Dame Susan Langley, DBE (Alderwoman)
Tim Levene (Alderman & Sheriff)
Bronek Masojada (Alderman)
Jennette Rachel Newman (Alderwoman)
Sir Andrew Charles Parmley, (Alderman)
Sir William Anthony Bowater Russell (Alderman)

COMMONERS

Joanna Tufuo Abeyie JP MBE
Tana Adkin KC
Munsur Ali
Samapti Bagchi
Shahnan Bakth
Brendan Barns
Matthew Bell
The Honourable Emily Sophia Wedgwood Benn, Deputy
Nicholas Michael Bensted-Smith JP
Keith David Forbes Bottomley, Deputy
Leyla Boulton
Tijs Broeke
Simon Burrows
Timothy Richard Butcher, Deputy
Dominic Gerard Christian
Lesley Cole
Melissa Rachel Collett
Henry Nicholas Almroth Colthurst, Deputy
Bethany Coombs
Anne Corbett, Deputy
Elizabeth Corrin
Karina Dostalova
Simon Duckworth, CBE OBE DL VR
Peter Gerard Dunphy MBE, Deputy
John Ernest Edwards, Deputy
Susan Farrington
Helen Lesley Fentimen OBE JP, Deputy
John Foley
Dawn Frampton
Marianne Bernadette Fredericks, Deputy
Steve Goodman OBE
John Griffiths
Jason Groves
Madush Gupta, Deputy
Mercy Haggerty
Caroline Wilma Haines, Deputy
Josephine Hayes
Christopher Michael Hayward, Deputy
Jaspreet Hodgson, Deputy
Stephen Hodgson
Adam Michael Hogg
Ann Holmes, Deputy
Amy Horscroft
Shravan Jashvantrai Joshi, MBE
Florence Keelson-Anfu
Helen Ladele
Charles Edward Lord, OBE JP
Antony Geoffrey Manchester
Vasiliki Manta
Tessa Marchington
Paul Nicholas Martinelli, Deputy
Tim McNally
Wendy Mead OBE
Andrien Gereith Dominic Meyers, Deputy
Sophia Mooney
Alastair Michael Moss, Deputy
Benjamin Daniel Murphy, Deputy
Deborah Oliver TD, Deputy
Suzanne Ornsby KC
Leyla Ostovar
James Henry George Pollard, Deputy
Jason Paul Pritchard
Nighat Qureishi, Deputy
Anett Rideg
Gaby Robertshaw
David Sales
Sushil Kumar Saluja (Alderman)
Oliver Sells KC, Deputy
Tom Sleigh, Deputy
Sir Michael Snyder
Naresh Hari Sonpar
James St John Davis
Stephanie Steeden
Stuart Peter James Thompson
James Michael Douglas Thomson CBE, Deputy
James Richard Tumbridge
William Upton KC
Matthew Waters
Jacqueline Roberts Webster
Mark Raymond Peter Henry Delano Wheatley
Ceri Wilkins, Deputy
Chief Commoner Philip Woodhouse
Dawn Linsey Wright, Deputy
Irem Yerdelen

1. Apologies — The apologies of those Members unable to attend this meeting of the Court were noted.

2. Declarations — There were none.

3. Minutes — *Resolved,* that the Minutes of the last Court are correctly recorded.

4. Mayoral engagements

The Lady Mayor opened her statement by welcoming back Members and officers after the summer recess. After reflecting on both the occasion of World Suicide Prevention Day and the upcoming 25th anniversary of the September 11 attacks, she informed the Court of her recent overseas to Monaco, and upcoming visits Vietnam, Indonesia, and Singapore. She concluded her remarks by thanking the two Sheriffs - Alderman Robert Hughes-Penney and Deputy Keith Bottomley, as well as their consorts Elspeth and Kevin - for all of their support, encouragement, good humour, and hard work through the year.

5. Policy Statement

In his statement, the Chairman joined the Lady Mayor in welcoming Honourable Members back from the summer break. After highlighting that the upcoming opening of the new London Museum in November, the Chairman provided an update on the City Corporation's activities during the party conference season. The Corporation's engagement would focus on two closely connected priorities – supporting sustainable economic growth across the whole UK and strengthening the economic security on which that growth relied.

6. Appointments

The Court proceeded to consider the following appointments:

(A) **Culture, Heritage & Libraries Committee** (one vacancy)
No contest

Nomination received: -
John Griffiths

Read.

Whereupon the Lady Mayor declared John Griffiths to be appointed to the Culture, Heritage & Libraries Committee.

(B) **Central Foundation Schools for London** (one vacancy)
Despite efforts to fill this longstanding vacancy from within the membership of the Court of Common Council, no nominations had been received. An eligible external candidate had now been identified.

Resolved, that given the Civic Affairs Sub-Committee's responsibility for oversight of outside bodies, authority to consider and approve the City of London Corporation's appointment to Central Foundation Schools for London, be delegated to the Sub-Committee.

Whereupon the Court delegated authority to consider and approve the City of London Corporation's appointment to Central Foundation Schools for London to the Civic Affairs Sub-Committee.

7. **POLICY AND RESOURCES COMMITTEE**

(Deputy Christopher Michael Hayward)

1 September 2026

Bill for an Act of Common Council – Power to Remove the Freedom of the City (Disenfranchisement)

The Court considered a Report of the Policy and Resources Committee concerning the process of removal of the Freedom of the City (disenfranchisement), and the requirement for Bill for an Act of Common Council to effect proposed changes to said process.

Resolved – That the Court of Common Council approves:

- Conferring the power of removal of the Freedom of the City of London (disenfranchisement) upon the Court of Common Council where it considers that removal is appropriate, having regard to the relevant legal principles and the circumstances of the case.
- The draft Bill for an Act of Common Council to effect this change, as set out in Appendix 2 to this Report.

8. Motion

By Deputy Ann Holmes

Holmes, A., Deputy; Oliver, D., TD, Deputy

Motion:-

*"*This Honourable Court resolves that*:*

1) it agrees, in principle, that the position of "Policy Leader" is established, and that the member holding that position is elected by the whole membership of the Court of Common Council; and

2) that the member so elected becomes Chair of the Policy and Resources Committee.

Should 1) and 2) above be agreed, it is further resolved that:

3) officers be instructed to report to the Policy and Resources Committee the changes to Standing Orders and any other associated governance changes necessary to bring the desired outcomes about, in time for these changes to be considered and decided upon by the Court, prior to the elections due to take place at the April 2027 Court of Common Council meeting.*"*

Deputy Holmes introduced her Motion by saying that it sought to make the location of power and lines of accountability transparent by giving an unambiguous title to the Member taking a lead in policymaking and by having them elected by the whole Membership of the Court. The Motion also placed confidence in officers to best advise on implementation.

Deputy Deborah Oliver seconded the Motion, stating that it would ensure that the City of London Corporation's governance arrangements reflected the reality of how leadership was exercised within the City Corporation. The broad description of the role of the Chair of Policy and Resources implied a position extending beyond the remit of leadership of a single Committee and that was where the constitutional question arose. Committees derived their authority from powers delegated from the Court, which remained the sovereign governing body of the City Corporation. The Motion aimed to ensure that authority, accountability, and legitimacy remained properly aligned.

Members proceeded to debate the Motion.

The Chairman of the Policy and Resources Committee said he could not support the Motion. He acknowledged his own term in said office would cease in Spring 2027, he believed that it would not be in the interests of the City Corporation to approve the Motion.

During his tenure, he had simply sought to carry out the role in line with the job description of the Policy Chair: “To provide political leadership for the City of London Corporation”. He had used the phrase “de facto political leader” to help external and international audiences understand the role. The City Corporation’s dual leadership model rested on two fundamentals – the appointment of committees by the Court and the election of Chairs by committees.

The principle of a ‘Policy Leader’ could lead to a move away from the Committee system to an Executive Leadership model. He expressed concern that the principle might inadvertently result in Chairs not being accountable to the Committee they chaired, but to the whole Court, meaning they would potentially be unable to command the confidence of their own Committee.

He felt that a move away from this model would undermine the committee structure. Furthermore, that Members should not be making such significant changes in this manner, and that a sufficient case for change had not been made.. He therefore urged Honourable Members to vote against the Motion.

During debate, several Members spoke to oppose the Motion, agreeing with the Policy Chairman that it could result in Chairs not being able to act with the confidence and support of their Committees, and lead to fundamental and unwelcome changes in the City Corporation’s governance model. For that reason, many felt that the principle, if progressed at all, should be considered as part of ongoing broader reviews into the City Corporation’s governance.

Other Members spoke to support the Motion, suggesting that they felt it would provide greater legitimacy for the Chairman of the Committee to represent the City Corporation as its political leader. Others suggested it would be a more transparent and accountable method of appointment.

C. E. Lord said they supported the principle of introducing a ‘Leader’ role, to be elected by the whole Court as it would give the legitimacy that the Court had heard other Members refer to. However, they were concerned that the Motion had not received a sufficient level of scrutiny, and accordingly proposed that there would be merit to establishing a working party to consider the question.

They felt that an amendment to this effect would give Members the opportunity to consider all of the issues that had been raised so far and would enable the Court to make a decision on a considered basis.

Pursuant to Standing Order 11(7), the Court paused proceedings for five minutes to clarify the terms of such an amendment.

Mr James Tumbridge seconded the Amendment upon confirmation of its terms, as follows:

Lord, C.E.; Tumbridge, J.

“Notwithstanding the provisions of Standing Order 26(1), which requires that any new Sub-Committee or Working Party shall be subject to the approval of the Policy & Resources Committee, and Standing Order 26(2) which sets out the process of appointment for Chairs and Deputy Chairs of Sub-Committees, this Honourable

Court consequently agrees that:

The Policy and Resources Committee be directed to establish a working party comprising:

- *The Chair and Deputy Chair of the Policy and Resources Committee*
- *The Chair and Deputy Chair of the General Purposes Committee of Aldermen*
- *The Chief Commoner*
- *Two Aldermen or Alderwomen (nominated by the General Purposes Committee)*
- *Eight Common Councillors (elected by the whole Court)*

to consider the title, role, and method of election of the Chair of the Policy and Resources Committee and related and ancillary matters, and that the Working Party should report to the Court not later than its meeting in January 2027."

During debate on the amendment, several Members argued that consideration of this matter should be included as part of the broader, ongoing Governance Review. Some Members also opposed the creation of another Working Party, given that there were several currently in operation.

Some expressed concern that the aforementioned Governance Review had not been approved by the Court and consequently sought clarity on what this referred to.

The Chairman of the Policy and Resources Committee responded to provide clarification of policy; the Committee had commissioned a Governance Review under its delegated powers, looking at a range of issues under the oversight of the Assistant Town Clerk. The matters outlined in the Motion and Amendment could be incorporated into this work if Members so wished. There would be an email to all Members circulated by the Assistant Town Clerk in the coming weeks outlining the wide consultative process across the whole Court so that Members could input accordingly.

Members supporting the original Motion spoke to oppose the Amendment as they felt the measures it proposed risked delaying consideration of the matter, beyond the desired timeframe.

Other Members spoke to support the Amendment; they felt it would provide for further scrutiny and consideration and help to gain the confidence of the wider Court for any final proposals.

The Mover concluded the debate on their Amendment, stating the significance of the matter required focus of a dedicated group. They highlighted the positive example of previous Working Parties which had reported directly to the Court on governance matters and said their Amendment would provide for engagement opportunities for all Members, including Aldermen.

Upon being put, the Lady Mayor declared the Amendment to be lost.

The Court returned to debate on the original Motion.

A Member, speaking in support of the Motion, said they felt that such a change would clarify the purpose of the role and enable greater accountability at point of election.

Other Members continued to speak against the Motion, arguing the proposal had been insufficiently considered and risked damaging a system they felt currently worked.

A Member said they felt that the current remit of the Policy and Resources Committee as balanced against the other Grand Committees was incorrect, citing the examples of the Markets Relocation Programme and cultural strategies.

The Policy Chairman assured Members that the Governance Review would be conducted with a full consultation across all the Members of the Court. Whilst the findings and recommendations would be initially submitted to the Policy & Resources Committee, these would then be submitted to the Court for final approval. His position on the Motion before Members today, remained unchanged. The Chairman encouraged people to vote against the Motion.

Deputy Ann Holmes closed the debate by stressing that the Motion concerned a simple principle – making power and accountability transparent. She felt that the individual with the responsibility for policy leadership should be elected by a majority of the Court. She did not see what further information was required today for Members to simply agree with the principle. This was not a debate about implementation, and she was confident that officers would deal with the full arrangements and details following the Court's decision to approve the principle. She therefore asked Members to support the Motion.

Upon the Motion being put, the Lady Mayor declared it to be lost.

A Division being demanded and granted, there appeared:-

For the Affirmative – 35

ALDERMEN

Grekos, M.	King, E.	

COMMONERS

Adkin, T.	Haggerty, M.	Oliver, D., T.D.
Ali, M.	Hayes, J.	Ornsby, S.
Bagchi, S.	Hodgson, J., Deputy	Ostovar, L.
Barns, B.	Hodgson, S.	Pritchard, J.
Bell, M.	Hogg, A.	Sonpar, N.
Boulton, L.	Holmes, A., Deputy	Steeden, S.
Coombs, B.	Lord, C.E., O.B.E.	Thompson, S.P.J.
Corbett, A., Deputy	Manchester, A.	Webster, J.
Farrington, S.	Manta, V.	Wheatley, M.
Foley, J.	McNally, T.	Wilkins, C. , Deputy
Fredericks, M., Deputy	Mead, W.	Woodhouse, P.J.

For the Negative – 53

ALDERMEN

Barr, A.R.M.	Hughes-Penney, R.C.,	Newman, J.R.

	Sheriff	
Bowman, Sir Charles	Jones, G., K.C	Parmley, Sir Andrew
Gowman, A., C.B.E.	King, Sir Alastair Naisbitt, D.L.	Russell, Sir William
Hailes, T.R.	Levene, T.	Saluja, S.
Howard, R.P.S.	Masojada, B.	

COMMONERS

Benn, E., The Hon.	Fentimen, H.L., O.B.E., J.P., Deputy	Mooney, S.
Bensted-Smith, N.M., J.P.	Goodman, S., , O.B.E	Murphy, B.M., Deputy
Bottomley, K.D.F., Sheriff & Deputy	Griffiths, J.	Pollard, J.H.G., Deputy
Broeke, T.	Groves, J.	Qureishi, N., Deputy
Burrows, S.	Gupta, M., Deputy	Robertshaw, G.
Butcher, T., Deputy	Haines, C. W., Deputy	Sales, D.
Cole, L.	Hayward, C.M., Deputy	Sleigh, T., Deputy
Collett, M.R.	Horscroft, A.	Snyder, Sir Michael
Corrin, E.	Joshi, S., M.B.E.	Thomson, J.M.D., C.B.E., Deputy
Dostalova, K.	Ladele, H.	Waters, M.
Duckworth, S., C.B.E., O.B.E., D.L., V.R.	Marchington, T.	Wright, D.L., Deputy
Dunphy, P.G., M.B.E., Deputy	Martinelli, P.N., Deputy	Yerdelen, I.
Edwards, J.E., Deputy	Meyers, A.G.D., Deputy	

Abstentions – 6

ALDERMEN

Edhem, E.

COMMONERS

Abeyie, J.T., M.B.E., J.P.,	St John Davis, J.	Upton, W., K.C
Rideg, A.	Tumbridge, J.	

9. Freedom of the City

The Chamberlain, in pursuance of the Order of this Court, presented a list of the under-mentioned persons, who made applications to be admitted to the Freedom of the City by Redemption.

A Member, noting that the Freedoms Application Sub-Committee was looking at the vetting process for applications for the Freedom, asked the Chairman of the Policy & Resources Committee to commit that any report on this matter would also be referred to the Policy & Resources Committee to ensure that the Freedom of the City of London continued to uphold the highest possible standards.

The Chairman of the Policy and Resources Committee assured the Member that he would ask for the report to be brought to his Committee via the Freedoms

Application Sub-Committee. He had discussed the matter with the Sub-Committee's Chair, who was supportive of the work.

Sabine Altschaeffl	a Hotel General Manager	Waltham Forest, London
Philippe Roland Rossiter	*Citizen and Innholder*	
David Alastair Morgan-Hewitt	*Citizen and Innholder*	
Chief Nurudeen Olanrewaju Ayinla	a Project Manager	Greenwich, London
Timothy James McNally, CC	*Citizen and Glazier*	
David James Sales, CC	*Citizen and Insurer*	
Benjamin Bertus Balaam	a Business Support Systems Company Director	East Sussex
Colin Roger Titmus	*Citizen and Air Pilot*	
Keith Richard Stevens	*Citizen and Management Consultant*	
David Thomas Balson	a Technology Strategy Director	Haringey, London
Ald. Emma Edhem	*Citizen and Woolman*	
Sina Mohammad Mirshahi	*Citizen and Fueller*	
David William Blythe	a Chartered Accountant	Sutton, London
Andrew Francis Phillips	*Citizen and Firefighter*	
Andy Porter	*Citizen and Maker of Playing Cards*	
George William Blythe	a Chartered Accountant	Sutton, London
Andrew Francis Phillips	*Citizen and Firefighter*	
Andy Porter	*Citizen and Maker of Playing Cards*	
Sally Louise Bolton, OBE	a Sports Event Chief Executive	Lambeth, London
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
John Dominic Reid, OBE	*Citizen and Grocer*	
Lynn Langston Box	an Educator	Austin, Texas, United States of America
John Michael Allen-Petrie, OBE	*Citizen and Draper*	
Brady Daine Brim-Deforest	*Citizen and Fletcher*	
Richard Arthur Box	a Dentist & Public Administrator	Austin, Texas, United States of America
John Michael Allen-Petrie, OBE	*Citizen and Draper*	
Brady Daine Brim-Deforest	*Citizen and Fletcher*	
Betsy Brady	a Chartered Surveyor	Hillingdon, London
Dep. Madush Gupta	*Citizen and Pewterer*	
Ald. Timothy Russell Hailes, JP	*Citizen and Pewterer*	
Emily Jane Brennan	a Natural Environment Director	Woking, Surrey
Dep. Caroline Wilma	*Citizen and Educator*	

Haines		
James St John Davis, CC	*Citizen and Gardener*	
Matthew David Brown	a Writer & Editor	Borehamwood, Hertfordshire
Brendan Anthony Michael Barns, CC	*Citizen and Cordwainer*	
Dep. Madush Gupta	*Citizen and Pewterer*	
Roy Haskell Burman	a Hospitality Company & Lighting Company Director	Hassocks, East Sussex
Ann-Marie Jefferys	*Citizen and Glover*	
Anne Elizabeth Holden	*Citizen and Basketmaker*	
Jonathan Burton	a Craft Charity Chief Executive Officer	Lewisham, London
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Daniel Carpenter	a Heritage Crafts Charity Executive Director	Wellington, Somerset
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Jeremy John William Caswell	a Business Consultancy Chief Executive	Tower Hamlets, London
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Andrew David Clarke	a Sales Director & Company Secretary	Greenwich, London
Brian William Chart	*Citizen and Carman*	
James Alexander Thomas Oughton	*Citizen and Security Professional*	
Dr Simon Richard Clarke	a University Associate Professor	Didcot, Oxfordshire
John Cameron Clark	*Citizen and Bowyer*	
Michael Stuart Gilham	*Citizen and Upholder*	
Anthony Coleman Connolly	an Artist	Tisbury, Wiltshire
Elizabeth Susan Corrin, CC	*Citizen and Common Councillor*	
Teresa Mary Claire Marchington, CC	*Citizen and Haberdasher*	
Jeffrey Phillip Contreras	a Technology Consultant	Haringey, London
Dep. Marianne Bernadette Fredericks	*Citizen and Baker*	
Ald. Robert Picton Seymour Howard	*Citizen and Gardener*	
Patrick John Craven	a Training Provider Policy Director	Royston, Hertfordshire
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	

Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Hugh De Lusignan	a Civil Servant	Hounslow, London
Dep. Madush Gupta	*Citizen and Pewterer*	
Ald. Timothy Russell Hailes, JP	*Citizen and Pewterer*	
Stuart Duncan Deel-Smith	an Information Technology Consultancy Director	Richmond Upon Thames, London
Russell Chweidan	*Citizen and Baker*	
James Adam Barnett	*Citizen and Baker*	
Mathew Ronald Adrian De-la-Hey	an Information Technology Consultant	Wiltshire
Craig Stuart Philip Harding	*Citizen and Constructor*	
Richard Gary Stephen Miller	*Citizen and Glover*	
Michael Samuel O'Hare Devine	a Livery Company Charity Secretary & Army Sergeant	Westminster, London
Alan Roy Willis	*Citizen and Baker*	
Mr John Frederick Hudson	*Citizen and Apothecary*	
Adrian James Ambrose Dite	a Customer Service Manager	Thame, Oxfordshire
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
John Dominic Reid, OBE	*Citizen and Grocer*	
Patricia Ann Dite	an Academic Librarian, retired	Thame, Oxfordshire
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
John Dominic Reid, OBE	*Citizen and Grocer*	
Dr Rajinder Paul Dongha	a Head of Responsible Artificial Intelligence	Enfield, London
Ald. Timothy Russell Hailes, JP	*Citizen and Pewterer*	
Dep. Madush Gupta	*Citizen and Pewterer*	
Paschal James Martin Donohoe	an Irish Government Minister	Dublin, Ireland
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Dep. Christopher Michael Hayward	*Citizen and Pattenmaker*	
Anna Louise Dorling	a Postdoctoral Researcher	Oxford, Oxfordshire
Zander Charles Jerott Cornish-Moore	*Citizen and Clockmaker*	
Rafael Steinmetz Leffa	*Citizen and International Banker*	
Dr Rocky Joseph Dwyer	an Academic Researcher	Ottawa, Ontario, Canada
Dr Catherine Dyer Stevenson	*Citizen and Arts Scholar*	
James Anthony Drabble	*Citizen and Art Scholar*	
Thomas Robert Alwyn	an Accountant	Camden, London

Ellis		
Colin Trevor Gurnett, MBE JP	*Citizen and Wheelwright*	
John Charles Jordan	*Citizen and Glover*	
William John Fitzalan Howard, JP	a Barrister	Islington, London
Ald. Alison Jane Gowman, CBE	*Citizen and Glover*	
Ald. Timothy Russell Hailes, JP	*Citizen and Pewterer*	
Gary Grant Fletcher	a Technology Consultant	Ealing, London
Rakhitha Lakshman Dias	*Citizen and Entrepreneur*	
Alan Douglas Watson, OBE	*Citizen and Shipwright*	
David John Forde	a Coaching & Development Company Founder	Bromley, London
Vincent Dignam	*Citizen and Carman*	
Ald. Vincent Thomas Keaveny, CBE	*Citizen and Solicitor*	
Bernadette Anne Foster	a Retail Company Director	Horsham, West Sussex
Douglas Keith Watkins	*Citizen and Tax Adviser*	
Janet Mary Watkins	*Citizen and Educator*	
Nigel Stanton Foster	a Retail Company Director	Horsham, West Sussex
Douglas Keith Watkins	*Citizen and Tax Adviser*	
Janet Mary Watkins	*Citizen and Educator*	
Sonia Anne Primrose Friedman, CBE	a Theatre Producer	Tower Hamlets, London
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Thomas Joseph Gallagher	an Insurance Company President	Winnetka, Illinois, United States of America
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Alexander James Garnett-Scherer	a London Underground Operations Service Manager	Redbridge, London
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Ald. Timothy Russell Hailes, JP	*Citizen and Pewterer*	
Rizano Sean Ghouse	a Retail Director	Bromley, London
Shravan Jashvantrai Joshi, CC, MBE	*Citizen and Fueller*	
Dep. Peter Gerard Dunphy MBE	*Citizen and Draper*	
Elizabeth Emily Regina Glithero-West	a Heritage Charity Chief Executive	Richmond Upon Thames, London

The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Simon Jeffrey Glover	a Design Director	Waverley, Surrey
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
John Dominic Reid, OBE	*Citizen and Grocer*	
Victoria Suzanne Glover	a Business Development Director	Waverley, Surrey
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
John Dominic Reid, OBE	*Citizen and Grocer*	
Caroline Louise Graham	a Cathedral Director of Development	Peterborough, Cambridgeshire
Rebecca Joanne Thompson	*Citizen and Constructor*	
Ald. Alison Jane Gowman, CBE	*Citizen and Glover*	
Dr Richard Michael Grocott-Mason	a Consultant Cardiologist	Beaconsfield, Buckinghamshire
Dr Mahmoud Saleh Barbir	*Citizen and Apothecary*	
Farid Youssef Barakat	*Citizen and Loriner*	
James Darren Guy	a Banker	Leeds, West Yorkshire
Dep. Madush Gupta	*Citizen and Pewterer*	
Ald. Timothy Russell Hailes, JP	*Citizen and Pewterer*	
Daniel Jay Hall	a Teacher	Barnet, London
Dep. Madush Gupta	*Citizen and Pewterer*	
Dr Giles Robert Evelyn Shilson, CC, OBE	*Citizen and Ironmonger*	
Victoria Heloise Harrison	an Investment Manager	Ealing, London
Dep. Madush Gupta	*Citizen and Pewterer*	
Ald. Timothy Russell Hailes, JP	*Citizen and Pewterer*	
Commander Pamela Joyce Healy, RD OBE	a Charity C.E.O.	Hampshire
Ald. Sir Alastair John Naisbitt King, DL	*Citizen and Blacksmith*	
Sophia Abigail Mooney, CC	*Citizen*	
Sonia Christina Henley, JP	an Advertising Director	Heathfield, East Sussex
Ald. Timothy Russell Hailes, JP	*Citizen and Pewterer*	
Ald. Alison Jane Gowman, CBE	*Citizen and Glover*	
Barbara Jean Howard	President of the American Bar Association	Cincinnati, Ohio, United States of America
Ald. Sir William Anthony	*Citizen and Haberdasher*	

Bowater Russell		
Ald. Timothy Russell Hailes, JP	*Citizen and Pewterer*	
Charles Edward Jewkes	an Investment Manager	Tunbridge Wells, Kent
Dep. James Henry George Pollard	*Citizen and Skinner*	
Biagio Fraulo, JP	*Citizen and Tobacco Pipe Maker & Tobacco Blender*	
Emma Louise Jhita	a Conservation Institute Chief Executive Officer	Reading, Berkshire
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Jonathan Christopher Kewley	a Global Tech Group Chair	Chiswick, London
Ald. Gregory Percy Jones, KC	*Citizen and Leatherseller*	
Ald. Timothy Charles Levene	*Citizen and Carmen*	
Soshin Shintaro Kimura	a University Professor	Kyoto City, Kyoto Prefecture, Japan
Jonathan George Brewer	*Citizen and Innholder*	
David Alastair Morgan-Hewitt	*Citizen and Innholder*	
Jonathan Charles Kite	an Automotive Services Seller, retired	Bristol, Gloucestershire
Paresh Bhanji Modasia	*Citizen and Apothecary*	
Colin Trevor Gurnett, MBE JP	*Citizen and Wheelwright*	
His Excellency Inigo Lambertini, CMG	a Diplomat, retired	Rome, Italy
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Dep. Christopher Michael Hayward	*Citizen and Pattenmaker*	
Aoife Marie Leach	a Craft Festival Managing Director	Newham, London
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Dr Patrick John Martin Lee	a Performance Artist	Bexley, London
Roy Phillips	*Citizen and Musician*	
Colin Trevor Gurnett, MBE JP	*Citizen and Wheelwright*	
Theodoros Panayiotis Loizou	Beadle To The Chamberlain's Court	Bexley, London
Laura Dobbie Miller	*Citizen and Stationer and Newspaper Maker*	
Andrew David McGregor	*Citizen and Educator*	

Dobbie		
Patricia Lesley Lovett, MBE	a Scribe & Teacher	Sevenoaks, Kent
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Sandra Dawn Catherine Macleod Arnold	a Research Company Chief Executive	Waverley, Surrey
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Stuart Joseph Major	an Engineer	Durham, County Durham
Christopher James Caine	*Citizen and Maker of Playing Cards*	
Terence George William Thurley	*Citizen and Poulter*	
Peter Barry Makin	a Hotel General Manager	Stirlingshire, Scotland
David Alastair Morgan-Hewitt	*Citizen and Innholder*	
Philippe Roland Rossiter	*Citizen and Innholder*	
Derek Alan May, MBE	a Telecommunications Engineer	Rochester, Kent
Billy Andrew Collier	*Citizen and Security Professional*	
Haydn Robert Clarke	*Citizen and Master Mariner*	
Jennifer Alexandra McCabe	a Hotel General Manager	Hindhead, Surrey
David Alastair Morgan-Hewitt	*Citizen and Innholder*	
Philippe Roland Rossiter	*Citizen and Innholder*	
Jackson Richard McGaw	a Military Parachutist	British Columbia, Canada
Justin Gilles Joseph Morin-Carpentier	*Citizen and Tyler & Bricklayer*	
Dr Catherine Dyer Stevenson	*Citizen and Arts Scholar*	
Dominic Liam McGinley, JP	a Civil Servant	Westminster, London
Ald. Alison Jane Gowman, CBE	*Citizen and Glover*	
Ald. Timothy Russell Hailes, JP	*Citizen and Pewterer*	
James Mellon	a Private Investment Chairman	Kensington and Chelsea, London
Julia Lesley Sibley, MBE	*Citizen and Innholder*	
Philip John Woodhouse, CC	*Citizen and Grocer*	
Natalie Ann Melton	a Craft Charity Executive Director	Tower Hamlets, London
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David	*Citizen and Pattenmaker*	

Forbes Bottomley		
Carole Milner, MBE	a Conservator	Lambeth, London
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Dominic James Mohan	a Journalist & Media Consultancy Chief Executive	Haringey, London
Brendan Anthony Michael Barns, CC	*Citizen and Cordwainer*	
Dep. Madush Gupta	*Citizen and Pewterer*	
Angela Moxham	a Public Relations Consultant	Oxford, Oxfordshire
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Claire Helena Murdoch	a Craft Skills Charity Chief Executive	Oxfordshire
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Charles Alan Nunn	a Banking Group Chief Executive	Kingston Upon Thames, London
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Dep. Christopher Michael Hayward	*Citizen and Pattenmaker*	
Marie Catherine O'Hara	a Biology Technician	Croydon, London
Daniel Joseph Regan, MBE	*Citizen and Educator*	
Paul Christian Bobjerg-Jensen	*Citizen and Baker*	
Kingsley Ojeabulu Onofua	a Waste & Recycling Manager	Enfield, London
Adewale Oladele-Ajose	*Citizen and Poulter*	
Oluwatosin Oladele-Ajose	*Citizen and Poulter*	
Michael Osbaldeston	a Training Provider Adviser	Redbridge, London
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
David Peter Osmon	an Economist	Brent, London
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Serena Pagliai, JP	a Corporate Governance Consultancy Director	Westminster, London
Ald. Alison Jane Gowman,	*Citizen and Glover*	

CBE		
Ald. Timothy Russell Hailes, JP	*Citizen and Pewterer*	
Stephen Parish	a Football Club Chairman	Westminster, London
Ald. Gregory Percy Jones, KC	*Citizen and Leatherseller*	
Charles Edward Lord, CC, OBE, JP	*Citizen and Broderer*	
Deborah Elaine Pocock, LVO	a Scholarship Trust Chief Executive	Haringey, London
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Reginald Roy Prosser	a Deputy Headteacher & University Tutor	Wallingford, Oxfordshire
Stephen Patrick Drury	*Citizen and Merchant Taylor*	
Christopher William Sprague	*Citizen and Barber*	
Julia Denise Rennie	a Design Company Managing Director	Chichester, West Sussex
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
John Dominic Reid, OBE	*Citizen and Grocer*	
Mary Ita Roberts	a Parking Finance Officer	Islington, London
Dr Iain Reid	*Citizen and Ironmonger*	
Richard Leslie Springford	*Citizen and Carman*	
Philip Desmond Robinson	a Professional Services Company Director	Brentwood, Essex
Peter Desmond Robinson	*Citizen and Butcher*	
Michael Patrick Joseph Cahill	*Citizen and Butcher*	
Alain Albert Roux	a Chef Director	Maidenhead, Berkshire
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Dep. Christopher Michael Hayward	*Citizen and Pattenmaker*	
Dr Lois Esther Rowe	an Art School Principal	Southwark, London
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Debra Susan Russell	a Marine Sales Finance Director	Chertsey, Surrey
Richard George Turk	*Citizen and Shipwright*	
Claude Andrew Robert Fenemore-Jones	*Citizen and Scrivener*	
Innan Sasaki	a Professor of Organisation Studies	Coventry, West Midlands
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	

Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Frank John Sixt	a Multinational Conglomerate Company Director	Central, Hong Kong
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Sir Paul Brierley Smith, CH CBE	a Design Company Founder	Westminster, London
Ald. Sir William Anthony Bowater Russell	*Citizen and Haberdasher*	
Shravan Jashvantrai Joshi, CC, MBE	*Citizen and Fueller*	
Kenneth John Stammers, JP	a Bus Company Duty Manager	Swale, Kent
Ald. Timothy Russell Hailes, JP	*Citizen and Pewterer*	
Ald. Alison Jane Gowman, CBE	*Citizen and Glover*	
Kevin William Stepney	a Baggage Flow Manager	Ashford, Surrey
Colin Trevor Gurnett, MBE JP	*Citizen and Wheelwright*	
John Charles Jordan	*Citizen and Glover*	
Riccardo Nelson Tordera Ricchi Di San Martino in Rio	a Head of Regulatory Affairs	Hammersmith & Fulham, London
Ald. Timothy Russell Hailes, JP	*Citizen and Pewterer*	
Dep. Madush Gupta	*Citizen and Pewterer*	
Leanne Joy Tritton	a Communications Company Director	Kettering, Northamptonshire
Dep. Madush Gupta	*Citizen and Pewterer*	
Brendan Anthony Michael Barns, CC	*Citizen and Cordwainer*	
Theodoros Varzopoulos	a Policy Analyst	Wandsworth, London
Christopher James Caine	*Citizen and Maker of Playing Cards*	
Dimitrios Christos Zafeiroudis	*Citizen and Master Mariner*	
Muthukrishnan Venkatesh	a Banker	Rochester, Kent
Biagio Fraulo, JP	*Citizen and Tobacco Pipe Maker & Tobacco Blender*	
Dep. James Henry George Pollard	*Citizen and Skinner*	
Gemma Victoria Frances Walker	an Ecologist	Dorking, Surrey
Jamel Banda, CC	*Citizen and Poulter*	
Philip John Woodhouse, CC	*Citizen and Grocer*	

Anne-Christina Percival Warburton	a City Livery Clerk	Southwark, London
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Robert James Warr	a Motorcycle Dealer	Kingston Upon Thames, London
John Moran	*Citizen and Carman*	
Vincent Dignam	*Citizen and Carman*	
Craig Stewart Webster	a Wealth Management Company Director	Esher, Surrey
Melvyn Stuart Davis	*Citizen and Bowyer*	
Peter Hubert William Ruddy	*Citizen and Bowyer*	
Yi Yao	a Teacher & Musician	Westminster, London
Ald. Prem Babu Goyal, CBE	*Citizen and Plumber*	
Samapti Bagchi, CC	*Citizen and Common Councillor*	
Nicole Wendy Yershon	a Business Consultancy Chief Executive	Woodford Green, Essex
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	

Read.

Resolved – That this Court doth hereby assent to the admission of the said persons, as amended, to the Freedom of this City by Redemption upon the terms and in the manner mentioned in the several Resolutions of this Court, and it is hereby ordered that the Chamberlain do admit them severally to their Freedom accordingly.

10. Questions

The City's position as the premier destination for financial and professional services

Sales, D. to the Chairman of the Policy & Resources Committee

David Sales asked a question of the Chairman of the Policy and Resources Committee concerning the City's position as the premier destination for financial and professional services, noting recent and planned moves by companies into Canary Wharf.

In reply, the Chairman emphasised that investment in Canary Wharf was good news for London and a vote of confidence in the UK's globally significant financial and professional services sector. He highlighted similar organisations who were choosing to establish operations in the Square Mile, such as HSBC, Clifford Chance and State Street.

While the City could accommodate a critical mass of major occupiers, in the specific case raised by Mr Sales, the City had been unable to accommodate the size of the floorplate and the numbers of staff the company had wished to accommodate. Nevertheless, the City Corporation had granted planning permission for 500,000 square metres of office floorspace; this momentum underlined the

importance of the Government agreeing the City Plan 2040 unamended in supporting future growth and meeting demand.

The Chairman said that the overall picture in the City gave cause for real positivity, with jobs up 25% since 2019, footfall up 6% on last year, and planning applications at a record high. As the Lady Mayor's Team UK campaign made clear, the UK was the world's top net exporter of financial services.

However, he acknowledged that Canary Wharf had 'upped its game' as a destination post-pandemic. The City Corporation was doing the same through the Destination City programme, which was a cross-corporate endeavour to showcase the Square Mile as a safe, clean, accessible place to work as well as an exciting, culturally engaging destination to relax after work. The City Business and Investment Unit was tasked with identifying potential major or high growth occupiers with the aim of attracting them here to the City.

The Chairman concluded his answer by saying that the City was heading in the right direction; he was confident that the success of the City and Canary Wharf was complementary.

Mr Sales asked a supplementary question, asking the Chairman if he was confident that the planned delivery of 1.2 million square meters in the City Plan would meet demand. In reply, the Chairman said that the Greater London Authority's (GLA) latest projections anticipated substantial job growth in the City, projecting job numbers of 894,000 in 2050. This was why approval of the plan was imperative, giving investors and developers the necessary framework to help meet the target of at least 1.2 million square metres of net additional office floorspace by 2040. More than 500,000 square metres of additional office floorspace is currently under construction, and if growth continued at the current pace, there would be even more jobs than those that are currently projected.

As a supplementary question, it was highlighted the potential of the insurance sector for attracting new business, and asked the Chairman whether he agreed that ensuring the safety of our environment and supporting the City of London Police in their critical work was a key factor for the City to remain competitive was around. The Chairman agreed that retention of the City of London Police was essential for both domestic policing and due to its role as the National Lead Force for economic and cyber crime and for fraud. This underwrote the City's position as the safest city in the world to do business, which both he and the Lady Mayor were able to present as a huge incentive to businesses who are thinking of locating here during their international visits. The City Corporation was lobbying the Government and indeed all political parties during the Party Conference Season about the crucial role of the City of London Police in driving prosperity.

A further Member noted that the plans for the tower at Canary Wharf by JP Morgan were driven not only by a successful business plan and its growing customer base but also by the company's five-day-a-week at the office policy; he therefore asked the Chairman whether the City Corporation would be mirroring that policy.

The Chairman noted an in-depth discussion which had taken place at the Corporate Services Committee the previous day on this topic. Hybrid working had changed businesses' and employees expectations from an office location. The younger demographic of the workforce was more discerning about the sustainable office spaces they were prepared to work in; this was why the City Corporation was

focussing on creating a Square Mile that people actively wanted to spend time in. The Corporate Services Committee had agreed to maintain the current Workplace Attendance Policy of three days a week in the office, but the Chairman had emphasised at the meeting that it was critical that the organisation continued to review what was happening both in the public and the private sectors. If trends changed, the City Corporation would need to look again at its policy.

A final Member welcomed the Chairman's earlier words regarding the mutually beneficial relationship between Canary Wharf and the City and asked the Chairman whether he viewed this as a long-term relationship. In reply, the Chairman re-emphasised his belief that the City's partnership with Canary Wharf was vital in ensuring capacity for the whole of London to continue to attract global business, particularly in the financial and professional services sectors.

Treatment of confidential material

Haines, C., Deputy to the Chairman of the Policy & Resources Committee

Deputy Caroline Haines asked the Chairman of the Policy and Resources Committee if he agreed that leaks by Members of confidential and non-public material, without due regard to the timetable or governance procedures, could be extremely damaging to the way in which the sensitive nature of the content was interpreted more broadly, the integrity of this Court and the reputation of the City of London.

In his reply, the Chairman stressed that he agreed entirely with the sentiment of the question. Membership of the Court was both a privilege and a responsibility. Members were entrusted with sensitive information so that they could contribute properly to the work of the City Corporation. The Chairman said that this privilege must never be treated as a licence to disclose confidential information prematurely or without regard to established governance processes.

The Code of Conduct was clear. Members had agreed not to disclose information given in confidence, or which they ought to reasonably know is confidential. Such disclosures undermined proper governance and trust between Honourable Members and Officers and brought both the Court and the City Corporation into disrepute. It could also expose an individual Honourable Member to civil proceedings as well as standards complaints.

Members had every right to challenge and scrutinise, but that had to be done responsibly through the proper governance channels. Confidentiality was not optional, and any alleged breach must be taken seriously; the Chairman confirmed that investigations had been commissioned about some recent instances of leaks.

The Chairman was consequently asked if he would take a lead on considering how the City Corporation's use of AI tools related to confidential and sensitive data.

The Chairman replied by agreeing that this was a growing risk to the organisation; he would ask officers to examine the issue and bring forward proposals to ensure that any such breaches could be avoided.

Local Government Funding Settlement

Hodgson, J., Deputy to the Chairman of the Policy & Resources Committee

Deputy Jaspreet Hodgson asked the Chairman of the Policy and Resources Committee if he agreed that the City Corporation should submit a formal appeal under the Sustainable Communities Act asking HM Government to reconsider the local government funding settlement which unfairly penalises businesses and

residents in the Square Mile.

In reply, the Chairman said that the Government's Fair Funding framework would significantly reduce the government grant on which City Fund activities relied. The City was engaging positively with the Government and had secured 3 years of transitional funding. However, this only brought time. The Government's formula did take account of the Square Mile's daytime population – 676,000 workers, as well as 8,600 residents. It also didn't take account many of the functions and services the City Corporation provided for the benefit of London and the nation, such as acting as Port Health authority for the tidal Thames.

These responsibilities, and the costs of meeting them, would not disappear if the City Corporation was no longer funded to support them. The City Corporation was clear that these services provided immense economic and public value and was urging government to reconsider the Fair Funding settlement. The Chairman had made clear to the Government that, if the City Corporation was not funded to provide these services, it would be necessary hand responsibility for them functions back to the Government.

The City Corporation's situation was materially different to those in the City of Westminster or the London Boroughs of Kensington & Chelsea and Wandsworth and as such advocacy would naturally need to be bespoke. Nevertheless, the Chairman had asked officers to consider the option of using the Sustainable Communities Act and advise on whether it would be an effective course of action. He would report further to the Court in due course.

As a supplementary question, Deputy Hodgson asked the Chairman if he agreed that time was of the essence when submitting an appeal. The Chairman agreed and said that the settlement, in its current guise, presented huge fundamental questions about the future of both the level of service provision across the City and its non-statutory activities. He reiterated that there were ongoing discussions and significant advocacy work being conducted on behalf of the City in multiple areas of Government.

Another Member noted that two of the local authorities negatively impacted by the Fair Funding Review had submitted a letter to the Ministry of Housing, Communities and Local Government and asked the Chairman whether the City Corporation should also submit a representation. The Chairman confirmed that letters had already been submitted; he had written to the new Minister at MHCLG and the Prime Minister, while the City Corporation was also engaging closely with the highest levels in the Civil Service. The Chairman reiterated that this Settlement was against the interests of the City Corporation; it was a question of fundamental fairness that the City's daytime population was recognised in the funding formula.

It was noted that the Salisbury Square Court Complex was being provided to the Ministry of Justice for a peppercorn rent; given its significant cost of construction and the inequity of the Government's Funding Settlement, a Member asked how this could be justified. In reply, the Chairman said that the City Corporation had signed its contractual arrangements with the Ministry six years ago, including the provision for peppercorn rent. Whilst this could not be undone, it represented a massive gift to the nation which, given the financial strain the City had been put under by the Funding Review, could not be repeated in future years.

A final Member asked, given the Funding Review and the ongoing uncertainty

around the City of London Police, he thought that the Government had a bit of a problem with the City. The Chairman stressed that he thought that the Government did not have a specific problem with the City itself but possibly, given its political focus on other parts of the UK, London in general. He emphasised that policymakers could not grow the UK economy without fostering a successful London. The Chairman was doing his best to promote this message with the Government.

11. **CITY OF LONDON POLICE AUTHORITY BOARD**

(Tijs Broeke)

30 July 2026

City of London Police Annual Report 2025/26

The Court received a Report of the City of London Police Authority Board containing information on crime, financial and staff statistics, as well as a summary of the 2025/26 year.

Following an introduction by the Chair of the Board, Members raised questions on the approach to the behaviours of cyclists and sought assurance that the City Police would be retaining its mental health nurses.

In reply, the Chair of the Board said that the mental health nurses played a crucial role in the City Police; he undertook to return to the Court with further information on the funding specifics for the nurses and would also liaise with the Chair of the Community and Children's Services Committee.

The Chair assured the Court that the City of London Police were at the forefront of UK police forces in tackling cycling issues and that the City was safe for pedestrians, drivers, and cyclists. Uniquely, the City of London Police operated a dedicated cycle team; the latest figures confirmed that the team has doubled the number of fines given to cyclists running through red lights. Given this success, colleagues across neighbouring forces in London were seeking to learn from the City Police's achievements. Whilst cycling was not a top line strategic priority in the Report, it remained a key area of focus for the Force and for the Police Authority Board.

Resolved, that - the Court of Common Council note the Report.

12. Legislation The Court received a Report on measures introduced by Parliament which might have an effect on the services provided by the City Corporation as follows:-

Statutory Instruments	**In Force**
Environmental Permitting (Waste Controlling or Transporting) and Relevant Functions of Primary Authorities (Amendment) (England) Regulations 2026 Replaces the waste carrier, broker and dealer registration regime with a new environmental-permitting system for people and businesses that arrange, control, buy/sell, or transport waste. Those activities are brought within the Environmental	12 August 2026 & 22 July 2027

Permitting (England and Wales) Regulations 2016. The Environment Agency will be the relevant regulatory body. In future, waste controlling (eg buying and selling waste, storage) and waste transporting will be within the regime. Exemptions will be limited, for instance charity collections and, potentially relevant to the City Corporation, fly-tipped waste removed by landowner or occupier.

Trade Unions (Permissible Means of Voting) and Employment Rights (Unfair Dismissal) (Amendment) Order 2026 — In stages starting from 25 August 2026.

Amends the Trade Union and Labour Relations (Consolidation) Act 1992 to permit, in relation to Trades Union ballots, three additional voting methods alongside traditional postal voting: electronic voting, hybrid voting and workplace voting will be permitted.

Town and Country Planning (General Permitted Development) (England) (Amendment) Order 2026 — 27 August 2026

For most circumstances, removes the need for planning permission relating to the installation of solar panels on dwelling houses. Limitations remain, such as protrusion from property and heritage considerations. So-called plug in solar panels will not, in most cases, require permission.

(The text of the measures and the explanatory notes may be obtained from the Remembrancer's Office.)

Read.

13. Ballot results — There were no ballot results to report.

14. Resolutions — There were no resolutions.

15. Awards & Prizes — There was no Report.

16. Hospital Seal — There were no Docquets for the Hospital Seal.

17. Exclusion of the public *Woodhouse, P.J.; Colthurst, H.N.A., Deputy* — *Resolved* – That the public be excluded from the meeting for the following items of business below on the grounds that they either involve the likely disclosure of exempt information as defined in Paragraph 3 of Schedule 12A of the Local Government Act, 1972; or relate to functions of the Court of Common Council which are not subject to the provisions of Part VA and Schedule 12A of that Act; or relate to matters treated in confidence at the request of His Majesty's Government.

18. Non-public minutes — *Resolved,* That - the non-public minutes of the last Court are correctly recorded.

19 **Finance Committee**

The Court considered a Report concerning the contract award value for four of the City Corporation's six Integrated Facilities Management (IFM) contracts.

20 **Policy and Resources Committee**

This was a non-public appendix considered in conjunction with Item 7.

21. **Address of Welcome**

Address of welcome

The Court considered an urgent item of business, relating to proposals for hospitality associated with a visiting Head of State and the presentation of an Address of Welcome.

The meeting commenced at 1.00 pm and ended at 3.21 pm

THOMAS.

ITEM 4

Report of the Town Clerk to be considered in conjunction with Item 4 –

The Election of Chief Commoner

To be presented on Thursday, 8th October 2026

To the Right Honourable The Lady Mayor, Aldermen and Commons of the City of London in Common Council assembled.

To elect a Chief Commoner

Two candidates, **Shravan Joshi, MBE** and **Deputy Deborah Oliver TD**, have been validly nominated in accordance with Standing Order no. 18. The candidates were invited to provide information in support of their nomination and the following submissions were received:-

Shravan Joshi, MBE

It would be a privilege to represent my fellow Commoners as Chief Commoner.

The priorities set out below reflect what Members have told me they want from their Chief over conversations these past months. I have listened, hoping to build upon the excellent work of my predecessors.

A counsellor to turn to in confidence. Years of service, chairing Planning & Transportation, remaining active on Policy & Resources and currently Deputy Chair of Investment Committee, have shown me how much depends on feeling supported. I am approachable, keep confidences and would be a steady point of counsel for every Member.

A guiding hand for those who wish to progress. Members aspiring to take on more responsibility deserve help to navigate this complex Corporation and put themselves forward confidently. Not with political advice, but genuine orientation. We welcomed a record number of new colleagues lately, each deserving to feel equipped to do their best. I would push for training programmes that serve the whole Court, including the modern tools that help Members train at their pace.

A reliable representative. The role demands outward facing representation of the Commoners and deep understanding of the Corporation's roles, which can only truly be learnt over time. I would bring my experiences to bear, further enhancing the Corporation's reputation.

An advocate for treating our own with respect. Debate should be robust yet inclusive, without fear or favour, free of the small discourtesies that corrode good discourse. Where disagreements arise, I would mediate where appropriate, holding us all to the standards we deserve.

It is a demanding calendar and I would give the year my focused energy. I put myself forward committed to do the work, to serve the Commoners and uphold the integrity of this Court. It would be an honour to serve each of you.

Deputy Deborah Oliver, TD
Serving You

I am standing for election as Chief Commoner because the role is fundamentally about supporting Members and strengthening the Court's ability to serve the City with confidence, integrity and purpose. It calls for a trusted colleague who listens, offers confidential advice and speaks up when needed. I would bring independence, fairness and a willingness to address difficult questions.

Members need a Chief Commoner, following predecessors, who is approachable, independent-minded, experienced and committed to ensuring every Member feels heard, respected and supported.

Leadership through service

Throughout my career, in military service, public life and voluntary organisations, I have believed leadership is about service: bringing people together, building trust, encouraging constructive challenge and helping teams perform at their best. I bring extensive leadership experience from over twenty-five years as a Territorial Army officer, retiring as a Colonel after command of a squadron, a regiment and a Logistics Group, and receiving the Territorial Decoration. I have senior experience across national organisations, including as an Executive Director of Royal Mail.

My Five commitments to you:

- **Be present and responsive.** I will make time for Members, offer a confidential sounding board and follow up concerns with clear responses.
- **Champion your voice.** I will represent Members fairly and independently, uphold constructive challenge and encourage respectful debate.
- **Support your effectiveness.** I will champion training shaped by Members' feedback, clearer information and action to remove barriers to effective service.
- **Bring the Court together.** I will encourage cooperation across committees and viewpoints, helping colleagues resolve differences and pursue shared objectives.
- **Enable Members to deliver for their wards.** I will work to ensure Members have the information, support and connections they need to represent residents and businesses effectively. By sharing good practice, encouraging collaboration and helping remove obstacles, I will support colleagues in achieving tangible outcomes for those they serve.

Experience to deliver

My Corporation responsibilities span policing, planning, health and social care, communications, member development and charitable funding. I chair Crime & Disorder Scrutiny and Professionalism & Trust and serve as Deputy Chair of the City Bridge Foundation Funding Committee and Health & Social Care Scrutiny Committee.

Above all, I would seek to be a Chief Commoner who listens carefully, acts fairly and works constructively across the Court. I would be honoured to receive your vote.

ITEM 9(A)

Report – Planning & Transportation Committee

Reform of Planning Committees – Outcomes and Proposed Implementation

To be presented on Thursday, 8th October 2026

To the Right Honourable The Lady Mayor, Aldermen and Commons of the City of London in Common Council assembled.

SUMMARY

The Government's planning reforms, enabled through the Planning and Infrastructure Act 2025 and the Town and Country Planning (Discharge of Local Authority Functions) Regulations 2026 (the "Regulations"), require local planning authorities to bring their governance arrangements in line with the Regulations before 31 October 2026. The reforms introduce a national scheme of delegation, restrict planning decision-making committees to a maximum of 13 members, and establish new arrangements for the referral and determination of planning applications. The City Corporation must therefore update its governance framework, including its Scheme of Delegations and committee structures, to ensure the continued lawful operation of its planning functions and to provide clarity with regards to decision-making.

A range of options were put forward and considered by your Planning & Transportation Committee and your Policy & Resources Committee, considering governance, operational and legal factors. Your Planning & Transportation Committee and your Policy & Resources Committee recommend the introduction of a multiple Panel system, which it considers has the benefit of offering wide democratic oversight and engagement, a diversity of opinion and a system that will better serve the City of London community.

The report also proposes consequential amendments to the Officer Scheme of Delegations and the Planning & Transportation Committee Terms of Reference.

Subject to approval, the proposed amendments will allow the City Corporation to implement the required changes ahead of the Regulations coming into force on 31 October 2026.

RECOMMENDATION

It is recommended that Members of this Honourable Court:

1) Approve the necessary amendments to the following governing documents, to enable compliance with the new requirements for the discharge of local planning authority functions set out in the Town and Country Planning (Discharge of Local Authority Functions) Regulations 2026 ("the Regulations"), namely:

   a) the Officer Scheme of Delegations as set out in Appendix 5;

   b) the Planning & Transportation Committee Terms of Reference, as set out in Appendix 3; and

c) the Planning Applications Sub-Committee (PASC) Terms of Reference, as set out in Appendix 4.

2) Note the legislative requirement to reduce the size of any body considering planning applications to no more than 13 and, as such:

   a) approve the key assumptions set out at paragraph 10; and

   b) approve the adoption of a multiple Panel system, with the composition, terms of reference and operational Protocol for this set out at Appendices 4, 5 and 6.

3) To approve that all future amendments to the constitution of the Planning Applications Sub-Committee to sit within the remit of the Planning and Transportation Committee, bringing its governance in line with its other sub committees;

4) To approve that all planning functions not dealt with by the Regulations will continue to be exercised in line with current arrangements (subject to the minor modifications shown tracked), as set out in Appendix 5 (Officer Scheme of Delegation).

5) To approve that the draft Protocol for Planning Applications Sub-Committee Arrangements (Appendix 6) be adopted and incorporated as an appendix to the overarching pre-existing Planning Protocol, and that this Honourable Court grants authority for future changes to the Protocol for Planning Applications Sub-Committee Arrangements to the Planning & Transportation Committee.

MAIN REPORT

Background

1. The Government has brought forward proposals to reform the operation of local authority planning committees in England as part of its wider programme of planning reform intended to increase efficiency, consistency, and certainty in decision-making. These reforms are enabled by powers contained in the Planning and Infrastructure Act 2025, which was announced in the King's Speech as part of the Government's agenda to modernise the planning system and support housing and infrastructure delivery.

2. Planning committees are recognised by the Government as playing a critical role in maintaining local democratic oversight and public confidence in the planning system. However, the Government has stated that there is significant variation in current committee practices across England, which it considers can lead to delay, inconsistency, and inefficiency in planning outcomes.

3. The new powers in the Planning and Infrastructure Act 2025 focus on three core areas, listed below and set out in further detail in Appendix 1:

   A. the size and composition of planning committees;

   B. training requirements for committee members; and

   C. the delegation of planning functions in respect of legislative changes.

4. In the City of London context, it is also important that the governance arrangements support confidence in the planning system amongst investors, occupiers and developers. A planning framework that is transparent, consistent and capable of timely decision-making is an important factor in maintaining the

City's attractiveness as a location for investment, business growth and development.

5. In June 2026, proposals relating to the necessary changes to both the composition of the current Planning Applications Sub-Committee (PASC) and the Officer Scheme of Delegations, were brought forward to your Planning & Transportation Committee for consideration. Proposals centred around a single sub-committee elected from and by the membership of the Grand.

6. Subject to feedback at this June meeting, Officers were asked to undertake further work and engagement before bringing back more detailed options in September 2026.

7. It is worth noting that, due to how the current PASC was established (see background in Appendix 2), unlike other sub-committees, any changes to its composition currently require the approval of this Honourable Court.

Current Position

The Delegation of Planning Functions – Officer Scheme of Delegations

8. The Officer Scheme of Delegation requires amendment to reflect the changed legislative arrangements in respect of Schedule 1 and Schedule 2 applications (requiring all Schedule 1 applications to be delegated and requiring all Schedule 2 applications to be delegated other than those where the nominated member and nominated officer agree they should be referred to the Planning Applications Sub-committee). All other matters are retained as existing with some minor amendments suggested to the delegations to provide for clarity and completeness, and to remove redundant wording which is no longer required (such as where legislation is no longer in force). The amendments are shown in Appendix 5 by way of track changes to the current version.

Size and Composition of Planning Applicant Sub Committees

9. Your Committees considered three different approaches, each of which could be designed to accord with the new Regulations:

   Option 1: One ‘Pool’ of all Members on Planning & Transportation Committee (i.e., 30+ Members) from which a sub-committee of no more than 13 persons will be established on either a first-come, first-served basis – akin to the current process adopted for Licensing Hearings - or via random ballot.

   Option 2: Multiple Panels (two or three), each acting like their own sub-committee, scheduled on an alternating basis.

   Option 3: One single, dedicated Sub-Committee, appointed by the Planning and Transportation Committee via existing mechanisms within the Standing Orders of this Honourable Court.

10. Key assumptions for all three options included that the Chair and Deputy Chair of the Planning & Transportation Committee would retain the role of Chair/Deputy Chair for the Sub-Committee, a quorum of 7 Members and Members continuing to be able to consider applications for developments in their Wards, subject to the existing obligations set out in the Member Code of Conduct. Beyond these core

principles, or ‘key assumptions’, three options were presented to your Planning & Transportation Committee at its meeting on 8 September 2026.

11. The first option was to manage consideration of planning applications through a ‘pool’ of all Members on P&T (i.e. 30+ Members) from which a sub-committee of no more than 13 persons would be established on either a first-come, first-served, basis – akin to the current process adopted for Licensing Hearings, or via random ballot, for each different meeting.

12. Another option was to form a single, dedicated Sub-Committee, appointed via existing mechanisms within the Standing Orders of the Court of Common Council.

13. The final option was to operate through three separate Panels to consider planning applications, scheduled on an alternating basis. i.e. PASC ‘A’, PASC ‘B’, and PASC ‘C’. The Panel option would continue the practice that all Members of Planning & Transportation will be assigned PASC duties by virtue of their membership of Planning & Transportation.

14. Membership on each Panel is determined by length of service on Planning & Transportation (thus spreading skills and experience evenly across the Panels), with the Chair and Deputy Chair of the Committee chairing all three Panels.

15. This would result in three Panels of no more than 13 Members each but, based on current membership, would result in one Panel of 13 and two of 12. Smaller membership of the Grand Committee (which has fluctuated from 25-35 in recent years due to various pairing arrangements) would clearly make for three smaller Panels under this approach. The make-up of each Panel based on the above, and reflective of current membership was provided to your committees for demonstrative purposes.

16. **Recommended Proposal**: Your Planning & Transportation Committee, having considered the three options, supported the Panel system and delegated authority to the Town Clerk, in consultation with the Chair and Deputy Chair of Planning and Transportation Committee, to finalise a Protocol setting out the arrangements for the Panels for submission to and further consideration by the Policy & Resources Committee, and thereafter the Court of Common Council.

17. A draft Protocol for Planning Applications Sub-Committee Arrangements (the ‘draft Protocol’) can be found at Appendix 6. The key principles are described below:

<u>Annual Constitution and Allocation</u>

18. As per current arrangements, the Planning & Transportation Committee shall constitute the Planning Applications Sub-Committee at the first meeting of each civic year. Members shall be allocated to each Panel by the Town Clerk using a experience-based method, having regard to their aggregate length of service on the Planning & Transportation Committee. This shall remain fixed until the next annual review. Other than the Chair and Deputy Chair, no Member may sit on more than one Panel.

19. Your Committees believed that this method also facilitated a fair, cross-section, representation of Members, which included residential Members.

<u>New Members of the Grand Committee</u>

20. Any new Member newly appointed to the Planning & Transportation Committee shall not be appointed to a vacancy until two calendar months of continuous service have passed. Appointment remains subject to completion of mandatory training, compliance with maximum Panel size, and formal approval (summarised below). It shall only be waived where only an appointment is essential to secure a lawfully constituted and quorate Panel. Waivers are to be approved by the Planning & Transportation Committee, or when urgency makes this impracticable, under Standing Order No. 40(b).

Vacancies and Changes in Membership

21. When a vacancy does arise, it shall not trigger a complete reallocation. Eligible replacement shall ordinarily be appointed directly to the Panel on which the vacancy arose.

Substitutions

22. It was considered paramount that Members sitting on a body considering planning applications consider these applications as a representative of the authority, not as a representative of their Ward.

23. Your Committee therefore considered how to avoid situations in which Ward Deputies, through their ability to determine representation on the Planning & Transportation Committee as a Ward Committee, can also change the membership of the Committee considering planning applications.

24. The new Protocol therefore sets out that substitutions or membership changes to Planning & Transportation Committee should be made only where a permanent or long-term change is anticipated, rather than as a mechanism for influencing membership of PASC. This would provide greater stability, transparency and consistency in planning decision-making arrangements, whilst preserving the legitimate role of Ward Deputies in maintaining Ward representation on Planning & Transportation Committee itself. There will be no routine system of meeting-by-meeting substitutions.

25. The new procedure on how these panels will function has been drafted and is presented at Appendix 6. It features guidance on how administration (such as how scheduled meetings will be allocated; how extraordinary meetings will be managed; what will happen in the event in a change of membership of P&T etc.)

Transparency, Monitoring, and Review

26. Information, including annual Panel allocations, vacancies and appointments, additional and extraordinary meetings, adjustments to the rolling rota and the number of meeting and substantive applications considered by each Panel shall be a matter of public record. The operation of the Protocol will be reviewed at the first meeting of each civic year.

27. Your Planning & Transportation Committee and Policy & Resources Committee believe that the three-Panel system supports the Government's objective of greater clarity and consistency in planning decision-making, while preserving the statutory maximum of 13 members for a planning committee or sub-committee and thus recommend approving its adoption. This shall also ensure that the City Corporation shall be compliant ahead of the Autumn 2026 roll out of new legislation.

28. Should the Honourable Court adopt the three-Panel system, it is also recommended that this draft Protocol be adopted and be made publicly available as an appendix to the pre-existing overarching Planning Protocol, with the Planning & Transportation Committee authorised to make any changes. This will allow any amendments to the Protocol that may naturally arise over time to be adopted faster.

29. This Honourable Court will be aware that Grand Committees review their own Terms of Reference and those of their Subs on an annual basis. Anticipating that these new changes will come into effect in late October 2026, the annual review in early 2027 would therefore present a natural review point of any new constitution after approximately four months of operation.

Procedure and Guidance for Schedule 2 Applications

30. The Regulations introduce a national scheme of delegation and establish new arrangements for the referral and determination of planning applications. In summary the Regulations divide certain applications made under the Town and Country Planning Act 1990 into Schedule 1 and Schedule 2 applications. Schedule 1 applications, which are largely more minor planning or procedural applications, must now be determined by officers under delegated authority (with some minor exceptions, including when the City Corporation is making an application to itself for planning permission). Schedule 2 applications (which include more significant full planning applications and listed building consent applications) may only be taken to committee for determination if following a "gateway" process undertaken by the local planning authority's nominated officer and nominated member, they agree the Schedule 2 application raises an issue of economic, social or environmental significance to the local area, or raises a significant planning matter (having regard to relevant government guidance). Any application not referred to committee must be delegated to an officer.

31. This represents a change from the existing scheme of delegations to officers and members of your Planning & Transportation Committee therefore wished to understand how the new gateway process would provide for their input. In terms of procedure, members will be notified of the receipt of applications in the normal way. Any final triage meeting between the nominated officer and nominated member to take a decision as to whether a particular application meets the criteria in the regulations and should be referred to committee, will not take place until the end of the consultation period. If members have a particular view as to whether the tests for a referral are met in respect of a particular application and as to why an application should exceptionally be referred to committee, it will be open to them to set out their reasons and provide these for consideration, during the consultation period.

32. The nominated officer and nominated member must consider the statutory guidance in reaching a decision whether an application should be referred to the Planning Applications Sub-Committee. At the meeting of your Planning and Transportation Committee on the 8th of September 2026 it was clear members of your Committee wished to further understand the types of matters to which the nominated member and nominated officer would have regard, and accordingly members resolved to adopt the following as guidance for officers:

"The statutory guidance to which the nominated member and nominated officer must have regard in considering whether to make a referral of a Schedule 2 application, provides that "Committees should focus on the key proposals that matter to an area, enabling other, often more minor and technical, decisions to be made by planning officers". The statutory guidance also states that "the overriding presumption is that the functions listed in Schedule 2 will be delegated to officers" and "In determining whether a referral under regulations 5 is made, the presumption should be that decisions are delegated to officers and only exceptionally be referred to committee". An application can only be referred to a committee or sub-committee where one of the referral criteria are met (or where it is an own-interest application) and both the nominated officer and nominated member agree to the referral.

In relation to Schedule 2 applications, and the decision whether the application is to be delegated or determined by Committee, the government have stated that the application needs to be assessed on whether it raises "an economic, social or environmental issue of significance to the local area" or "raises a significant planning matter having regard to the development plan and any other material considerations". As per the regulations and guidance "It is for the nominated officer and member to assess whether the development proposal raises any such issue, providing an opportunity for local democratic oversight where necessary. What constitutes 'significant' will vary depending on the local area…".

The application will be assessed with regard to the following (but are not limited to):-

- *Overlooking/loss of privacy*
- *Loss of light or overshadowing*
- *Noise*
- *Transport impacts*
- *Effect on heritage assets*
- *Scale, Layout, density and Design of building*
- *Sustainability*
- *Accessibility*
- *Natural Environment*
- *National Policy*
- *Previous planning decisions (including appeal decisions)*

Having regard to the development plan and any other material considerations."

33. This guidance will be incorporated into the City Corporation's Planning Protocol when it is updated and taken to the Planning & Transportation Committee for approval shortly.

Corporate & Strategic Implications

Strategic Implications - This proposal seeks to align the City Corporation's Planning Application Sub-Committee's governance processes with new national legislation that it is currently anticipated will come into effect in Autumn 2026. The Government

indicate that aligning with this new legislation will have the benefit of improving efficiency and the quality of debate.

Financial Implications - There is no direct cost associated in supporting the recommended option within this report, however, they could result in ongoing operational savings in year and beyond. At present the City Corporation's Livery Hall (rather than Committee Rooms) is routinely used for hosting PASC meetings to accommodate the large number of Members and public observers who attend in-person. The costs charged to the City's Estate budget to facilitate livestreaming and the sharing of presentations, are approximately £5k+ per meeting, which does not include lost opportunity costs for commercial use of the room. A smaller PASC could result in being able to host meetings in Committee Rooms which have the requisite AV in-built. This cost would therefore be saved. Although it is important to note that this would not be possible for occasions where there is a significantly high level of public interest – for this the Livery Hall bookings would be retained. No formal assessment of this has been made by the Chamberlain – this is a comment from the relevant budget holder only.

Resource Implications - These are included in the body of the report.

Legal Implications - The Comptroller & City Solicitor has been consulted on the proposals. Changes to the City Corporation's Planning Applications Sub-Committee are necessary to ensure compliance with the Regulations. In particular, the changes provide for the lawful constitution of a committee or sub-committee to determine certain categories of applications made under the Town and Country Planning Act 1990, including applications for planning permission and listed building consent. Changes to the terms of reference of the Planning & Transportation Committee, the proposed sub-committees and to officer delegations, are necessary to provide clarity and ensure that the City Corporation's delegations accord with the requirements of the Regulations.

Risk Implications - failure to implement any solutions in the efficiency of decision-making risks the under delivery of our strategic objectives. As stated, the aim of the legislation is to improve the speed and consistency in planning decision-making nationally. The City competes internationally for investment, development and business occupation. Confidence that planning decisions will be taken through a system that is efficient, predictable and robust is an important factor in maintaining the City's competitiveness. The adoption of unnecessarily complex or administratively burdensome arrangements could undermine confidence in the planning process, create uncertainty for applicants and investors, and adversely affect the timely delivery of development that supports the Corporation's wider economic and strategic objectives and fundamentally goes against the spirit of the government's new Regulations.

'Do nothing' is not an option at this stage if the City Corporation are to have a planning committee which is lawfully constituted to meet the requirements of the new regulations, in order for it to be able to take decisions on those schedule 2 applications which are referred, given that the new legislation will come into effect on 31st October 2026.

It is worth highlighting that there are various methods that could be deployed if this Honourable Court is not able to reach a consensus, resulting in no legally constituted Sub-Committee to hear applications by the statutory deadline, such as seeking permission to agree interim arrangements whilst a permanent restructure is developed

for 2027/28. In the meantime, decisions on any applications would need to be taken under existing Officer delegations or potentially relying on urgency procedures, rendering these particularly vulnerable to Judicial Review.

Climate implications – No formal comment from the Climate Action Strategy Team has been sought at this time.

Security implications – The Security Teams have not been consulted in the drafting of proposals.

Conclusion

34. The Regulations represent a significant reform to the governance of planning decision making in England. The reforms aim to standardise delegation arrangements nationally, constrain the size of planning committees, and professionalise committee membership through mandatory training.
35. The Regulations will become law on 31 October 2026, requiring local planning authorities to amend their constitutions, schemes of delegation, and committee procedures ahead of this time accordingly. Members of this Honourable Court are thus asked to consider and approve the proposals, ahead of the Autumn 2026 roll out of new legislation.
36. Your Committees believe that the three-Panel system supports the Government's objective of greater clarity and consistency in planning decision-making, while preserving the statutory maximum of 13 members for a planning committee or sub-committee.

All of which we submit to the judgement of this Honourable Court.

DATED this 24th day of September 2026.

SIGNED on behalf of the Committee.

Deputy Tom Sleigh
Chairman, Planning & Transportation Committee

Appendices

Appendix 1 – Summary of new legislative requirements
Appendix 2 – Background on current PASC Membership
Appendix 3 - Planning & Transportation Committee Terms of Reference
Appendix 4 - Planning Applications Sub-Committee Terms of Reference
Appendix 5 - Proposed and Consequential Amendments to the Scheme of Delegations to Officers
Appendix 6 - Planning Applications Sub-Committee Protocol Addendum

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Appendix 1 - Summary of new legislative requirements

1. The Government's published response to the consultation on proposed reforms to planning committees, alongside regulations and guidance setting out the new legislative framework signpost set out their package of measures aimed at strengthening decision-making, improving consistency, and clarifying the respective roles of councillors and officers in the planning process. The regulations take forward a national scheme of delegation and introduce clearer rules on committee size (which are now capped at a maximum of 13 members). The introduction of a new mandatory requirement for planning committee members to be trained is not being taken forward at this time but the response notes the Government will continue to consider this after the implementation of the other reforms.

2. Full details of the regulations and guidance can be found here:

   The Town and Country Planning (Discharge of Local Planning Authority Functions) (England) Regulations 2026

   Planning Committees and the National Scheme of Delegation of Planning Functions: Guidance for local planning authorities in England - GOV.UK

3. The regulations were made on 15 of July 2026 and come into force on 31 October 2026. The delay in the regulations coming into force was to allow time for local authorities over the summer to make arrangements, such as amending their constitutions, so that planning committees comply with the regulations.

National Scheme of Delegation and "Gateway" mechanism for referral to Committee

4. In summary, **Schedule 1** of the Regulations lists those applications which **must** be determined by an officer. (These are largely minor applications or decisions of a more procedural nature which, unless there were a number of objections, would, under current arrangements, normally be dealt with by officers under their delegated authority). Schedule 1 applications
   - Householder.
   - Applications for certificates of lawfulness of proposed works under the Listed Buildings Act.
   - Applications made under s73(1) to develop land without compliance with conditions previously attached where the original planning permission was a Schedule 1 permission
   - Minor residential and minor commercial development (1-9 dwellings on a site of less than 0.5 hectares) and other minor development to flats.
   - Discharge of conditions.
   - Reserved matter approvals (other than a large outline permission).
   - Lawful development certificates.
   - Certificates of appropriate alterative development.
   - Non-material amendments.
   - Biodiversity gain plans.

- Prior approval applications.
- Permission in principle.
- Changes to S106 obligations connected to the above type applications being amended under S106A.

5. **Schedule 2** lists those types of applications which **may** be referred to a committee or sub-committee if, following a "gateway" process undertaken by the local planning authority's **nominated officer and nominated member**, they agree the Schedule 2 application raises an issue of economic, social or environmental significance to the local area, or raises a significant planning matter (having regard to relevant government guidance). Any application not referred to committee must be delegated to an officer.

   Schedule 2 applications

   - Any applications for planning permission not in Schedule 1 or made under s73A(1) (planning permission for development already carried out) or which is associated with a Listed Building Consent application (including an application to vary or discharge conditions of a listed building consent).
   - Reserved matters approvals for large outline permission.
   - Variations of permissions (S73 applications) in respect of which the original planning permission was a Schedule 2 planning permission.
   - Listed building consent ("LBC")
   - Variation or discharge of conditions to an LBC.
   - Tree preservation order consents.
   - Advertisement consent.
   - Changes to S106 obligations connected to the above type applications being amended under S106A.

6. If an application is made by a 'linked person', so someone who works for the authority as an officer or member or are making an application on behalf of the authority, or if it is the view of the nominated member and the nominated officer that the authority or any of its members or officers has an interest in the application it can be referred to the committee or subcommittee, without consideration to the gateway test.

7. If a planning function is not listed in Schedule 1 or Schedule 2, then it's for the LPA to decide on whether it should be delegated to officers or referred to a committee or sub-committee in their constitution.

Appendix 2 – Background on the current PASC Membership

Planning Applications Sub-Committee: On 13 October 2022 the Court of Common Council approved the establishment of the Planning Applications Sub-Committee to which it has delegated the Local Planning Authority functions of deciding planning applications, and listed building consents (not dealt with under officers' delegated authority). That Sub-Committee was to have the same Membership, Chair and Deputy Chair as the Planning and Transportation Committee). It was also agreed that only a decision of the Court of Common Council could alter the composition of that Sub-Committee (i.e. it is not within the gift of the Planning and Transportation Grand Committee to approve any changes).

The City's Planning Applications Sub-Committee is, therefore, currently constituted as a Ward Committee generally comprising of a total of 35 Members including a reserved space for at least one Member of each Ward plus four Aldermen. This overall number can change as Wards may, for example, choose to engage in pairing arrangements with neighbouring Wards. The process of appointment of Ward Committees is set out in Standing Order 23.

As highlighted within the City's formal response to the original government consultation, the City Corporation is in a unique position whereby most of its elected members are politically independent, and its Planning Committee includes members with a broad range of expertise in matters related to or that affect planning and the built environment. This helps to contribute to the efficiency and quality of decisions made by the committee. It is also recognised, however, that the City's current arrangements in terms of Planning Committee size and set-up are an anomaly when compared to other London boroughs. As things stand, those Committees asked with considering planning applications at other London local authorities range from between 5-16 Members including the Chair and Deputy Chair. It should also be noted that the Government's reduction in committee size to a maximum of 13 is in line with the recommendations made under the 2020 Lisvane review, where it was recommended that an optimum number of members to oversee this function would be between 12-15 members.

Appendix 3
Planning & Transportation Committee
Constitution and Terms of Reference

Deletions in ~~strikethrough~~

Additions underlined

Constitution

A Ward Committee consisting of,

- four Aldermen nominated by the Court of Aldermen
- up to 31 Commoners representing each Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides) or Side of Ward.

Terms of Reference

To be responsible for:-

(a) All functions of the City as local planning authority [relating to town and country planning and development control] pursuant to the Town and Country Planning Act 1990, the Planning (Listed Building and Conservation Areas) Act 1990 and Compulsory Purchases Act 2004, the Planning Act 2008 and all secondary legislation pursuant to the same and all enabling legislation (including legislation amending or replacing the same) (other than those local planning authority functions which are (i) determined by an officer pursuant to Regulations 4 & 5 of the Town and Country Planning (Discharge of Local Planning Authority Functions) (England) Regulations 2026; and (ii) referred to Planning Applications Sub-committee pursuant to Regulation 5 and 6 of the Town and Country Planning (Discharge of Local Planning Authority Functions) (England) Regulations 2026) .

(b) Making recommendations to the Court of Common Council relating to the acquisition, appropriation and disposal of land held for planning purposes and to exercise all other functions of the local planning authority relating to land held for planning (or highways) purposes, and making determinations as to whether land held for planning or highways purposes is no longer required for those purposes, other than in respect of powers expressly delegated to another committee.

(c) All functions of the Common Council as local highway, traffic, walkway and parking authority (other than in respect of powers expressly delegated to another committee) and the improvement of other open land under S.4 of the City of London (Various Powers) Act 1952.

(d) All functions under part II of the City of London (Various Powers) Act 1967 including declaration, alteration and discontinuance of City Walkway (other than in respect of the promotion of works to the Barbican Podium for which delegated authority lies with the Policy and Resources Committee). For the avoidance of doubt the delegated authority of Policy and Resources Committee does not include any declaration, alteration or discontinuance of City Walkway including in respect of the Barbican Podium and this remains the responsibility of the Planning and Transportation Committee.

(e) All functions relating to the construction, maintenance and repair of sewers in the City, including public sewers (on behalf of Thames Water under an agency arrangement).

(f) All functions of Common Council as Lead Local Flood Authority in relation to the Flood and Water Management Act 2010.

(g) All functions relating to the Stopping Up of highway (including as local planning authority and highway authority).

(h) All functions relating to street naming and numbering under the London Building Acts (Amendment) Act 1939.

(i) All functions relating to building control under the Building Act 1984, Building Regulations 2000-10 and London Building Acts 1930-82.

(j) All functions and powers of the City Corporation of providing assistance to the Building Safety Regulator under Section 13 of the Building Safety Act 2022, where the Building Safety Regulator is acting as the Building Control Authority under section 91ZA and 91ZB of the Building Act 1984.

(k) The setting of building control charges under the Building (Local Authority Charges) Regulations 2010.

(l) Updating and approving the Planning Protocol.

(m) Response to and resolution of dangerous structures under the London Building Acts (Amendment) Act 1939.

(n) All functions relating to the City of London Corporation's commemorative blue plaques.

(o) All functions relating to the Local Land Charges Act 1975.

(p) The appointment of such Sub-Committees as is considered necessary for the better performance of its duties including a Planning Applications Sub-Committee, Streets & Walkways Sub-Committee and a Local Plans Sub-Committee.

Appendix 4

Planning Applications Sub-Committee Terms of Reference

Deletions in ~~strikethrough~~

Additions underlined

Composition

- ~~The Members of the Planning and Transportation Committee are automatically appointed as Members of the Planning Applications Sub-Committee.~~
- The Chair of the Planning and Transportation Committee (to act as Chair of the Sub-Committee)
- The Deputy Chair of the Planning and Transportation Committee (to act as Deputy Chair of the Sub-Committee)
- No more than 11 other Members of the Planning and Transportation Committee, at least one of whom must be a serving Alderman, and one of whom must have a primary residence in the City of London.

Terms of Reference

1. To determine all applications listed in Schedule 2 of the Town and Country Planning (Discharge of Local Authority Functions) (England) Regulations 2026 which the nominated member and nominated officer agree should be referred to a committee or sub-committee. [i1] ~~applications (including matters relating to planning obligations, conditions and to the principle of stopping up orders under the Town and Country Planning Act 1990 relevant to such determinations) not delegated to officers under the Scheme of Delegation with all other functions within the Terms of Reference of the Planning and Transportation Committee not delegated to officers continuing to be exercised by that Committee or any other Sub-committees to which it delegates functions.~~

[1] SCHEDULE 2
Applications that may be determined by a committee or by an officer:
1. An application for listed building consent made under section 10(1) of the Listed Buildings Act.
2. An application made under section 19(1) of the Listed Buildings Act (variation or discharge of conditions of listed building consent).
3. An application for planning permission that the authority concerned considers is connected with an application of a kind specified in paragraphs 1 or 2.
4. An application for planning permission that is not— (a) a householder application, (b) a minor commercial application, or (c) a minor residential application.
5. An application made under section 73(1) of TCPA 1990 (application to develop land without compliance with conditions previously attached).
6. An application made under section 73A(1) of TCPA 1990 (planning permission for development already carried out)(b).
7.—(1) In respect of a planning obligation that the authority concerned considers is connected with a Schedule 2 approval— (a) a request to agree to modify or discharge that obligation under section 106A(1)(a) of TCPA 1990; (b) an application to modify or discharge that obligation under section 106A(3) of TCPA 1990. (2) In this paragraph, "Schedule 2 approval" means any permission, agreement, consent or approval (other than a planning obligation) pursuant to an application which is of a kind specified in this Schedule.
8. A reserved matters phase application.
9. An application made under regulation 9(1) of the Town and Country Planning (Control of Advertisements) (England) Regulations 2007 (application for express consent to display advertisement)(c).
10. An application made under regulation 16(1) of the Town and Country Planning (Tree Preservation) (England) Regulations 2012 (application for consent under tree preservation order

Appendix 5 – Proposed and Consequential Amendments to the Scheme of Delegations to Officers

PROPOSED AMENDMENTS TO OFFICER SCHEME OF DELEGATION

D. PLANNING AND DEVELOPMENT D1.

Development Management

167. To determine Schedule 1 applications (as defined in the Town and Country Planning (Discharge of Local Planning Authority Functions)(England) Regulations 2026 which must pursuant to those regulations be determined by an officer. ~~for outline, full and temporary planning permission under Part III of the Town and Country Planning Act 1990 and applications for Permission in Principle under the Town and Country Planning (Permission in Principle) Order 2017, subject to the decisions being in accordance with policy, not being of broad interest and there being no more than 9 planning objections~~.

168. To determine Schedule 2 applications (as defined in Town and Country Planning (Discharge of Local Planning Authority Functions)(England) Regulations 2026, save where:

(a) the nominated member and nominated officer have agreed to refer the Schedule 2 application to a Committee or Sub-committee pursuant to Regulation 5; or
(b) the application is an "own interest" application as defined in the 2026 Regulations and the nominated member and nominated officer have agreed to refer the proposal a committee or Sub-committee.

~~To make non-material changes to planning permission pursuant to Section 96A of the Town and Country Planning Act 1990.~~

~~169. To determine applications for Listed Building Consent under the Planning (Listed Buildings and Conservation Areas) Act 1990; subject to the applications not being of broad interest and there being no more than 4 relevant objections.~~

~~170~~169. To advise the Secretary of State for Communities and Local Government of what decision the City of London Corporation would have made on its own applications for listed building consent if it had been able to determine them subject to the same criteria as above.

~~171~~170. To determine submissions ~~pursuant to the approval of conditions, under the Town and Country Planning Act 1990 and the Planning (Listed Buildings Conservation Areas) Act 1990 and~~ in relation to clauses set out in approved Section 106 Agreements. To determine technical details consent pursuant to a Permission in Principle under the Town and Country Planning (Permission in Principle) Order 2017.

~~172~~171. To make minor changes to conditions and planning obligations in respect of planning permissions, listed building consents and which have been conditionally

approved by ~~the~~ a Committee or Sub-committee, including to avoid duplication between s106 planning obligations and conditions.

~~173. To determine applications for planning permission, listed building consent and to replace an extant permission/consent granted on or before 1 October 2010, for development which has not already begun, with a new permission/consent subject to a new time limit pursuant to Article 20 of the Town and Country Planning (Development Management Procedure) Order 2015 and Regulation 3 of the Planning (Listed Buildings and Conservation Areas) Regulations 1990 and provided no more than 4 planning objections have been received.~~

~~174. To determine applications for Certificates of Lawfulness of existing and proposed use or development in accordance with sections 191 and 192 of the Town and Country Planning Act 1990.~~

~~175~~172. To ~~determine applications for~~take steps in respect of applications for Advertisement Consent pursuant to Regulations 12, 13~~, 14,15~~ and 16 of the Town and Country Planning (Control of Advertisements) (England) Regulations 2007.

~~176. To determine applications for prior approval under the Town and Country Planning (General Permitted Development) Order 2015.~~

~~177~~173. To make observations in respect of planning and related applications submitted to other Boroughs, where the City of London Corporation's views have been sought and which do not raise wider City issues.

~~178~~174. To serve notices under Article 5 of the Town and Country Planning (Development Management Procedure) Order 2015.

~~179~~175. To determine the particulars and evidence to be supplied by an applicant for planning permission pursuant to section 62 of the Town and Country Planning Act 1990.

~~180~~176. To serve Planning Contravention Notices under Section 171C of the Town and Country Planning Act 1990.

~~181~~177. To issue and serve Enforcement Notices under Section 172 of the Town and Country Planning Act 1990 and Section 38 of the Planning (Listed Buildings and Conservation Areas) Act 1990.

~~182~~178. To issue a letter of assurance under Section 172A of the Town and Country Planning Act 1990.

~~183~~179. To serve notices under Section 215 of the Town and Country Planning Act 1990.

~~184~~180. To serve Breach of Condition Notices under Section 187A of the Town and Country Planning Act 1990.

~~185~~182. To decline to determine a retrospective application for planning permission under Section 70C of the Town and Country Planning Act 1990.

~~186~~183. To seek information as to interests in land under Section 330 of the Town and Country Planning Act 1990, and as applied by Section 89 of the Planning (Listed Buildings and Conservation Areas Act) 1990, and Section 16 of the Local Government (Miscellaneous Provisions) Act 1976.

~~187~~184. To institute proceedings pursuant to Section 224 of the Town and Country Planning Act 1990.

~~188~~185. To serve Notice of Intention to remove or obliterate placards and posters pursuant to Section 225 of the Town and Country Planning Act 1990.

~~189~~186. To advertise and serve the notice of intention to make a stopping up order under section 247 of the Town and Country Planning Act 1990.

~~190~~187. ~~To agree minor variations to agreements pursuant to sections 106 and 106A of the Town and Country Planning Act 1990 and t~~To negotiate and agree the final terms of section 106 covenants where it has been ~~the planning committee has~~ resolved that planning permission be granted subject to a section 106 agreement and to authorise section 106 covenants in respect of planning applications (~~and~~ where the planning application is such that it may be determined by the Chief Officer (or other appropriate officer authorised by them) under this Scheme of Delegation).

~~190~~188. To agree minor variations to agreements pursuant to section 278 of the Highways Act 1980.

189. To make payments to other parties where required by the terms of an agreement made under section 106 of the Town and Country Planning Act 1990 or section 278 of the Highways Act 1980.

~~192~~190. To determine City Community Infrastructure Levy contributions pursuant to the Community Infrastructure Levy Regulations 2010 (as amended).

~~193~~192. To pass Community Infrastructure Levy contributions to other parties pursuant to section 216A of the Planning Act 2008 and regulations made thereunder.

~~194~~193. To determine applications to discharge requirements and approve details pursuant to the Thames Tideway Development Consent Order and other similar Development Consent Orders, and to discharge conditions and approve details pursuant to deemed planning permission granted by Transport and Works Act Orders and statutes in respect of infrastructure projects subject to the applications being in accordance with policy, not being of broad interest, and there being no more than 4 planning objections.

~~195~~194. To carry out public consultation in respect of applications in accordance with the Statement of Community Involvement and the duty to cooperate in Section 33A of the Planning and Compulsory Purchase Act 2004.

~~196~~195. To authorise the entering into of Planning Performance Agreements and Memoranda of Understanding under S111 of the Local Government Act 1972 and Part 1 of the Localism Act 2011 and making charges for discretionary planning services under S93 of the Local Government Act 2003.

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Appendix 6

Planning Applications Sub-Committee Panel Arrangements - Draft Protocol

1. Purpose and status

1.1 This Protocol governs the operation of the three Planning Applications Sub-Committee Panels.

1.2 It is intended to:

- provide a transparent and predictable basis for Panel membership;
- maintain an appropriate balance of planning experience across the three Panels;
- discourage short-term changes to the membership of the Planning and Transportation Committee for the purpose of securing a place on a particular Panel;
- avoid (for the time being) routine substitutions between Panels[1];
- preserve continuity when an application is deferred or otherwise requires further consideration; and
- establish an objective process for allocating additional or extraordinary meetings.

1.3 Each Panel is a separately constituted decision-making body for the business allocated to it. No Panel may comprise more than 13 Members when exercising functions governed by the Town and Country Planning (Discharge of Local Planning Authority Functions) (England) Regulations 2026.

1.4 The Chair and Deputy Chair of the Planning and Transportation Committee shall be members of all three Panels and shall serve in this capacity across all three.

2. Annual constitution and allocation

2.1 In October 2026 and at the first meeting of each civic year thereafter, the Planning and Transportation Committee shall receive the proposed membership of three "Panels" which act as Sub-Committees: A, B and C. These Panels will comprise no more than 13 Members each, with the quorum for each Panel being 7 Members.

2.2 Members shall be allocated to each Panel by the Town Clerk using a seniority-based method, having regard to their aggregate length of service on the Planning and Transportation Committee and the need to distribute experience as evenly as reasonably possible across the Panels.

[1] This matter will be revisited in April 2027 in the event we have issues relating to achieving a quorum

2.3 Once approved, the Panel allocations shall remain fixed until the next annual review. A Member may not move between Panels solely because another meeting date is more convenient or because the Member wishes (or indeed does not wish) to participate in the determination of a particular application.

2.4 No Member other than the Chair and Deputy Chair, may sit on more than one Panel.

2.5 The Town Clerk shall publish and maintain the approved Panel membership and the rolling schedule of meetings in the usual manner.

3. New Members of the Grand Committee

3.1 Any Member newly appointed to the Planning and Transportation Committee after the annual Panel allocations have been approved shall not be appointed to a Panel vacancy until they have completed two calendar months of continuous service on the Grand Committee.

3.2 The two-month period shall begin on the date on which the appointment to the Planning and Transportation Committee takes effect.

3.3 During that period, the Member may observe Panel meetings, receive papers and undertake the required planning training, but may not sit or vote as a member of a Panel.

3.4 The two-month qualifying period is intended to support induction and familiarity with the Committee's planning responsibilities and to prevent temporary or short-term changes to Grand Committee membership being used as a mechanism to alter Panel composition.

3.5 Completion of two months' service does not create an automatic right to join a Panel. Appointment remains subject to:

- completion of all mandatory training;
- compliance with the maximum Panel size; and
- formal approval under paragraph 4.

3.6 The two-month requirement may be waived only where an appointment is essential to secure a lawfully constituted and quorate Panel and no eligible Member is available. In these instances, the mandated relevant training will still need to be undertaken by any new Panel Member before they are able to consider applications. Any waiver shall be approved by the Planning and Transportation Committee or, where urgency makes this impracticable, by the Town Clerk in consultation with the Chair and Deputy Chair under a standing Delegated Authority arrangement in accordance with the provisions set out in Standing Order no. 40b. The reason shall be recorded and reported to the next meeting of the Grand Committee.

4. Panel vacancies and changes in membership

4.1 A Panel vacancy arises when:

- a Member resigns from the Planning and Transportation Committee and therefore relinquishes their position on the relevant Panel;
- a Member ceases to be eligible to serve on, or is otherwise removed from, the Planning and Transportation Committee in accordance with the Corporation's governing or standards arrangements;
- a Member dies or becomes disqualified from holding office;
- the Court of Common Council, or another body acting within its authority, changes the composition of the Planning and Transportation Committee in a way that ends the Member's appointment; or
- there are fewer than 35 Members on the Grand Committee due to pairing arrangements, with the result that at least one Panel has fewer than 13 Members. If a Ward subsequently ceases its pairing arrangement and appoints a Ward Representative, there will in principle be capacity on one Panel for that Member, subject to the remaining provisions of this Protocol.

4.2 A vacancy shall not trigger a complete reallocation of all three Panels during the civic year.

4.3 An eligible replacement shall ordinarily be appointed directly to the Panel on which the vacancy arose.

4.4 Where more than one eligible Member is available, having served the required two months on the Committee, the proposed appointment shall be recommended by the Town Clerk in accordance with the principle set out in paragraph 2.2, above.

4.5 The appointment shall be made by the Planning and Transportation Committee at the recommendation of the Town Clerk. Where an appointment is required urgently to maintain a lawfully constituted or quorate Panel, the Town Clerk may make an interim appointment in consultation with the Chair and Deputy Chair, to be reported to the next meeting, under a standing Delegated Authority arrangement in accordance with the provisions set out in Standing Order no. 40b.

4.6 All Panel allocations shall be reconsidered afresh at the start of the next civic year.

5. Substitutions

5.1 There shall be no routine system of meeting-by-meeting substitution between Panels.

5.2 Inability to attend or participate in a particular meeting shall not result in the absent Member being replaced.[2].

[2] This matter will be revisited in April 2027 in the event we have issues relating to reaching quorum

6. Normal rolling meeting schedule

6.1 Ordinary meetings shall operate on a rolling r rotating cycle:

- Panel A;
- Panel B;
- Panel C; and
- thereafter returning to Panel A.

6.2 The rota shall continue sequentially across civic years unless reset as part of the annual appointment process.

6.3 Business shall be placed before the Panel whose meeting is next due under the published rota, subject to paragraphs 7 and 8.

6.4 Applications shall not be delayed, expedited or reassigned for the purpose of securing consideration by a particular Panel.

7. Additional or extraordinary meetings

7.1 An additional or extraordinary meeting may be called (in accordance with Standing Order No. 28. 1 (e)) where this is necessary to:

- determine urgent business within a statutory or otherwise material timescale;
- reconsider a matter deferred by a Panel;
- reconvene substantially the same decision-making body following an adjournment or legal requirement;
- address a volume of business that cannot reasonably be accommodated at the next ordinary meeting; or
- deal with another exceptional circumstance identified by the Planning and Development Director.

7.2 The Panel for an additional or extraordinary meeting shall be selected in the following order of priority.

A. Continuity of decision-making

Where the meeting concerns an adjourned, deferred, remitted or otherwise continuing matter, it shall be allocated to the Panel that first considered it. Every reasonable effort shall be made to secure the attendance of the same Members who participated in the earlier consideration, subject to legal requirements and continuing eligibility. Only those Members who attended the meeting which initially considered the application will be eligible to vote at the reconvened meeting, and those Members should therefore make every effort to attend. If there is a deferral or adjournment of a matter that extends across the annual committee cycles, resulting in the

change of the membership of the Panel that originally considered such an application, the Town Clerks shall in respect of any such application constitute a special Panel to consist of those members that attended the meeting which initially considered the application.

B. Next Panel in the rota

Where the business is new and cannot await the next ordinary scheduled meeting, it shall ordinarily be allocated to the Panel next due to meet under the rolling rota.

C. Workload balancing

Where using the next Panel would create a material imbalance in workload, or where that Panel cannot meet within the required timescale, the meeting shall be allocated to the Panel that has:

- held the fewest meetings in the current civic year; or
- if equal, considered the fewest substantive applications; or
- if still equal, allocated at random by the Town Clerk.

D. Earliest lawfully available Panel

If the preceding tests do not produce a Panel able to meet in time, the meeting shall be allocated to the earliest available Panel that can be lawfully constituted and is expected to be quorate.

7.3 Availability alone shall not permit individual Members to be assembled into an ad hoc Panel. The fixed membership of the selected Panel shall apply, with no routine system of meeting-by-meeting substitution between Panels as set out within paragraph 5.

7.4 The Town Clerk shall determine the appropriate Panel by applying the criteria in this section, in consultation with the Planning and Development Director and the Chair and Deputy Chair.

7.5 A written allocation note shall record:

- why an additional or extraordinary meeting was required;
- the Panel selected;
- the criterion used;
- any exceptional substitution; and
- any departure from the normal rota.

7.6 The allocation note shall be retained with the meeting record and reported to the next meeting of the Planning and Transportation Committee.

7.7 An extraordinary meeting allocated to a Panel shall not normally alter the ordinary, rolling scheduled meeting rota. However, where two Panels would otherwise meet in immediate succession and this would create a significant imbalance, the Town Clerk may adjust the

subsequent rota after consultation with the Chair and Deputy Chair. Any adjustment shall be published and recorded.

8. Allocation of multiple or related applications

8.1At the judgement of the Chief Planning Officer, related applications that ought reasonably to be considered together shall be allocated to the same Panel.

8.2 Where an application is materially connected with an application previously determined or deferred by a Panel, consideration shall be given to allocating it to the same Panel where this supports continuity, provided that doing so does not conflict with statutory timescales or other legal requirements.

8.3 Where an extraordinary meeting contains several unrelated items, all business shall ordinarily be considered by the selected Panel.

9. Transparency, monitoring and review

9.1 The following information will be a matter of public record, visible on the Committee webpages:

- annual Panel allocations;
- mid-year vacancies and appointments;
- additional and extraordinary meetings;
- adjustments to the rolling rota; and
- the number of meetings and substantive applications considered by each Panel.

9.2 The operation of this Protocol shall be reviewed at the first meeting of each civic year. The review shall consider:

- whether the Panels have carried a broadly equitable workload;
- whether the two-month qualifying rule has operated effectively;
- whether additional meetings have been allocated consistently;
- whether any Panel has experienced recurring quorum difficulties; and
- whether amendments are required to promote fairness, continuity, efficiency or legal compliance.

9.3 Any material amendment to this Protocol shall be approved by the Planning and Transportation Committee and reflected, where necessary, in the Panel terms of reference or Planning Protocol.

This draft supports the Government's objective of greater clarity and consistency in planning decision-making, while preserving the statutory maximum of 13 members for a planning committee or sub-committee. It also builds on the fixed three-panel, tenure-based allocation discussed and approved at the 8 September 2026 Planning and Transportation Committee meeting.

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ITEM 9(B)

Report – Planning & Transportation Committee

Annual On-Street Parking Accounts 2025/26 and Related Funding of Highway Improvements and Schemes

To be presented on Thursday, 8th October 2026

To the Right Honourable The Lady Mayor, Aldermen and Commons of the City of London in Common Council assembled.

SUMMARY

The City of London in common with other London authorities is required to report to the Mayor for London on action taken in respect of any deficit or surplus in its On-Street Parking Account for a particular financial year.

The purpose of this report is to inform Members that:

- the surplus arising from on-street parking activities in 2025/26 was £12.670m.
- a total of £12.178m was applied in 2025/26 to fund approved projects; and
- the surplus remaining on the On-Street Parking Reserve (OSPR) at 31st March 2026 was £61.056m, which will be wholly allocated towards the funding of various highway improvements and other projects over the medium term.

RECOMMENDATION

That Members note the contents of the report and approve its submission to the Mayor of London.

MAIN REPORT

Background

1. Section 55(3A) of the Road Traffic Regulation Act 1984 (as amended), requires the City of London in common with other London authorities (i.e. other London Borough Councils and Transport for London), to report to the Mayor for London on action taken in respect of any deficit or surplus in their On-Street Parking Account for a particular financial year.
2. Legislation provides that any surplus not applied in the financial year may be carried forward. If it is not to be carried forward, it may be applied by the City for one or more of the following purposes:

   a) making good to the City Fund any parking related deficit charged to that Fund in the 4 years immediately preceding the financial year in question;

   b) meeting all or any part of the cost of the provision and maintenance by the City of off-street parking accommodation whether in the open or under cover;

c) the making to other local authorities, or to other persons, of contributions towards the cost of the provision and maintenance by them, in the local authority or elsewhere, of off-street parking accommodation whether in the open or under cover;

d) if it appears to the City that the provision in the City of further off-street parking accommodation is for the time being unnecessary or undesirable, for the following purposes, namely:

- meeting costs incurred, whether by the City or by some other person, in the provision or operation of, or of facilities for, public passenger transport services;
- the purposes of a highway or road improvement project in the City;
- meeting the costs incurred by the City in respect of the maintenance of roads at the public expense; and
- for an "environmental improvement" in the City.

e) meeting all or any part of the cost of the doing by the City in its area of anything which facilitates the implementation of the Mayor's Transport Strategy, being specified in that strategy as a purpose for which a surplus can be applied; and

f) making contributions to other authorities, i.e. the other London Borough Councils and Transport for London, towards the cost of their doing things upon which the City in its area could incur expenditure upon under (a)-(e) above.

3. In the various tables of this report, figures in brackets indicate income, increases in income or reduced expenditure.

2025/26 Outturn

4. The overall financial position for the On-Street Parking Reserve in 2025/26 is summarised below:

	£m
Surplus Balance brought forward at 1st April 2025	(60.563)
Surplus arising during 2025/26	(12.670)
Expenditure financed during the year	12.178
Funds remaining at 31st March 2026, wholly allocated towards funding future projects	**(61.056)**

5. Total expenditure of £12.178m in 2025/26 was financed from the On-Street Parking Reserve, covering the following approved projects:

Revenue/SRP Expenditure:	**£000**
Highway Resurfacing, Maintenance & Enhancements	2,822
Car Parks Cyclical Works Programme (CWP)	2,574
Street Cleansing Contract Resource & Inflation Uplift	2,124
Concessionary Fares & Taxi Card Scheme	557
City Gardens Highways & Cleansing Maintenance	208
Special Needs Transport	127
Aldgate Maintenance for City Open Spaces	40
Cleaning Maintenance Lord Mayors Show	37
Traffic Review Order	9
Off-Street Car Parking Contribution to Reserves (exc CWP)	(254)
Total Revenue/SRP Expenditure	**8,244**

Capital Expenditure:	
London Wall Car Park Fire Safety Works	1,125
Climate Action Strategy – Cool Streets & Greening	843
Climate Action Strategy – Pedestrian Priority	735
Bank Junction Improvements - All Change at Bank	328
Barbican Podium Waterproofing – Phase 2	258
West Smithfield Area Public Realm & Transportation	223
London Wall Car Park Waterproofing & Repairs	184
Enhancing Cheapside	177
Traffic Enforcement CCTV	58
Outdoor Fitness Equipment - Old Watermans Walk	3
Total Capital Expenditure	**3,934**
Total Expenditure Funded in 2025/26	**12,178**

6. The surplus on the On-Street Parking Reserve brought forward from 2024/25 was (£60.563m). After expenditure of £12.178m funded in 2025/26, a surplus balance of (£0.493m) was carried forward to future years to give a closing balance at 31st March 2026 of (£61.056m).

7. Currently total expenditure of some £115.6m (including Priorities Board allocations subject to Member approval), is planned over the medium term from 2026/27 until 2030/31 (as detailed in Table 1 below), by which time it is anticipated that the existing surplus plus those estimated for future years will be fully utilised. A further contingency sum of £5m has been included in the projections to cover any unforeseen urgent Member priority bids and inflationary pressures on approved projects.

8. The total programme covers numerous major capital schemes including:

   - Funding towards the Barbican Podium Waterproofing;
   - West Smithfield Area Public Realm & Transportation Project;
   - Climate Action Strategy Cool Streets & Greening and Pedestrian Priority;
   - Holborn Viaduct & Snow Hill Pipe Subways;
   - Lindsey Street Bridge Strengthening;
   - London Wall Car Park Waterproofing, Joint Replacement & Concrete Repairs;
   - Bank Junction Improvements and Taxi Experiment;
   - Traffic Enforcement CCTV;
   - Minories Car Park Structural Report;
   - St Paul's Gyratory;
   - Fire Safety at the Car Parks;
   - Vision Zero Safer Streets;
   - Moorgate Corridor;
   - Pedestrian Priority Programme @ King William Street;
   - Enhancing Cheapside;
   - Dauntsey House; and
   - Outdoor Fitness Equipment @ Old Watermans Walk.

   Progression of individual schemes is subject to the City's normal evaluation criteria and Standing Orders.

9. The programme also covers ongoing funding of future revenue projects, the main ones being:

   - Highway Resurfacing, Enhancements & Road Maintenance Projects;
   - Concessionary Fares & Taxi Cards;
   - Traffic Review Order;
   - Contributions to the Costs of Off-Street Car Parks (including CWP works);
   - Special Needs Transport;
   - Cleansing Maintenance for the Lord Mayors Show;
   - Annual Maintenance of Aldgate;
   - Secure City CCTV System;
   - Street Cleansing Contract Resource & Inflation Uplift;
   - City Gardens Highways & Cleansing Maintenance and Apprenticeship Staffing; and
   - Controlled Parking Zone Review.

10. Following Member requests to allocate On-Street Parking surplus monies, a Priorities Board chaired by the Chamberlain considers all new eligible bids for surplus funds before recommending successful bids to Members of Resource Allocation Sub-Committee and Policy and Resources Committee for decision. This mechanism has been designed to ensure surplus monies are allocated to eligible projects in an efficient and speedy process to meet spending priorities, a number of which schemes are now included in paragraphs 8 and 9 above to be spent in the medium term.

11. A forecast summary of income and expenditure arising on the On-Street Parking Account and corresponding contribution from/(to) the On-Street Parking surplus, over the medium-term financial planning period, is shown below in Table 1.

12. The reduction in annual operating income forecast for 2026/27 from the previous year actual 2025/26 of circa £1.1m, is mainly due to higher levels of PCN's issued, plus additional parking bay suspension income due to filming activity in 2025/26.

Table 1 – On-Street Parking Account Projections 2025/26 to 2030/31

	2025/26 Actual £m	2026/27 Forecast £m	2027/28 Forecast £m	2028/29 Forecast £m	2029/30 Forecast £m	2030/31 Forecast £m	Total £m
Expenditure (*Note 1*)	4.3	4.5	4.6	4.7	4.8	4.8	27.7
Income	(17.0)	(15.9)	(16.3)	(16.6)	(16.9)	(17.2)	(99.9)
Net Surplus arising in year	**(12.7)**	**(11.4)**	**(11.7)**	**(11.9)**	**(12.1)**	**(12.4)**	**(72.2)**
Capital & Rev Commitments *(Note 2)*	12.2	54.7	22.9	12.9	12.7	12.4	127.8
Contingency **(***Note 3***)**					2.5	2.5	5.0
Net in year contribution from/ (to) surplus	**(0.5)**	**43.3**	**11.2**	**1.0**	**3.1**	**2.5**	**60.6**
Deficit / (Surplus) cfwd at 1st April	(60.6)	(61.1)	(17.8)	(6.6)	(5.6)	(2.5)	
Deficit / (Surplus) cfwd at 31st March	**(61.1)**	**(17.8)**	**(6.6)**	**(5.6)**	**(2.5)**	**0.0**	

Note 1: On-Street operating expenditure relates to direct staffing costs, current enforcement contractor costs, fees & services (covering bank charges, postage, printing & legal), IT software costs for enforcement systems, provision for bad debts for on-street income and central support recharges.
Note 2: Including bids agreed by Priorities Board, subject to Member approval through Resource Allocation Sub Committee and Policy and Resources Committee, and the Gateway procedures.
Note 3: Given the increasing costs of materials and labour, Priorities Board have considered it prudent to set aside a contingency sum.

Corporate and Strategic Implications

13. Strategic implications – none.
14. Financial implications – covered in main body of report and a more detailed breakdown of the proposed OSPR scheme can be made available to Members of the Court of Common Council, on request to the Town Clerk's Department.
15. Resource implications – covered in main body of report.
16. Legal implications – all OSPR spend and proposed allocations have been considered against the criteria for its use and are in accordance with the Road Traffic Regulation Act 1984 and the London Local Authorities and Transport for London Act 2003.
17. Risk implications – OSPR funding relies on accurate forecasts of income and expenditure. Forecast projections are regularly reviewed and updated to mitigate this risk.
18. Equalities implications – none.
19. Climate implications – none.
20. Security implications – none.

Conclusion

21. So that the City Corporation can meet its requirements under the Road Traffic Regulation Act 1984 (as amended), it is requested that the Court of Common Council notes the contents of this report and approve its submission to the Mayor of London.

Background Papers

- Road Traffic Regulations Act 1984; Road Traffic Act 1991; GLA Act 1999 sect 282.
- Final Accounts 2025/26.

All of which we submit to the judgement of this Honourable Court.

DATED this 8th day of September 2026.

SIGNED on behalf of the Committee.

Deputy Tom Sleigh
Chairman, Planning & Transportation Committee

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ITEM 10

Report – Culture Heritage and Libraries Committee

Cultural Strategy

To be presented on Thursday, 8th October 2026

To the Right Honourable The Lady Mayor, Aldermen and Commons of the City of London in Common Council assembled.

SUMMARY

Your Culture Heritage & Libraries Committee recommends approval of the Cultural Strategy for the City of London. This Strategy brings together the City of London Corporation, cultural institutions and partners across the Square Mile and sets the foundation for a collaborative delivery model. On approval the Cultural Strategy, Delivery Toolkit and Audience Playbook will be published and implementation will commence.

RECOMMENDATION

This Honourable Court is asked to:

- Approve the Cultural Strategy and its publication.
- Approve the Delivery Toolkit and Audience Playbook and their publication, as supporting information for delivering the Cultural Strategy.
    - In doing so, note that any operational updates to the Delivery Toolkit and Audience Playbook will be made by the Head of Profession for Culture and any major changes will be made in consultation with the Chair and Deputy Chair of the Culture, Heritage and Libraries Committee.

MAIN REPORT

Background

1. In April 2024, Members of the Policy and Resources (P&R) Committee and the Culture, Heritage and Libraries (CHL) Committee endorsed the 14 recommendations from the Destination City – Independent Review 2024, led by Paul Martin. In May 2024, the Court of Common Council agreed two recommendations in terms of culture, that are:
    - *[To] request the Town Clerk/Chief Executive to consider options for the future Head of Profession for Culture as described and make an appropriate appointment to progress the cultural strategy.*
    - *[To] align the new culture strategy with the Destination City vision in an approach that is collaborative, develops new partnerships and sets its sights on the City of London as an international cultural and heritage destination.*

2. Following the appointment of the Head of Profession for Culture (August 2024), the Policy Initiatives Fund allocated £45k to develop the Cultural Strategy (November 2024) and CHL agreed the Terms of Reference (December 2024).

3. Throughout 2025, the CHL Committee received progress updates on the Cultural Strategy. This period involved significant research as well as internal and external consultation with stakeholders.

4. The P&R away day on 30 January 2026 considered how the City Corporation's five key priorities align and how major strategies should connect to those priorities. As part of this discussion, Members expressed support for the importance of a robust Cultural Strategy, while emphasising the need for as strong as alignment as possible at a corporate and institutional level.

5. In March 2026, the CHL Committee was updated on the opportunity to pause and reset the Cultural Strategy to help to ensure closer alignment with the emerging spatial framework, enabling a revised vision that is both ambitious and deliverable.

Current Position

6. In May 2026, the CHL Committee considered a draft of the Cultural Strategy for discussion, and comments were considered. As far as practically possible, effort has been made to consider feedback, comments and questions received during this work.

7. A revised version of the Strategy was presented for further discussion at two time-limited working group meetings: first with Senior Officers, and second with Chairs of key committees to ensure collective ownership of the vision and commitments prior to the strategy being finalised.

8. An all-Member session was held on 07 September 2026 during which Members were invited to scrutinise and review the draft Cultural Strategy.

9. The Strategy, Delivery Toolkit and Audience Playbook were approved at your Culture Heritage & Libraries Committee meeting of 20 July 2026, and at your Policy and Resources Committee meeting of 24 September 2026.

10. The **Cultural Strategy** sets out the City Corporation's overarching ambition and vision to recognise the importance of Culture for the Square Mile, its global reach and the need to place Culture at the centre of the City Corporation's activities and responsibilities. It recognises the importance of culture for economic growth and for all those who live, work, and visit the Square Mile. It sets out the commitments and priorities to achieve this overarching ambition and vision.

11. The **Delivery Toolkit** provides practical guidance and tools for working through operational decision-making in line with the Strategy, from shaping activity in specific places, to aligning investment, finding funding and evaluating outcomes.

12. The **Audience Playbook** sets out a detailed understanding of who City cultural audiences are, and who they could be. The Audience Playbook summarises from a culture point of view who interacts with the City, for what, why and how.

Next steps

13. Upon approval of the Cultural Strategy at the Court of Common Council, the proposed next steps include to:

    a. Publish the **Cultural Strategy** – share the final version with all stakeholders that have contributed to the development and publish into the public domain.

    b. **Establish the Cultural Strategy Delivery Group** (CSDG) – This is a working-level operational delivery group comprised of organisations that intend to deliver culture in the Square Mile. The CSDG will include representation from the City Corporation, cultural institutions and a range of external partners. The CSDG's Terms of Reference (including governance) will be proposed as part of the next steps. The governance would need to consider any recommendations from the Governance Efficiencies and Prioritisation review.

    c. **Align resources to implement the Cultural Strategy** – Once the Strategy is approved, the Culture Team will need to consider how to best organise its resource base to manage business-as-usual activity, planned work and build in capacity for new commitments. Resource for new commitments would be established through reprioritisation. This would enable progress against commitments like, for example, collate data from delivery partners and the wider cultural sector to establish a KPI baseline and set future targets.

    d. **Agree a communications plan** – Establish the overall approach to communications for the Cultural Strategy. Specifically, this would include an approach for continuing our dialogue with the culture sector. This dialogue was established during the strategy development process and will play a key part in successful delivery. Further, the Cultural Strategy will be able to leverage the consolidated OneCity website and digital platforms to promote the City of London as a place and to promote activities hosted by the City Corporation, our partners and organisations within the Square Mile.

14. There is no proposal to alter existing governance arrangements. The CHL Committee will continue to oversee the delivery of the Cultural Strategy and the Culture Team's progress will continue to be reported to CHL through the City Corporation's annual business planning process.

Corporate & Strategic Implications

Strategic implications

15. The Cultural Strategy is proposed to sit alongside the City Corporation's Strategic ambitions for Growth; the Square Mile as a Destination (Destination City), its global competitiveness for business (Competitiveness Strategy) and creating the conditions for the physical demand of space in a way that is sustainable and celebrates its heritage (City Plan 2040).

16. Against Destination City Target Outcomes, the Cultural Strategy directly contributes to achieving 'The UK's leading destination to work, driving strong weekday footfall, attracting and welcoming the next generation of talent' and 'A City that stays open, active and alive beyond the working week – supporting a vibrant and thriving weekend economy'.

17. The Cultural Strategy indirectly supports The Global City Competitiveness Strategy by making the Square Mile a desirable place to work and conducive to health and

wellbeing, making it more likely to be the choice for Occupiers who want to attract and retain a talented workforce.

18. The Cultural Strategy supports the City Plan 2040 Economic objectives by contributing directly towards enhancing the City's evening and weekend economies; Creating a new and enhanced culture, leisure and visitor attractions; Ensuring that development plays a significant role in enhancing the life of the Square Mile. It also contributes indirectly to its Social Objectives by creating a more inclusive and healthier City; as well as its environmental objectives to celebrate, protect and enhance the City's unique heritage assets.

19. The Cultural Strategy's position is to be able to take onboard the future recommendations resulting from the Place-Based Investment work that is currently in development.

20. Against the Corporate Plan 2024-2029, the Cultural Strategy contributes directly to Diverse Engaged Communities; Vibrant Thriving Destination; Providing Excellent Services, and indirectly to Dynamic Economic Growth and Flourishing Public Spaces.

Financial implications

21. The key upside financial implications are to:

    a) Establish a cultural fund to receive any financial contributions that are negotiated by planning officers in relation to new development having regard to the policies in the City of London Local Plan, the priorities in the Cultural Strategy, and the legal tests concerning planning obligations, as payments in lieu of an onsite cultural contribution. This would not have any additional direct financial implication on the City Fund or City's Estate.

    b) Work collaboratively with cultural institutions and partners across the City on a shared vision will bring resources together. Additionally, the Delivery Toolkit contains a section on 'Finding Funding' which outlines various existing sources of internal and external funding which could be explored should funds need to be raised for specific projects. This guidance is written both for officers and an external audience.

22. Considering ongoing fiscal pressures, the Strategy can be used as a diagnostic tool to manage any financial downside. The Strategy provides the "Cultural North Star", a steer from the P&R away day. It also provides prioritisation through the Commitments in terms of an activity-based and time-based framework. Any subsequent diagnostic and assessment would need to link with other key City Corporation strategies to ensure there is a holistic approach. There is a risk relating to a reduction in the overall financial envelope for Culture and this will need to be mitigated once there is further direction and once any impact has been established. There is no reliance on funding for additional projects from the City Corporation to deliver the Cultural Strategy, and your Policy & Resources Committee noted that any funding commitments for the Strategy would need to pass through the City Corporation's budget-setting process.

Resource implications

23. The Cultural Strategy will be delivered in collaboration with the City Corporation. The Cultural Strategy's strength lies in the variety and expert voices that informed

it. Delivery is by those who are already mostly involved in delivering culture in the Square Mile, building on the great cultural uniqueness and attractiveness that exist in the Square Mile.

Legal implications

24. None identified.

Risk implications

25. As the delivery of the Cultural Strategy relies on organisations outside of the City Corporation's control, officers cannot guarantee commitment and delivery from all parties and stakeholders. This will be mitigated by a governance structure that is conducive to collaborative working, shared benefits and co-delivery to ensure as far as possible, all parties are incentivised and are set up well to deliver.

Equalities implications

26. An Equality Impact Assessment (EQIA) has not been completed at the overarching Cultural Strategy level. Instead, EQIAs will be undertaken at an operational level either for each of the Priorities, Commitments or their underpinning projects. This approach will enable a tailored and meaningful assessment of the specific impacts on different groups as initiatives are developed and implemented, ensuring that equality considerations are effectively embedded in decision-making and design. The intent is for the Cultural Strategy to be more inclusive including for those with protected characteristics

27. Some elements of the Cultural Strategy will potentially be delivered by an external partner, outside of the City Corporation's control. A standard good practice, City Corporation Officers will advocate for partners to meet the Public Sector Equality Duty and to take into consideration the four additional characteristics the City Corporation also seeks to protect.

Climate implications

28. None identified.

Security implications

29. None identified.

Conclusion

30. This report presents a final draft of the Cultural Strategy 2026, developed through extensive research, consultation, collaboration and alignment with the City Corporation's wider strategic priorities. The Strategy establishes a clear, long-term direction for culture as a central component that contributes deeply to the City's success. Intentionally collaborative in design and delivery, it is recognised that successful implementation depends on shared ownership across the City Corporation, cultural institutions and a wide range of partners. The accompanying Delivery Toolkit and Audience Playbook provide the practical framework to support this.

Appendices

Appendix 1 – City of London 2026 Cultural Strategy
Appendix 2 – Delivery Toolkit

Appendix 3 – Audience Playbook

All of which we submit to the judgement of this Honourable Court.

DATED this 20th July 2026.

SIGNED on behalf of the Committee.

Brendan Barns

Chair, Culture Heritage and Libraries Committee

CULTURAL STRATEGY

City of London | 2026

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Juxtapostion of heritage and modernity

Executive Summary

Culture has never been more important to the City of London. It is fundamental to the City's success as an economic power house and a compelling place to visit, a meaningful place to work and a great place to live. This Strategy sets out a clear ambition: **to be recognised not only as a global financial centre, but also as the world's most culturally vibrant, proudly cosmopolitan and historically significant business district.**

The Moment is Now

The City has extraordinary cultural assets and is investing in culture at an unprecedented scale through the renewal of the Barbican, the relocation and expansion of the London Museum, and a growing wave of cultural infrastructure across the Square Mile and beyond. This Strategy responds to that moment, providing a shared framework for the next 5+ years to maximise the impact of these investments and realise their full potential.

Understanding Culture

Within the City of London Cultural Strategy, culture is understood in its broadest sense. It encompasses not only arts and heritage, but the wider social, civic and everyday experiences that shape life in the City, including learning, wellbeing, public life, identity, creativity and connection.

A Distinctive Cultural Identity

Founded 2,000 years ago, the City of London is the core from which the modern metropolis of London developed. Unlike many global business districts, which were planned and built primarily for commerce, the City has been evolving over centuries as a place of trade, migration, innovation and exchange. Each generation has left its mark, creating a depth of heritage, culture and human stories that cannot be manufactured.

This blend of old and new, tradition and innovation, local and global, reflected in everything from medieval churches and historic alleys to contemporary architecture and public spaces, is what gives the City of London its uniquely distinctive character.

As the historic heart of London and the world's most influential business district, the City's cultural assets contribute not only to the capital's identity, but to the international reputation of London as a place of culture, creativity, innovation and economic heft.

An Extraordinary Cultural Offer

Today, historic landmarks such as St Paul's Cathedral, the Guildhall, Tower Bridge and the Royal Exchange stand alongside major cultural institutions including the Barbican Centre and the London Museum. The Guildhall School of Music & Drama and the London Symphony Orchestra sit alongside independent venues and heritage attractions such as Dr Johnson's House, Theatre Deli, Bishopsgate Institute and Charterhouse. Centuries-old traditions, from the Lord Mayor's Show to the Sheep Drive and the Hog's Head Ceremony, continue to shape the City's identity, while neighbouring destinations including the Tower of London and Tate Modern form part of a wider cultural ecosystem.



St Paul's Cathedral, NLA, Photo by @descurran

Collectively, these institutions, landmarks and traditions create a cultural offer that is unparalleled and serves a diverse residential community, hundreds of thousands of workers and millions of visitors each year.

The Opportunity

While the City is globally known for commerce and finance, its cultural strengths are not always equally understood, experienced or celebrated. This Strategy is not about creating culture where none exists. It is about fully recognising the City's existing assets and unlocking their full potential.

Our Priorities

This Strategy has three priorities:

- ***Champion the City's Character:*** Celebrate the stories, traditions and experiences that make the City unique, supporting a more distinctive, nuanced and evolving global identity.
- ***Balance the Cultural Mix:*** Create the conditions for culture to thrive at every scale, supporting a more varied, experimental and resilient cultural ecosystem.
- ***Access Culture with Ease:*** Make culture easier to discover, navigate and experience, supporting a cultural offer that is more visible, accessible and part of everyday life.

The Difference We Want to Make

Through these priorities more investment will flow into the Square Mile, more people will discover, experience and return to the City for its cultural offer, while a broader mix of artists, organisations and ideas will be supported to thrive. Culture will become more visible, accessible and integrated into everyday life, supporting wellbeing, learning and social connection. More people will feel welcome, represented and able to access the opportunities the City offers, ensuring culture in the City is shaped by and relevant to a broader range of people.

From Ambition to Action

This Strategy sits alongside the City of London Corporation's strategic ambitions for growth; the Square Mile as a destination (Destination City), its global competitiveness for business (Competitiveness Strategy) and its long-term evolution as a sustainable and heritage-led place (City Plan 2040).

The City of London Corporation already invests around £145m into culture. The Cultural Strategy is not about expending more money but about leveraging and utilising the wonderful cultural assets the City already has to greater effect.

Supported by a Delivery Toolkit that translates ambition into action, the pages that follow set out a practical framework for coordinated action.

A Shared Strategy

This Strategy was produced in the same way it is intended to be delivered: openly and through shared ownership. The City of London Corporation commissioned and convened the Strategy, but it is not a strategy for any one organisation. It is a shared invitation to work together, think bigger and act collectively. By working together across culture, business, education, development, hospitality and civic life, we can create something far greater than the sum of our parts.



Guildhall School of Music and Drama, Spring Season



x3 MORE LIKELY TO FEEL INSPIRED

Workers exposed to cultural experiences in the workplace report significantly higher levels of inspiration.

Source: Brookfield Properties x The School of Life



2 IN 3 OF INVESTORS PRIORITISE WELLBEING

Features that support the physical and mental health of building users influence real estate decision-making worldwide.

Source: CBRE Global ESG Survey 2022



64% WORK MORE EFFECTIVELY

Access to cultural and social activity supports day-to-day performance, helping workers collaborate, focus and sustain productivity.

Source: Brookfield Properties x The School of Life

The **Case for Culture** in a **Global Business District**

The City of London's position as a global business district has never depended on financial infrastructure alone. From its origins as Londinium to the coffee houses of the seventeenth century, the City has long functioned as a place where exchange is enabled by strong social and cultural conditions. Today, culture operates as a form of soft infrastructure, shaping how effectively the City competes for talent, investment and global relevance.

Earning the Commute

This is particularly significant in the context of hybrid working, where the City must now 'earn the commute'. Approximately 676,000 workers travel into the Square Mile, yet attendance is increasingly shaped by choice.

Cultural activity plays a measurable role in that decision. Research by Brookfield Properties and The School of Life found that workers are almost three times more likely to feel inspired when exposed to cultural experiences in the workplace, while 64% report that cultural and social activity helps them work more effectively. Access to these experiences also increases preference for office-based work.

A Healthier Workforce

Poor mental health has significant implications for workforce wellbeing and productivity. Research by King's College London into central London's workforce found that employers reported that poor mental health contributes to lower morale, reduced productivity and long-term sickness absence, while the Health and Safety Executive estimates that stress, depression and anxiety accounted for 16.4 million working days lost in 2024/25 across Great Britain.

Against this backdrop, The World Health Organization's 2019 Arts and Health report identifies consistent associations between engagement in arts and heritage and improved mental health, whilst the rise of social prescribing reflects increasing institutional recognition of culture's role in supporting wellbeing.

Workers themselves recognise this, with 77% believing cultural activity contributes directly to their wellbeing.

CBRE's 2022 Global ESG Survey found that features supporting the physical and mental health of building users influence the real estate decisions of around two-thirds of investors and occupiers worldwide, reinforcing that culture is no longer a 'nice to have' but an increasingly important factor in occupier decision-making.

A Global Differentiator

Beyond its benefits for workers and employers, the City's cultural offer represents one of its most underleveraged competitive advantages internationally. The City hosts over 180 foreign banks, with 37% of London Stock Exchange listings being international, supported by a workforce of 330,000 foreign-born workers.

In a market where financial infrastructure is increasingly comparable, distinctiveness becomes critical. The City's institutions, heritage, traditions and contemporary programmes offer a depth and identity that no other global financial centre can replicate.

Culture's role in the City of London is not supplementary but systemic. It shapes how the City attracts investment, retains talent and differentiates itself globally. The opportunity is not to create culture where none exists, but to deploy an already substantial base more effectively: making it visible, accessible and embedded within everyday experience. It is one of the clearest routes through which the City can strengthen its position as the global business district.

SHAPED TOGETHER

This Cultural Strategy has been shaped through one of the **most extensive cultural engagement processes** the City has ever undertaken.

Many Voices, One City

The City of London is experienced differently by different people. For some, it is a place of work. For others, it is home. For many, it is a destination to discover. Understanding culture in the City therefore means understanding these different experiences and perspectives. This Strategy has been shaped by listening to a broad range of voices, including those who already feel connected to the City and those who do not yet see themselves reflected in it.

A City-Wide Conversation

Between February and May 2025, a structured consultation programme combined evidence and lived experience. Forty-seven existing datasets were analysed alongside 742 survey responses, 10 focus groups involving 178 participants, more than 50 one-to-one conversations and 85 creative consultation contributors. Residents, workers, young people, cultural leaders, businesses, developers, educators and international partners all took part. This phase uncovered both pride and challenge, celebrating what is already strong while identifying where culture could be more visible, inclusive and connected to everyday life.

From Consultation to Co-Creation

From June to November 2025, the process moved into co-creation. Thirty-seven structured sessions brought together more than 350 people across civic, corporate, cultural and community sectors. Through the Cultural Strategy Development Group, Officer Strategy Group and Member Strategy Group, participants worked side by side to test priorities, refine commitments and build consensus. Go & See sessions at Dr Johnson's House, St Paul's Cathedral and Guildhall Art Gallery grounded the work in lived experience, while Action Planning Sessions stress-tested ambition against delivery reality. As one participant described it, this was *"A watershed moment. A really bold & brave level of engagement - which in this area is unprecedented."*



Cultural Consultation, St Botolph's Without Aldgate, Photo by Luke Bligh

OUR VISION

The City of London will be recognised not only as a global financial centre, but also as the world's most **culturally vibrant, proudly cosmopolitan and historically significant business district.**

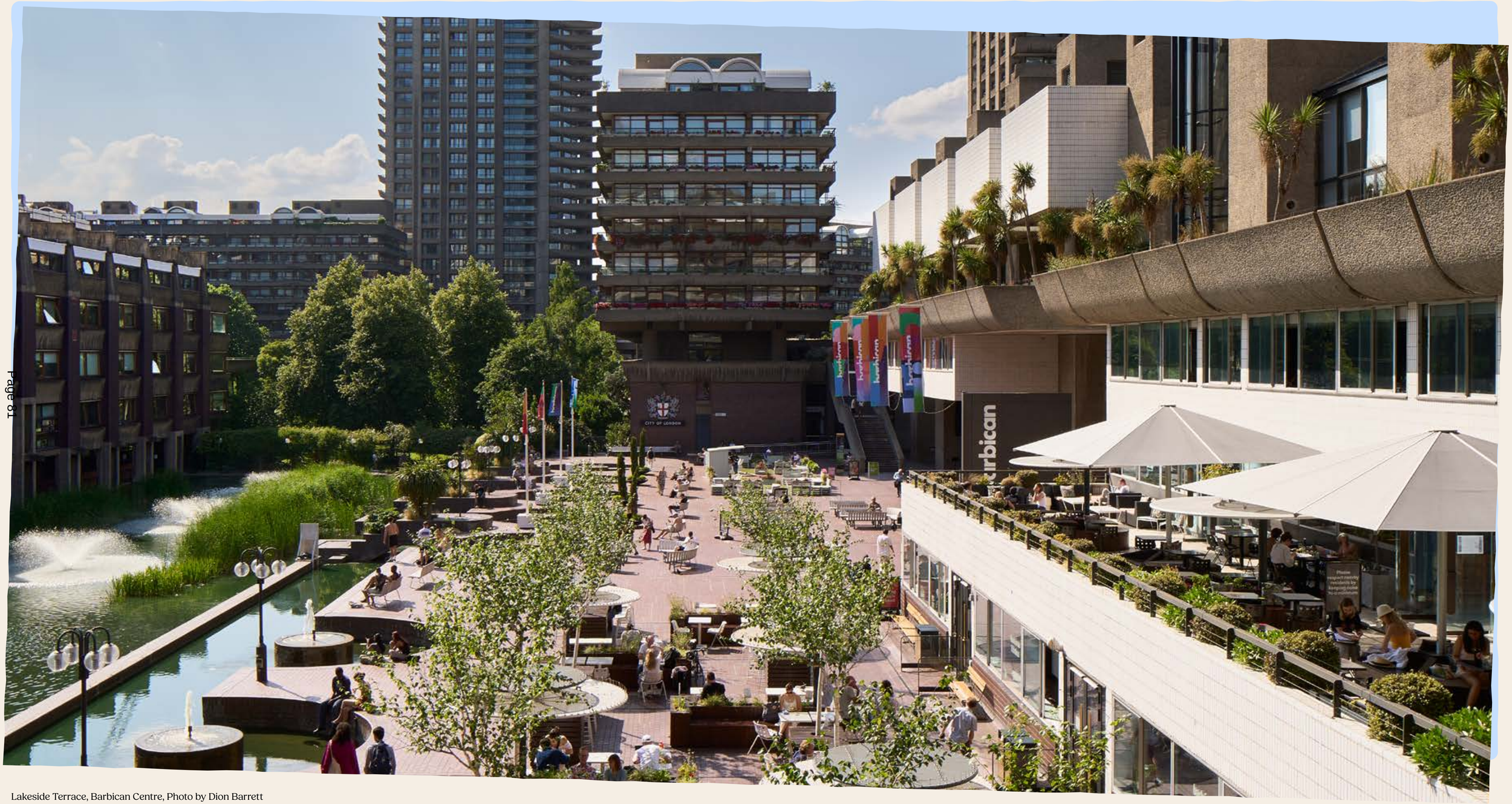
We will build on centuries of history, heritage and tradition by **celebrating what makes us distinct**.

We will futher strengthen our position as the international economic power house and as a driver of innovation by **embracing creative risk and backing bold ideas**.

We will champion our place at the heart of London by **reflecting its people, its diversity, and widening access to the wealth of opportunities the City has to offer.**



Fabric x St Paul's, Patti Smith, Photography by @benedictpriddy



Lakeside Terrace, Barbican Centre, Photo by Dion Barrett

OUR PRIORITIES

1

CHAMPION THE CITY'S CHARACTER

Celebrate the stories, traditions and physical character that make the City unique, supporting a more distinctive, nuanced and evolving global identity.

2

BALANCE THE CULTURAL MIX

Create the conditions for culture to thrive at every scale, supporting a more varied, experimental and resilient cultural ecosystem.

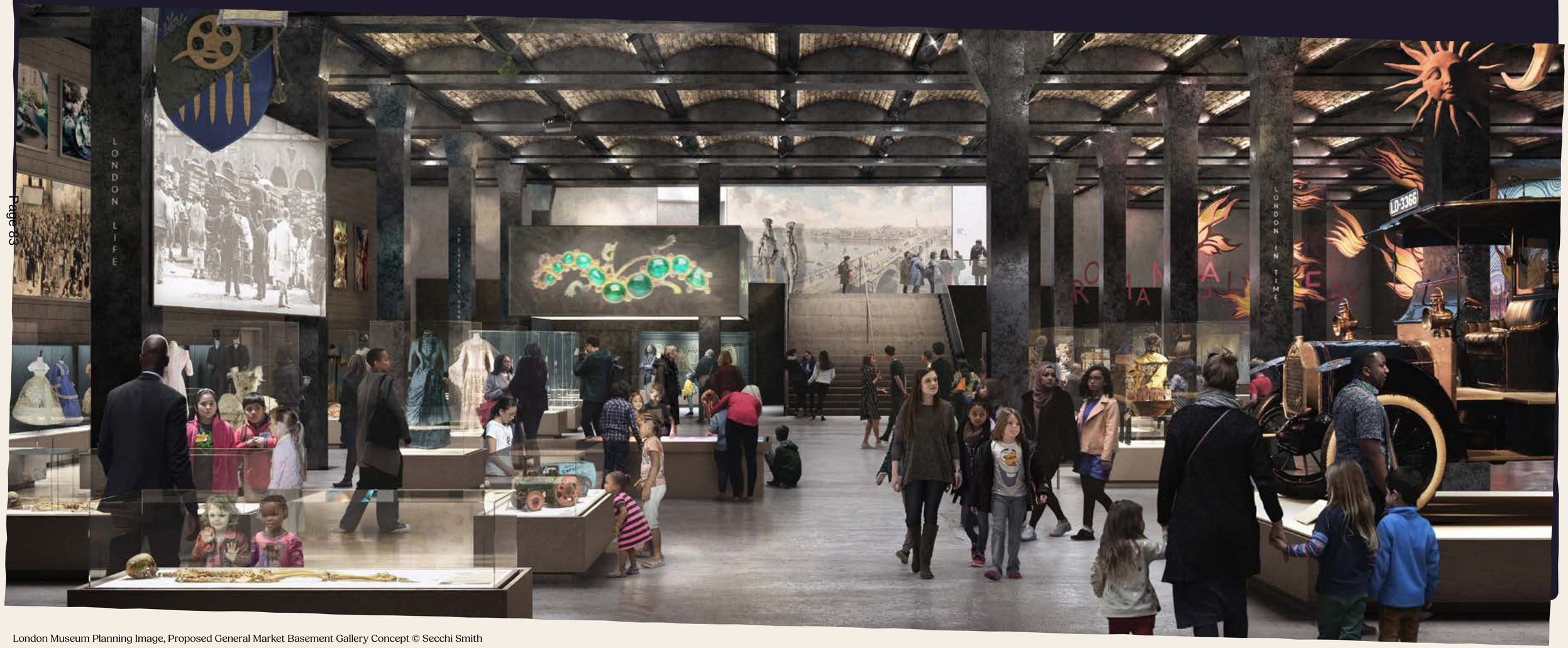
3

ACCESS CULTURE WITH EASE

Make culture easier to discover, navigate and experience, supporting a cultural offer that is more visible, accessible and part of everyday life.

PRIORITY 1

CHAMPION THE CITY'S CHARACTER



London Museum Planning Image, Proposed General Market Basement Gallery Concept © Secchi Smith

EMBRACE CULTURE AS A DEFINING STRENGTH

Position culture at the heart of the City's global identity, represented across commerce, investment and diplomatic engagement.

Why this matters: *Culture strengthens how the City is seen globally, helping it stand out, build influence and attract international opportunity.*



76%

of executives rank talent attractiveness as their top priority when choosing a business district. The same research concludes that **districts must offer culture, leisure and placemaking to remain attractive** to companies, employees and investors.

(EY.COM)

*"Culture should be more than an ambition - it's a segment of the economy and **an opportunity for growth."***

PROPERTY DEVELOPMENT FOCUS GROUP

HOW WILL WE DO IT?

SHORT TERM:	Develop a shared narrative for the City's cultural identity as a global business district. Create clear messages, stories and evidence that articulate how culture contributes to the City's distinctiveness, competitiveness and global reputation. Begin embedding these messages within place promotion, destination marketing and investment activity. Establish a cultural fund to receive any financial contributions in relation to new development as payments in lieu of an onsite cultural contribution.
MEDIUM TERM:	Champion culture through civic leadership and advocacy. Equip elected Members, ambassadors, partners and senior leaders with shared messages that position culture as a defining strength of the Square Mile. Ensure culture is consistently represented within strategies, campaigns, investment narratives and external engagement.
LONG TERM:	Establish culture as one of the defining characteristics that sets the City apart from other global business districts. Through international partnerships, industry events and the work of cultural institutions and partners, ensure the City's cultural strengths are visible to global audiences and recognised as part of its international reputation.

WHAT SUCCESS LOOKS LIKE

- Culture is consistently represented in how the City promotes itself, attracts investment and engages with global audiences
- More people recognise culture as one of the defining strengths that distinguishes the City from other global business districts
- International partnerships and engagement activity strengthen the profile and reach of the City's cultural offer

SHARE THE CITY'S MANY STORIES

Work with artists, historians, archives and communities to shape a contemporary City narrative that connects with audiences worldwide.

Why this matters: *When the City reflects more voices and histories, it becomes more inclusive, relevant and engaging to wider audiences.*



61%

of adults say arts and culture help them **understand different perspectives** and points of view

(Arts Council England)

"The City could do more to acknowledge complex histories, including those linked to finance, colonialism, and migration."

HERITAGE FOCUS GROUP

HOW WILL WE DO IT?

SHORT TERM:	Review how the City's stories are represented across cultural activity, heritage sites, archives, public spaces and storytelling platforms. Work with communities to identify where the experiences and contributions of people from different ethnic backgrounds, faiths, genders, generations, disabilities, sexual orientations and socio-economic backgrounds are missing, overlooked or underrepresented.
MEDIUM TERM:	Work with artists, communities, archives and cultural organisations to co-create new approaches to storytelling, interpretation and cultural programming. Test how a wider range of histories, lived experiences and contemporary perspectives can be researched, shared and experienced in ways that are relevant, inclusive and innovative.
LONG TERM:	Make inclusive storytelling a long-term principle of how the City researches, interprets and shares its culture and heritage. Over time, this will help ensure a wider range of histories, perspectives and lived experiences are reflected across cultural activity, public spaces and heritage programmes.

WHAT SUCCESS LOOKS LIKE

- The City offers a richer and more relevant heritage experience for wider audiences
- More people report feeling welcome and included in the way the City tells its stories
- A broader range of histories and perspectives is visible in cultural interpretation and storytelling

BRING THE CITY'S HIDDEN GEMS INTO PUBLIC VIEW

Work with partners to bring the City's hidden gems into public view, revealing the award-winning architecture, traditions and experiences that make the Square Mile unique.

Why this matters: *The City's architecture, heritage and traditions attract visitors, extend activity and strengthen cultural identity.*



40%

of global travellers say **"one-of-a-kind" experiences** influence their travel and spending decisions.

(Mastercard Survey)

*"Many of the City's most distinctive cultural assets - from its churches and guildhalls to archaeological remains - are **hidden in plain sight.**"*

HERITAGE FOCUS GROUP

HOW WILL WE DO IT?

SHORT TERM:	Identify under-recognised architectural assets, heritage sites, events, collections and ceremonial traditions across the Square Mile that express what makes the City distinctive. Map what exists, clarify ownership and access constraints, and agree a shortlist of priority assets and experiences with the greatest potential for public discovery.
MEDIUM TERM:	Bring the City's distinctive spaces, architecture, traditions and experiences into public view through routes and trails connecting culture, history, architecture and contemporary life. Deliver a quarterly programme of 'Secret City' events aligned with major citywide programmes such as Open House, London Festival of Architecture and London Fashion Week. Offer guided, self-guided and digital formats.
LONG TERM:	Broker long-term partnerships to open up distinctive spaces for culture on a regular basis, including one-off and limited-run experiences that pair unusual locations with new audiences. Explore appropriate commercial uses and extended opening opportunities where they support conservation and ongoing public access.

WHAT SUCCESS LOOKS LIKE

- Audiences explore the City more deeply, including different neighbourhoods, landmarks and cultural assets
- More of the City's distinctive spaces, collections and traditions are opened up and experienced by wider audiences
- The City attracts more audiences interested in its architecture, traditions and cultural experiences

PRIORITY 2
BALANCE THE CULTURAL MIX



Leadenhall Market: pop-up store

CREATE SPACE TO SUPPORT NEW CULTURAL IDEAS

Work with landowners, developers and partners to make cultural space easier to access, use and sustain, supporting new ideas while strengthening the City's cultural infrastructure.

Why this matters: *Creating space for culture supports experimentation today while strengthening cultural infrastructure for tomorrow.*



13,780

artists are on studio waiting lists and occupancy rates are at 95 per cent, suggesting demand is high and sustained.

(GLA Cultural Infrastructure Plan)

"Meanwhile cultural use is an effective way to activate underused sites, attract footfall, and ***strengthen a sense of place*** *ahead of permanent occupation"*

PROPERTY DEVELOPMENT FOCUS GROUP

HOW WILL WE DO IT?

SHORT TERM:	Establish a clear, city-wide approach to cultural space. Support the development of a Cultural Space Framework for the Square Mile and produce practical guidance explaining how organisations can access spaces, understand permissions and costs, and bring new ideas to life.
MEDIUM TERM:	Make cultural space easier to find, access and activate. Maintain a database of vacant, underused and community spaces, broker partnerships between landowners, developers and cultural organisations, and support experimentation through flexible approaches to permissions, licensing and meanwhile use where appropriate.
LONG TERM:	Create clearer pathways for successful projects or organisations to grow or transition into longer-term cultural homes. Use evaluation, planning routes and partnerships with developers to help retain cultural organisations, replicate successful models and embed experimentation as a recognised part of the City's cultural infrastructure.

WHAT SUCCESS LOOKS LIKE

- More independent cultural and creative organisations and freelancers are attracted to and retained in the City
- More cultural spaces are available, accessible and actively used across the Square Mile
- Culture is increasingly embedded within development, planning and long-term city growth

BUILD EARLY CONNECTIONS TO CULTURE

Work with education partners to give young people opportunities to explore the City's culture, building confidence and a sense of belonging.

Why this matters: *Early cultural experiences shape who feels confident engaging with culture later in life.*



380,000

young people live in the City's surrounding boroughs, representing a **significant future audience** for the City's culture.

*"We have a **national responsibility** to inspire the next generation...deeper links with schools across London would strengthen young people's connection to the Square Mile"*

CULTURE FOCUS GROUP

HOW WILL WE DO IT?

SHORT TERM:	Support the Education Strategy to further strengthen the Cultural and Creative Learning Forum as the central coordination point for cultural education in the City. Work with schools, livery companies and cultural organisations to clarify existing provision, improve visibility, and make routes into City-based cultural learning clearer and easier for teachers to navigate.
MEDIUM TERM:	Take a more evidence-led approach to widening participation in cultural learning. Map cultural education provision across the City and neighbouring boroughs, identify gaps, and work with Cultural Education Partnerships and local communities to extend reach beyond the Square Mile. Strengthen relationships with delivery partners to support repeat engagement rather than one-off visits.
LONG TERM:	Embed long-term relationships between schools and the City's cultural institutions, creating opportunities for young people to help shape cultural learning and engagement. Support the Education Strategy to use evidence, partnerships and the City's convening role to champion cultural learning nationally, helping ensure creativity and culture remain embedded within education policy and practice.

WHAT SUCCESS LOOKS LIKE

- Cultural partners build stronger long-term relationships with schools
- Children and young people from all backgrounds become more familiar with, and help shape, the City's cultural and creative opportunities
- Learners build cultural confidence and are more likely to continue engaging with culture and creative opportunities

CREATE PATHWAYS INTO CREATIVE CAREERS

Create new routes into creative work by combining hands-on cultural experience with skills development supported by City employers and institutions.

Why this matters: *Clear pathways and paid opportunities open up creative careers to more people while strengthening the City's future talent pool.*



53%

of creative organisations report **gaps in business-related skills**, particularly marketing and communications.

*"The City is uniquely positioned to **blend business and creative learning**"*

CREATIVE CAREERS ACTION PLANNING SESSION

HOW WILL WE DO IT?

SHORT TERM:	Position the City as a clear starting point for creative careers. Work with employers, cultural organisations, education providers and partners to explore how creative opportunities can be better coordinated, promoted and signposted, making routes into creative careers and training easier to find and access, particularly for young people and career-changers without existing networks.
MEDIUM TERM:	Convene employers, cultural organisations, education providers and funders across the City and neighbouring boroughs to co-design post-16 pathways combining paid experience, skills development and accreditation. Test how placements, apprenticeships, training and qualifications can align across organisations to reduce reliance on informal networks and one-off opportunities.
LONG TERM:	Launch a flagship, City-wide entry programme into creative careers, bringing together the City's cultural institutions and business community to offer paid experience, accredited learning and progression opportunities across multiple organisations, exposing participants to the breadth of creative, commercial and civic practice the City can offer.

WHAT SUCCESS LOOKS LIKE

- More people are aware of, and able to access, routes into creative careers
- Paid experience, accredited learning and development opportunities open pathways for people facing financial or social barriers
- Cultural and creative organisations benefit from a broader and better-prepared talent pool

PRIORITY 3

ACCESS CULTURE WITH EASE



Historic Royal Palaces and Luxmuralis

MAKE THE CITY'S CULTURE EASY TO FIND AND FOLLOW

Coordinate cultural communications, mapping and wayfinding across the Square Mile so people can see what's on and explore the City's culture with ease.

Why this matters: *The City already hosts an extraordinary range of cultural activity. Making it easier to find and follow will unlock its full potential.*



81%

of 18-34 year olds cited ***'lack of awareness'*** for not engaging in the City of London's cultural offer.

"There are brilliant things happening that no-one knows about"

PROPERTY DEVELOPMENT FOCUS GROUP

HOW WILL WE DO IT?

SHORT TERM:	Build culture directly into the City of London Corporation's Communications Strategy. Cultural content features across major channels, with clear guidance for teams and partners on how to promote cultural activity. Culture is positioned as a core part of how the City communicates, not an add-on.
MEDIUM TERM:	Develop a dedicated Cultural Communications Action Plan. Set out shared messaging, branding and audience targeting, supported by a digital and physical cultural map of the Square Mile. Cultural organisations, ambassadors, voluntary groups and partners work to a shared framework, making it easier to recognise what's on and where.
LONG TERM:	Design cultural discovery into the City's streets and public spaces. Align communications, maps and wayfinding with clearer signage, coordinated information points and intuitive routes that encourage exploration between venues, public spaces and neighbourhoods. Over time, following culture across the City becomes simple, consistent and part of everyday movement.

WHAT SUCCESS LOOKS LIKE

- Culture is clearly visible in City of London communications and promotion
- Cultural venues, events and experiences are easy to find across digital and physical platforms
- Cultural promotion is better coordinated across partners and targeted to priority audiences

GET THE BASICS RIGHT

Improve essentials like seating, lighting, toilets and accessible public spaces so cultural experiences across the Square Mile are comfortable and easy to use.

Why this matters: *Comfortable, well-designed amenities make it easier for people to spend time in the City and enjoy its cultural offer.*

*"Poor signage, confusing navigation, and closed public toilets discourage visitors and **reduce dwell time**"*

YOUNG PEOPLE AND FAMILIES FOCUS GROUP

*"Lack of toilets, seating, and child-friendly spaces makes the City **difficult to enjoy** as a family"*

PLACE, LEISURE AND TOURISM FOCUS GROUP

HOW WILL WE DO IT?

SHORT TERM:	Improve the visibility and reliability of essential amenities. Public toilets, seating, picnic spots and blue badge parking are clearly mapped and promoted through trusted City platforms. Ensure that information is easy to find, inclusive and helps people plan visits with confidence.
MEDIUM TERM:	Improve the quality and experience of key amenities. This includes artist-led and design-led improvements to existing public toilets and seating, helping them feel safer, more welcoming and better used. Treat amenities as a visible and valued part of the City's cultural infrastructure.
LONG TERM:	Embed everyday amenities into long-term planning and delivery. Create an evidence base for amenity provision to inform planning guidance, ensuring toilets, seating and accessible spaces are considered essential infrastructure that supports culture, access and participation over time.

WHAT SUCCESS LOOKS LIKE

- More people are aware of the facilities that support a comfortable day out in the City
- More people report that visiting the City is convenient and welcoming
- Partners increasingly recognise the role of public amenities in supporting cultural life

EXTEND CULTURE BEYOND BUILDINGS

Support cultural activity in public spaces so it becomes a natural, visible and accessible part of daily life in the City.

Why this matters: *Visible, everyday culture invites wider audiences to engage and feel included in the City.*



38%

of 25-44 year olds are more likely to attend **outdoor city cultural events and festivals**. This is the age range most reflective of City workers.

*"Culture in the streets and public spaces around where work takes place would make the City feel **more sociable**, **enjoyable**, and **less transactional**."*

CITY WORKERS FOCUS GROUP

HOW WILL WE DO IT?

SHORT TERM:	Build on existing programmes to test more cultural activity in streets and public spaces. Work with major institutions to deliver curated, well-managed outdoor activity that fits the City context and builds confidence across teams and partners.
MEDIUM TERM:	Expand outdoor cultural activity through informal, experimental use of public and ground-floor spaces. Pilot work with BIDs, businesses and cultural partners, mapping suitable locations and providing clear guidance to help artists and organisers navigate permissions and delivery.
LONG TERM:	Reduce barriers to outdoor culture by streamlining permissions and testing time-limited changes to street use. Introduce clearer, consistent licensing and pilot temporary street closures or car-free periods, using learning to inform longer-term public realm practice.

WHAT SUCCESS LOOKS LIKE

- More cultural activity takes place in public spaces throughout the year
- Culture is more visible in everyday life and reaches broader audiences
- Cultural activity in public spaces is easier for partners to deliver

ACHIEVING IMPACT

Priorities

Champion the City's Character

Use the City's distinct cultural character to enhance its global appeal

Balance the Cultural Mix

Help culture thrive at every scale

Access Culture with Ease

Make culture visible, accessible and part of everyday life

Priority Outcomes

The City becomes known for culture as well as commerce. Cultural organisations attract new audiences, partners and investment, and the City's cultural strengths contribute to its reputation and appeal.

Measures to include:
% of people who associate the City with culture as well as commerce | % of audiences who feel represented in the City's cultural offer | Visits to heritage and cultural assets

There is a wider and more relevant mix of cultural activity. More people find things that interest them, and more artists and organisations can start, grow and stay in the City, strengthening the talent pipeline.

Measures to include:
Sqm of cultural space created, retained or activated | Number young people participating in cultural activity | Number of people supported into creative careers

Culture is easier to find and take part in. More people know what's on, more people take part, and visits are longer, more frequent and support the City's wider economy.

Measures to include:
Number of visits to cultural discovery platforms | % of visitors who report that the City is convenient and easy to visit | Hours of outdoor cultural programming

Strategy Impacts

Social

Wellbeing
Equitable Cultural Participation
Physical & Mental Health

Economic

Visitor Spend
Workforce Productivity
Investment

Place

Footfall & Vibrancy
Attractiveness
Pride in Place

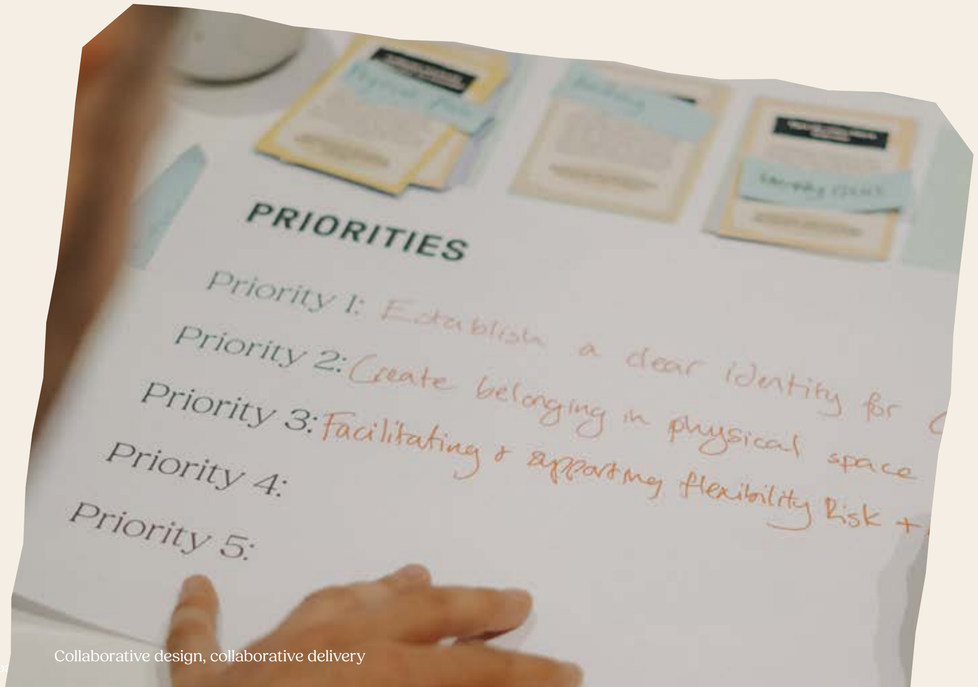
Cultural

Engagement & Opportunity
Diversity & Innovation
Resilience

DELIVERY TOOLKIT

The Delivery Toolkit translates the Cultural Strategy into practical action. Designed for anyone commissioning, funding, delivering or shaping culture in the City, including City Corporation and institution teams, cultural organisations, developers, BIDs and partners, it provides a set of shared tools to support decision-making, collaboration and delivery.

Rather than prescribing a single approach, it offers flexible guidance that can be applied across different places, projects and scales. Building on the Strategy's co-creation process, the Toolkit is intended to be used collectively, supporting a model of shared delivery where partners work together to test ideas, align activity and deliver impact over time.



Collaborative design, collaborative delivery

Delivery Toolkit

Audience Playbook: A guide to the City's cultural audiences, supporting audience development, programming, communications and marketing.

Finding Funding: A practical guide to funding opportunities, helping organisations and practitioners identify appropriate routes to support cultural activity.

Investing in Alignment: A shared framework for funders, commissioners and investors to align cultural investment with the Strategy's priorities and ambitions.

Measuring Success: A shared approach to monitoring, evaluation and impact, helping partners evidence progress and demonstrate value.

Working Together: A framework for collaborative delivery, setting out how partners contribute, share learning and support implementation over time.

Working with Place: A practical framework for applying the Cultural Strategy at a local level, helping cultural activity respond to the distinct character of different parts of the City.

Supporting Evidence

Research & Insight Report: Analysis of the City's cultural context, opportunities and challenges, drawing on policy, data and comparative research.

Consultation Findings Report: Detailed findings from engagement with residents, workers, cultural organisations, businesses and partners.

Audience Insight Report #1: A review of existing audience research, ticketing data and market intelligence relating to culture in the City.

Audience Insight Report #2: Primary audience research exploring cultural behaviours, perceptions and opportunities for audience growth.

ACKNOWLEDGEMENTS

This Cultural Strategy and Delivery Toolkit was commissioned by the Head of Profession for Culture at the City of London Corporation. The work was shaped through a wide-ranging process of collaboration and co-creation.

We are grateful to the many local residents, workers, students, freelancers, artists, creatives, educators and community participants who gave their time, shared their experiences, and offered insight into how culture is lived, felt and made across the City. Their voices sit at the heart of this strategy, even where they are not named individually.

We also thank the organisations listed for their openness, generosity and expertise. Through consultation, challenge, partnership and shared ambition, they have helped to shape a strategy that reflects the City as it is now, and as it could become.

This is not a strategy owned by one organisation. It is a collective piece of work, developed with partners across culture, education, community, business, development and the public sector, and intended to be carried forward together.

An initiative by the City of London Corporation:

CITY OF LONDON

Written & facilitated by Things Made Public CIC:

THINGS MADE PUBLIC

1 Lombard Street
Age UK City of London
Aldgate Connect
Andaz London
Area Dean of the City Deanery
Arts Admin
Arts Council England
Artizan Street Library and Community Centre
AXA IM
Barbican Centre
Barbican and Golden Lane Neighbourhood Forum
Barbican Immersive
Babes in Development
Bank of England Museum
Bidvest Noonan
Bishopsgate Institute
Bloomberg
Bombas & Parr
Boxhall
British Council
British Land
Brookfield Properties
Broadworks – Hive
Calouste Gulbenkian Foundation
Carers UK
Central London Alliance
Cheapside Business Alliance
City Bridge Foundation
City Churches
City Guides
City of London Academies
City of London Corporation
City of Westminster
City Pride
City Property Association
CLEAR Network (City of London Ethnicity and Race)
COLAG (City of London Access Group)
Counter Culture
Culture Mile BID
Dance Umbrella
Devonshire Square
DP9
Duckie
Eastcheap Records
Eastern City Partnership
East London Dance
English Heritage
Fabric
Fleet Street Quarter
Founders' Company
Futurecity
Gerald Eve
Goldsmiths' Company
Goldsmiths' Company Charity
Global Cultural Districts Network
Greater London Authority
Greenwich and Docklands Festival
Guildhall Art Gallery & Amphitheatre
Guildhall Events
Guildhall School of Music & Drama
HATCH
Mental Fight Club
Historic England
Hilton Group
Hoxton Hall
H Properties
Intermission Youth Theatre
Japanese Chamber of Commerce and Industry
Keats House
Kunstraum
Landsec
Leadenhall Market
London & Oriental (L&O)
London and Partners
The London Archives
London Borough of Camden
London Borough of Hackney
London Borough of Islington
London Borough of Southwark
London Borough of Tower Hamlets
London Central Alliance
London Metropolitan University
London Museum
London Symphony Orchestra
Migration Museum
Middlesex Street Residents Association
Multiplex
New Diorama Theatre
Northeastern University
Open City
Paternoster Square Company
Petticoat Square
Portobello and Golden Lane Community Centre
Publica
Rosslyn
Savills
Shoreditch Trust
Shubbak Festival
Spice Design
St Botolph's without Aldgate
St Ethelburga's Centre for Peace and Reconciliation
St Luke's Community Centre
St Paul's Cathedral
Stanhope PLC
Streetsense
Thames Festival Trust
Tower of London
Tudor Rose Court Residents Association
UCL – East Bank
Urban Symbiotics
Wayward
Without Walls
Wisdom Sync
Women's Inclusivity Network (City of London)
Young Employees Network (City of London)

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COMBINED DELIVERY TOOLKIT

City of London Cultural Strategy | 2026

For ease of review and approval, the Delivery Toolkit has been packaged as a single document; however, it is intended to function as a suite of separate resources, each designed to be used independently alongside the Cultural Strategy.

FINDING FUNDING

A practical guide to funding and support for cultural activity in the City of London

CONTENTS

Purpose	01
Funding Routes	03
Funding Alignment	09

PURPOSE

Who is this for? This document is for anyone seeking funding or support for cultural activity in the City of London, including cultural organisations, independent practitioners and collaborative partnerships.

What does this document do? This document provides a clear overview of the different types of funding and support available for culture in the City, from public funding and philanthropy, to corporate investment and place-based funding. It helps you understand which routes are most relevant for different kinds of activity, so time and effort are focused in the right places.

How should this be used? Use this document when developing ideas, shaping proposals or working out how cultural activity might realistically be resourced. It is designed to help you identify relevant funding routes, understand how they tend to operate, and think clearly about what is needed to make a project viable. The funding matrix helps you see which types of funders are most likely to support different kinds of activity.

What is this not? This document is not written for funders or commissioners. It is a guide for people seeking funding and support, not for those allocating it.



Culture Mile BID, Basketball in Guildhall Yard, courtesy of Mikey Lee



Culture Mile BID, On the Street Pride Party, courtesy of Mikey Lee

FUNDING ROUTES

Cultural activity in the City of London is supported through a range of funding and support routes. These include public bodies, charitable and philanthropic funders, private sector investment, and planning or property-linked mechanisms.

Each route operates differently. Some offer structured funding programmes. Others are partnership-led, relationship-based or tied to specific sites and developments.

If you are seeking funding, it is unlikely that one source alone will fully resource your project. Most cultural activity is supported through a combination of routes - blending grants, corporate support, property agreements or community backing. This document is designed to help you identify which routes are most relevant, and how they can work together.

The sections that follow outline how each type of route typically operates, what it is best suited to, and where to begin.



Culture Mile BID, The Big Plant Out, courtesy of Mikey Lee

PUBLIC BODIES

Funding that supports cultural activity that delivers public benefit and aligns with policy and place.

ARTS COUNCIL ENGLAND (ACE)

Arts Council England is the national development agency for creativity and culture. It funds artistic and cultural activity across England, supporting programming, organisational development and capital investment where projects demonstrate public benefit and artistic quality.

Most relevant for: Artistic programming; new commissions; festivals and public events; creative workspace; organisational development; capital projects with strong cultural outcomes.

How to approach: Review current funding priorities and eligibility criteria online, and consider contacting an Arts Council England Relationship Manager to discuss alignment before developing a full proposal.

Further information: www.artscouncil.org.uk

CITY OF LONDON CORPORATION

The City of London Corporation can act as a strategic investor, enabler and facilitator of cultural activity, particularly where projects align with corporate priorities, regeneration or public realm objectives. It also plays a structural role through planning policy, meanwhile use and permissions, and can help connect projects to relevant partners.

Most relevant for: Infrastructure-led projects; meanwhile use; public realm activation; activity linked to regeneration or Corporation-owned assets; initiatives aligned with City priorities.

How to approach: Ensure alignment with relevant City strategies, including the Corporate Plan and Cultural Strategy, and identify the most appropriate department. Early engagement with officers is advised before developing a formal proposal.

Further information: www.cityoflondon.gov.uk

GREATER LONDON AUTHORITY (GLA)

The Greater London Authority supports cultural activity that contributes to London-wide priorities, including creative sector development, public realm activation, skills, inclusion and community engagement. Funding is typically programme-led and aligned with Mayoral strategies.

Most relevant for: Projects with London-wide relevance; creative sector or skills development; public realm activation; innovation; partnerships that extend beyond a single site.

How to approach: Review current Mayoral priorities and open programmes, and ensure your proposal demonstrates wider London impact. Partnership working and alignment with strategic objectives are often essential.

Further information: www.london.gov.uk

HISTORIC ENGLAND

Historic England is the public body responsible for protecting and championing England's historic environment. It supports projects that conserve, research and activate historic buildings and places, including heritage-led regeneration, skills development and initiatives that strengthen long-term stewardship.

Most relevant for: Projects involving listed buildings or conservation areas; heritage-led regeneration; conservation works; interpretation linked to historic assets.

How to approach: Review current funding priorities to confirm your project has a clear connection to the historic environment and aligns with conservation or heritage-led objectives.

Further information: www.historicengland.org.uk

NATIONAL LOTTERY HERITAGE FUND (NLHF)

The National Lottery Heritage Fund supports projects that protect, explore and share the UK's heritage. This includes historic buildings and places, cultural traditions, archives, landscapes and community heritage. Projects are expected to demonstrate public engagement and long-term benefit.

Most relevant for: Heritage-led projects; interpretation and storytelling; community engagement; heritage skills development; trails and place-based initiatives; capital projects linked to heritage outcomes.

How to approach: Review funding priorities and guidance, and ensure your proposal clearly defines the heritage focus, public engagement and long-term impact. Larger projects may involve a staged development process.

Further information: www.heritagefund.org.uk

NATIONAL LOTTERY COMMUNITY FUND

The National Lottery Community Fund supports projects that strengthen communities and improve people's lives. Cultural activity may be eligible where it delivers clear outcomes related to wellbeing, inclusion, social connection or local opportunity.

Most relevant for: Grassroots and community-led initiatives; participatory cultural activity; projects focused on wellbeing or social cohesion; programmes supporting underrepresented groups.

How to approach: Review current funding priorities online and ensure your proposal clearly evidences community need, inclusive participation and measurable social outcomes.

Further information: tnlcommunityfund.org.uk

CHARITABLE AND PHILANTHROPIC

Values-led funding that supports projects aligned with charitable missions and wider civic benefit.

INSPIRING LONDON THROUGH CULTURE FUND (ILTC)

The Inspiring London through Culture Fund, delivered by City Bridge Foundation, supports cultural activity that delivers meaningful social impact in the City of London. It funds projects that increase access to culture, strengthen community connections and improve wellbeing through participation and engagement.

Most relevant for: Community-led cultural activity; participatory programmes; projects focused on inclusion and wellbeing; initiatives supporting underrepresented communities.

How to approach: Review current funding priorities online and ensure your proposal clearly evidences community need, inclusive participation and measurable social impact.

Further information: www.citybridgefoundation.org.uk

CROWDFUNDING

Crowdfunding allows individuals or organisations to raise funds online by presenting a project idea and inviting contributions from a community. That community may be local, interest-based (for example, around a particular artform or cause), or formed through existing audiences and networks. Campaigns are typically hosted on digital platforms and rely on public promotion and clear messaging.

Most relevant for: Grassroots initiatives; early-stage ideas; community-led projects; activity with strong local or audience support.

How to approach: Select an appropriate online platform, define a clear funding target and build support in advance of launching. Successful campaigns require active promotion and a compelling public case for support.

INDIVIDUAL PHILANTHROPHY

Individual philanthropy involves financial support from private donors who choose to back projects aligned with their interests and values. In practice, this typically arises through existing networks, patron programmes, board connections or structured fundraising campaigns rather than open calls.

Most relevant for: Established organisations; capital campaigns; public artworks; major commissions; projects with strong civic visibility or long-term legacy.

How to approach: Philanthropic support is rarely secured through cold outreach. It is usually developed through trusted networks, trustees, ambassadors or institutional fundraising activity. A clear case for support, defined impact and credible delivery plan are essential before seeking introductions.

LIVERY COMPANIES

Livery Companies are historic trade and membership organisations unique to the City of London, representing professions and ancient crafts such as Goldsmiths, Fishmongers and modern trades including Information Technologists. There are 114 Companies, many of which operate charitable foundations that support education, skills, heritage and public benefit, often connected to their trade or civic mission.

Most relevant for: Skills and training initiatives; heritage and craft projects; apprenticeships; programmes linked to specific trades or sectors; projects demonstrating clear public benefit.

How to approach: Research Livery Companies whose charitable objectives and priorities align with your project and review their individual criteria. Alignment with their mission and demonstrable public benefit are essential.

Further information: www.liverycommittee.org



The Goldsmith's Company, courtesy of Paul Read Photography

PRIVATE SECTOR

Commercial investment supporting cultural activity aligned with business and place objectives.

BUSINESS IMPROVEMENT DISTRICTS (BIDS)

Business Improvement Districts are defined areas where local businesses collectively fund improvements to their district through a business levy. In the City of London, several BIDs operate across different areas, investing in public realm enhancements, events, marketing, destination activity and business engagement. BIDs often support cultural programming and animation where it increases footfall, enhances the district's identity or contributes to a vibrant working environment.

Most relevant for: Place-based cultural programming; public realm activity; events and festivals; initiatives that increase footfall or strengthen local identity within a specific district.

How to approach: Review each BID's website to understand its priorities, current programmes and any open funding opportunities. Engagement is often direct and collaborative, contact the relevant BID team to explore how your project aligns with their area objectives.

Further information:

- **Aldgate Connect BID:** www.aldgateconnect.london
- **Cheapside Business Alliance:** www.incheapside.com
- **Culture Mile BID:** www.culturemilebid.co.uk
- **Eastern City BID:** www.easterncity.co.uk
- **Fleet Street Quarter:** www.fleetstreetquarter.co.uk

CORPORATE INVESTMENT

Many large businesses in the City of London invest in cultural activity as part of their Environmental, Social and Governance (ESG) strategies, workforce wellbeing commitments or wider social value objectives. This support may take the form of financial contributions, in-kind expertise, employee volunteering or sponsorship of public-facing initiatives that align with brand and place priorities. Corporate investment is usually strategic rather than open-call. Decisions are often tied to annual budgets, internal priorities and measurable impact.

Most relevant for: Public-facing events and festivals; high-visibility public art; skills and education programmes linked to workforce development; initiatives that contribute to wellbeing, inclusion or place-making within the City.

How to approach: Identify companies whose sector, workforce or stated ESG priorities align with your project. Research their published sustainability or social value commitments before making contact. Corporate support is rarely secured through cold outreach alone - proposals are more likely to progress where there is clear alignment, defined impact and, where possible, an introduction or shared connection.



Fleet Street Quarter, Yamato Drummers

PLANNING & PROPERTY MECHANISMS

Routes linked to development, planning consent and use of property.

PLANNING OBLIGATIONS

Planning obligations are contributions secured from developers when new buildings are granted planning permission. In the City of London, this can include financial contributions, public art, cultural space or other forms of community benefit linked to a specific development.

Section 106 agreements are negotiated as part of a planning application and are tied to an individual site. The Community Infrastructure Levy (CIL) is a standard charge on development that helps fund infrastructure across the area. Together, these mechanisms can support cultural infrastructure, public realm improvements or site-linked cultural activity.

These mechanisms are secured through the planning process and linked to specific developments. Funding derived from these contributions may, in some cases, be allocated through formal processes, but they do not operate in the same way as open grant programmes.

Most relevant for: Public art commissions; cultural space within new developments; infrastructure-led cultural projects; site-specific activation linked to major schemes.

How to approach: Identify developments in your area and engage early in the planning process. Cultural proposals are more likely to be considered where they align with planning policy and are discussed before agreements are finalised. Engagement may involve working with the developer, their planning team or relevant City officers.

RATES RELIEF AND MEANWHILE USE

Business rates are a tax paid on commercial property. Cultural organisations occupying commercial space may be eligible for reduced rates through charitable or discretionary relief granted by the City of London Corporation.

Registered charities typically receive mandatory rate relief (often around 80%). Additional discretionary relief may be available to eligible organisations, including charities and certain not-for-profit bodies, depending on local policy.

Separately, vacant buildings may be made available for short-term cultural or community use, often referred to as “meanwhile use.” In some cases, occupation can reduce a property owner’s rates liability while activating the building before redevelopment or long-term letting. These arrangements depend on agreement with the owner and suitable terms.

Most relevant for: Charitable cultural organisations; organisations seeking studio or rehearsal space; short-term exhibitions; pilot projects; temporary activation of vacant buildings.

How to approach: If you are a registered charity, review eligibility for mandatory and discretionary rate relief via the City of London Corporation. For meanwhile use, identify vacant properties and engage directly with landlords, managing agents or developers. Clear proposals, defined timescales and appropriate insurance are essential.

Further information: www.cityoflondon.gov.uk



Broadworks, courtesy of Vickie Lickova



Six hundred of the 14,000 Roman artefacts uncovered on the Bloomberg site are displayed on the ground level of London Mithraeum Bloomberg SPACE. Photo credit: James Newton

FUNDING ALIGNMENT

The table below shows how different funding routes may align with the named commitments within the City of London Cultural Strategy. It provides a high-level overview to help you identify which funders or mechanisms might be relevant if you are working on a specific commitment. It is intended as a practical tool for orientation, not a funding allocation model.

Commitment	Funder Alignment
Champion the City's Character	**City of London Corporation:** international diplomacy, global networks, civic partnerships **GLA:** international cultural exchange, London cultural diplomacy initiatives **ACE:** international touring, cross-border collaborations **Corporate Investment:** global-facing cultural partnerships and exchanges **Philanthropy:** funding for international cultural projects with public benefit
Share the City's Many Stories	**Historic England:** narrative interpretation, complex histories, heritage audits **NLHF:** community-driven interpretation, storytelling, heritage engagement projects **ACE:** public art, new commissions, creative storytelling **ILTC:** community-led narrative work, inclusion **Livery Companies:** heritage interpretation within their own traditions **GLA:** citywide cultural programmes addressing identity, histories and public storytelling
Bring the City's Hidden Gems into Public View	**Historic England:** heritage-led routes, interpretation, conservation-based activation **National Lottery Heritage Fund (NLHF):** heritage engagement, trails, storytelling, & assets **ILTC:** community, learning & wellbeing benefits via heritage engagement **Livery Companies:** heritage storytelling, ceremonial traditions, craft demonstrations **GLA:** citywide cultural trails and festivals, public realm storytelling **Corporate Investment:** supporting heritage trails, events, creative interpretation **Section 106 (S106):** heritage access, interpretation, trails and site-linked improvements
Create Space to Support New Cultural Ideas	**City of London Corporation**: meanwhile use, hoardings guidance, permissions **Rates Mitigation Mechanisms**: reducing business rate liabilities **ACE**: creative workspace pilots, programming in temporary spaces **GLA**: creative enterprise, start-up space, placemaking initiatives **BIDs**: business district-based temporary activation **Corporate Investment:** branded meanwhile hubs, public-facing innovation spaces **Crowdfunding & Philanthropy**: community-driven meanwhile projects **Section 106 (S106):** temporary fit-out, creative workspace and hoarding activation
Build Early Connections to Culture	**City of London Corporation (ESU):** cultural education pathways, forum strengthening **Livery Companies:** skills, apprenticeships, bursaries, cultural learning **GLA:** London-based youth participation and cultural education programmes **ACE:** cultural learning, schools partnerships, creative skills **ILTC:** community learning, inclusion and wellbeing for young people **National Lottery Community Fund:** youth-led and school-based cultural engagement
Create Pathways into Creative Careers	**Livery Companies:** apprenticeships, technical skills, bursaries, career pathways **City of London Corporation (ESU):** FindFusion, post-16 coordination **ACE:** skills development, creative workforce training **GLA:** creative workforce pipelines, skills academies **ILTC:** removing barriers for underrepresented groups **Corporate Investment:** paid placements, training programmes
Make the City's Culture Easy to Find and Follow	**City of London Corporation**: cultural comms, mapping, coordinated branding, wayfinding **GLA:** London-wide cultural visibility, public realm communication pilots, cultural mapping **BIDs**: local campaigns, signage, public-realm information, district-specific marketing **Corporate Investment:** branded campaigns, visitor information, cultural discovery tools **ILTC**: access, inclusion & awareness for underserved communities
Get the Basics Right	**City of London Corporation**: accessibility, lighting, essential visitor & navigation infrastructure **GLA**: public realm improvements, lighting schemes, placemaking funding **Historic England**: improvements to heritage public spaces and historic amenities **BIDs**: local enhancements to seating, signage, lighting and comfort infrastructure **ILTC:** accessible design, inclusive visitor experience improvements **Section 106 (S106)**: public realm, accessibility improvements, essential visitor infrastructure
Extend Culture Beyond Buildings	**City of London Corporation:** permissions, licensing, public realm activation, street closures **GLA:** outdoor festivals, public realm culture, civic animation funding **Arts Council England (ACE):** outdoor programming, experimental cultural activities, festivals **BIDs:** district-level animation, business engagement, outdoor activation **Corporate Investment:** outdoor cultural events, public art, brand alignment opportunities **Section 106 (S106):** outdoor cultural activation, public-realm adaptations, public art

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Urban Symbiotics
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Without Walls
Wisdom Sync
Women's Inclusivity Network (City of London)
Young Employees Network (City of London)

END OF DOCUMENT

INVESTING IN ALIGNMENT

A shared reference point for people investing in culture across the Square Mile

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Purpose	01
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Core Investment Principles	04
Funding Decisions	05

PURPOSE

Who is this for? This document is for funders, commissioners, public bodies, trusts and foundations, developers and corporate partners investing in cultural activity or cultural infrastructure in the City of London.

What does this document do? This document sets out a shared approach to investing in culture that is aligned, effective and transparent. It helps different funders work towards common priorities where it makes sense, while recognising that each investor will have their own role, focus and constraints.

How should this be used? Use this document when shaping funding strategies, assessing proposals or making investment decisions related to culture in the City. It provides a clear set of principles to help you make confident choices, weigh ambition against what is realistic, and understand how your investment fits alongside others. Used collectively, it helps cultural investment work harder, increasing overall impact and return on investment, while leaving room for different approaches.

What is this not? This document is not a funding application guide. It is for people allocating or shaping investment, not for those seeking funding.



The Goldsmiths' Company, Photography by Paul Read Photography

APPLYING THE STRATEGY

When making decisions about cultural investment in the City:

Start with your own priorities: Apply your existing criteria, objectives and constraints as you normally would.

Identify where there is alignment: Consider whether the proposed investment contributes to one or more of the Cultural Strategy priorities.

Use the principles to sense-check the proposal: Apply the investment principles where relevant to test strength, ambition and deliverability.

Apply good decision-making behaviours: Use the behaviours set out in *How Funding Decisions Are Made Well* to support proportionate, transparent and joined-up investment.

Not every element will apply to every decision, and not every investment needs to contribute in the same way.



Room with All Existing Words, Mark Manders, 22 January - 4 July 2026, Bloomberg SPACE, Photography by Marcus Leith

PRIORITIES & COMMITMENTS OVERVIEW

All place-based decisions should contribute to one or more of these shared priorities

1

Champion the City's Character
Use the City's distinct cultural character to enhance its global appeal

a **Embrace Culture as a Defining Strength**

Strengthen the City's global identity by recognising culture as a key competitive advantage and celebrating it as one of the defining characteristics that sets the City apart from other global business districts.

b **Share the City's Many Stories**

Work with communities, artists, historians and archives to co-create a richer City narrative, ensuring a wider range of histories, perspectives and lived experiences shape how the City is understood.

c **Bring the City's Hidden Gems into Public View**

Showcase and celebrate the City's architecture, heritage, traditions and hidden spaces, helping more people discover and experience the breadth of the City's cultural offer.

2

Balance the Cultural Mix
Help culture thrive at every scale

a **Create Space to Support New Cultural Ideas**

Work with landowners, developers and partners to make cultural space easier to find, access and activate, supporting experimentation today while growing the long-term infrastructure culture needs to thrive.

b **Build Early Connections to Culture**

Strengthen partnerships with schools and education providers to help children and young people explore, shape and engage with the City's cultural offer, building confidence, familiarity and a sense of belonging.

c **Create Pathways into Creative Careers**

Work with employers, cultural organisations and education providers to create clearer pathways into creative careers, combining paid experience, skills development and accredited learning with routes for progression.

3

Access Culture with Ease
Make culture visible, accessible and part of everyday life

a **Make the City's Culture Easy to Find and Follow**

Coordinate cultural communications, promotion, mapping and wayfinding across the Square Mile, making it easier to discover what's on and experience the City's culture as a connected journey across venues, public spaces and neighbourhoods.

b **Get the Basics Right**

Improve everyday amenities to support comfortable, inclusive cultural visits, recognising seating, toilets and accessible spaces as essential infrastructure that enables participation, longer stays and repeat visits.

c **Extend Culture Beyond Buildings**

Support more cultural activity in streets and public spaces so culture is part of everyday life and feels more informal, visible and integrated into the City's public realm.

CORE INVESTMENT PRINCIPLES

These principles provide a common lens through which different funders and commissioners can assess proposals, balance ambition with deliverability, and understand how individual investments contribute to wider cultural impact. They are designed to be applied proportionately across different scales, funding routes and contexts, supporting experimentation, learning and collaboration while reducing duplication and fragmentation.

Strategy Alignment

To what extent does the proposed investment align with the three priorities of the Cultural Strategy?

Outcomes and Impact

To what extent does the proposed investment deliver outcomes aligned with the Strategy's commitments and intended social, economic, cultural and place-based impacts?

Audiences

To what extent does the proposed investment help grow, retain or attract key audiences, particularly those currently under-represented in the City's cultural life?

Additionality

To what extent does the proposed investment add to the City's cultural offer, address gaps, or enable activity that would not otherwise happen?

Place-Based Value

To what extent does the proposed investment respond to its specific context, build on what already exists, and contribute positively to the surrounding area in line with the principles of a place-based approach?

Deliverability

How clear, realistic and well-managed is the plan for delivery, including partnerships, governance and risk?

Value for Money

Are the expected outcomes and impacts proportionate to the level of investment required, including opportunities to leverage additional resources or create longer-term benefit?



Courtesy of Bank of England

HOW FUNDING DECISIONS ARE MADE WELL

Across all funding routes, good cultural investment in the City is underpinned by how the work is done, not just what is funded. Funders and commissioners are encouraged to consider:

Experimentation and learning
Some cultural activities need time to develop. Investment should, where appropriate, create space to test ideas, take responsible risks and learn what works. Not all value is immediate or easily measurable.

Collaboration and shared shaping
Stronger outcomes are often achieved when partners, communities and stakeholders are meaningfully involved in shaping and delivering work. Collaboration should be encouraged where it adds value, without creating unnecessary complexity.

Proportionate processes
Application, assessment and reporting requirements should be scaled to the level of funding. Simpler processes for smaller grants help ensure access for organisations and individuals with limited capacity, and support early-stage and community-led work.

Transparency and trust
Clear communication about priorities, decision-making and expectations builds confidence on all sides and supports longer-term relationships between funders and cultural partners.

Taken together, these principles support confident, joined-up investment that strengthens the City's cultural ecosystem over time while leaving space for difference, creativity and growth.



Whispers, Fleet Street Quarter BID, Photography by Mickey Lee

ACKNOWLEDGEMENTS

This Cultural Strategy and Delivery Toolkit was commissioned by the City of London Corporation and shaped through a wide-ranging process of collaboration and co-creation.

We are grateful to the many local residents, workers, students, freelancers, artists, creatives, educators and community participants who gave their time, shared their experiences, and offered insight into how culture is lived, felt and made across the City. Their voices sit at the heart of this strategy, even where they are not named individually.

We also thank the organisations listed for their openness, generosity and expertise. Through consultation, challenge, partnership and shared ambition, they have helped to shape a strategy that reflects the City as it is now, and as it could become.

This is not a strategy owned by one organisation. It is a collective piece of work, developed with partners across culture, education, community, business, development and the public sector, and intended to be carried forward together.

An initiative by the City of London Corporation:

CITY OF LONDON

Written& facilitated by Things Made Public CIC:

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Age UK City of London
Aldgate Connect
Andaz London
Area Dean of the City Deanery
Arts Admin
Arts Council England
Artizan Street Library and Community Centre
AXA IM
Barbican Centre
Barbican and Golden Lane Neighbourhood Forum
Barbican Immersive
Babes in Development
Bank of England Museum
Bidvest Noonan
Bishopsgate Institute
Bloomberg
Bombas & Parr
Boxhall
British Council
British Land
Brookfield Properties
Broadworks – Hive
Calouste Gulbenkian Foundation
Carers UK
Central London Alliance
Cheapside Business Alliance
City Bridge Foundation
City Churches
City Guides
City of London Academies
City of London Corporation
City Pride
City Property Association
CLEAR Network (City of London Ethnicity and Race)
COLAG (City of London Access Group)
Counter Culture
Culture Mile BID
Dance Umbrella
Devonshire Square
DP9
Duckie
Eastcheap Records
Eastern City Partnership
East London Dance
English Heritage
Fabric
Fleet Street Quarter
Founders' Company
Futurecity
Gerald Eve
Goldsmiths' Company
Goldsmiths' Company Charity
Global Cultural Districts Network
Greater London Authority
Greenwich and Docklands Festival
Guildhall Art Gallery & Amphitheatre
Guildhall Events
Guildhall School of Music & Drama
HATCH
Mental Fight Club
Historic England
Hilton Group
Hoxton Hall
H Properties
Intermission Youth Theatre
Japanese Chamber of Commerce and Industry
Keats House
Kunstraum
Landsec
Leadenhall Market
L&O
London and Partners
The London Archives
London Borough of Camden
London Borough of Hackney
London Borough of Islington
London Borough of Tower Hamlets
London Central Alliance
London Metropolitan University
London Museum
London Symphony Orchestra
Migration Museum
Middlesex Street Residents Association
Multiplex
New Diorama Theatre
Northeastern University
Open City
Paternoster Square Company
Petticoat Square
Portobello and Golden Lane Community Centre
Publica
Rosslyn
Savills
Shoreditch Trust
Shubbak Festival
Spice Design
St Botolph's without Aldgate
St Ethelburga's Centre for Peace and Reconciliation
St Luke's Community Centre
St Paul's Cathedral
Stanhope PLC
Streetsense
Thames Festival Trust
Tower of London
Tudor Rose Court Residents Association
UCL – East Bank
Urban Symbiotics
Wayward
Without Walls
Wisdom Sync
Women's Inclusivity Network (City of London)
Young Employees Network (City of London)

END OF DOCUMENT

MEASURING SUCCESS

A shared framework for measuring culture's impact in the City

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Purpose	01
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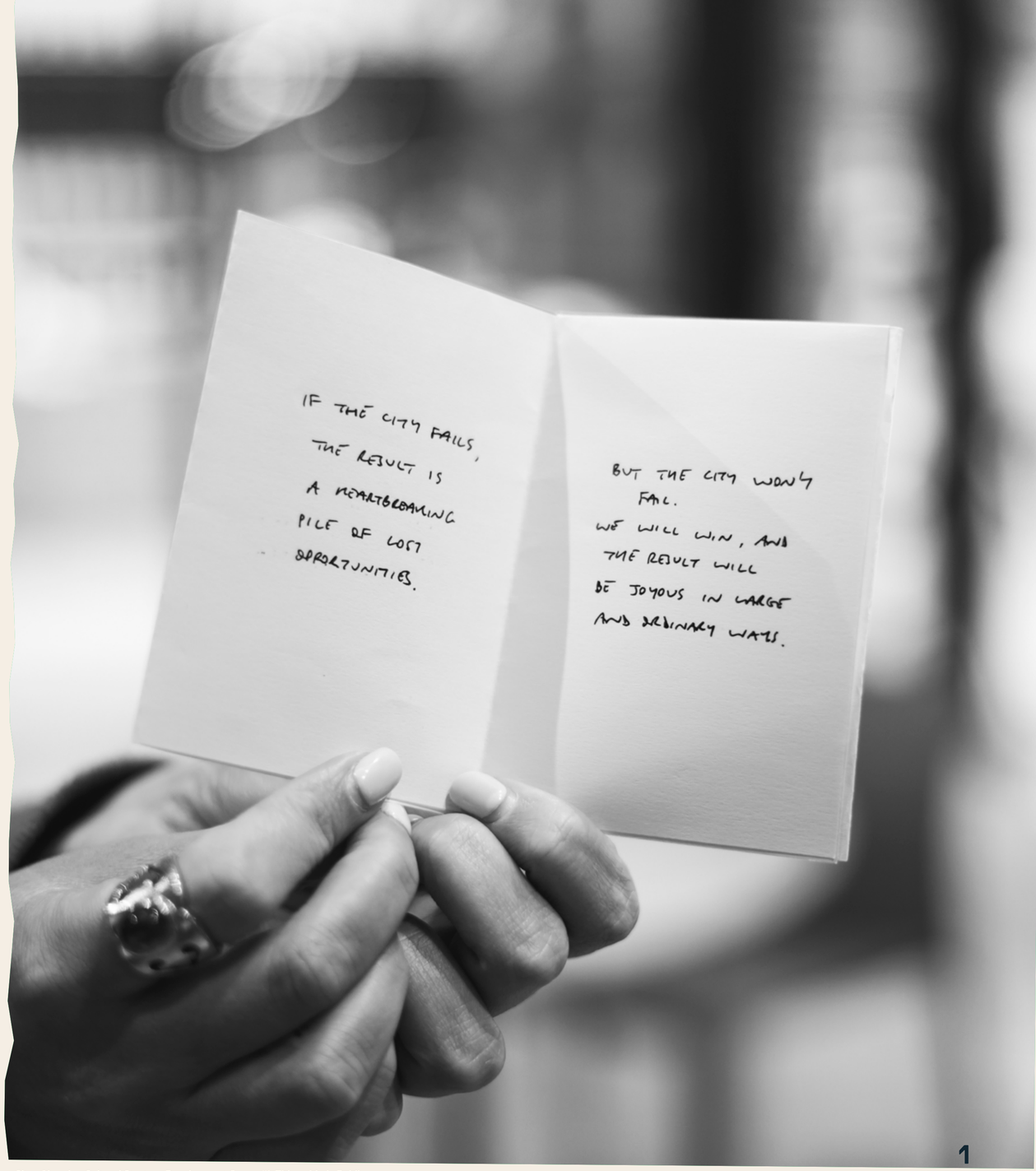
PURPOSE

Who is this for? Anyone responsible for monitoring, evidencing and reporting on the impact of the Cultural Strategy and culture more broadly within the City of London. This includes City of London Corporation officers, leadership, funded organisations, researchers and delivery partners.

What does this document do? Sets out the outputs, outcomes and impacts used to measure progress, alongside guidance on roles, responsibilities and how evidence should inform learning and improvement.

How should this be used? This document should be used to develop a practical monitoring and evaluation approach. It helps partners align how they collect and report evidence, assess value for money and show how their work contributes to the strategy.

What is this not? This document does not provide quantified outcome KPIs, targets or a baseline for the strategy. These will need to be developed with key delivery partners to ensure they are realistic and measurable.



City of London Cultural Strategy Development Group #1, Things Made Public

EVALUATION PRINCIPLES

The City of London Cultural Strategy is a live document, informed by evidence and adapted over time. Monitoring and evaluation help us understand what is working, where change is happening, and how culture contributes to wider outcomes across the City. By combining data with lived experience, this framework supports learning, improves delivery and strengthens the case for continued investment in culture.
Our approach is guided by the following principles:

Measure what matters - Focus on a small set of measures that reflect the outcomes we want to achieve, not just what is easiest to count.

Start with a baseline - Establish starting points so we can track change and understand what difference cultural activity is making.

Use shared measures - Use shared methods across partners where possible, so evidence is reliable and comparable.

Compare thoughtfully - Track performance over time and, where useful, learn from comparable places and relevant external evaluations.

Share what we learn - Make insights visible across partners so learning improves practice, not just reporting.

Celebrate and improve - Use evaluation to recognise progress, support learning (including when things do not work), and strengthen delivery rather than judge performance.

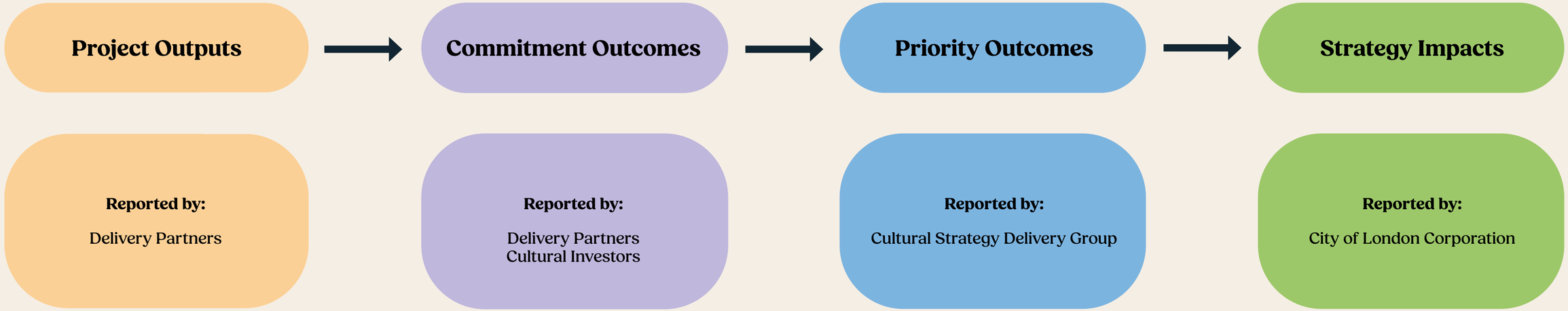


Tower of London, Historic Royal Palaces

EVALUATION FRAMEWORK

The Evaluation Framework shows how evidence from individual projects builds up to demonstrate wider progress. It links project activity to commitment outcomes, priority outcomes and long-term impacts, providing a shared structure for understanding and measuring change across the City.

Evidence is generated through project activity and reported in different ways, depending on how activity is funded or commissioned. This is brought together through the Cultural Strategy Delivery Group to build a shared view of progress. The City of London Corporation uses this alongside wider data to understand how cultural activity contributes to broader social, economic and place-based impacts across the City.



STRATEGY IMPACTS

Used by: City of London Corporation and strategic partners

Purpose: To understand how cultural activity contributes to wider social, economic, place-based and cultural outcomes across the City

What this shows: The longer-term changes cultural activity is helping to influence, drawing on data collected across the City and its partners

Social

- Improved worker wellbeing
- Reduced inequality of cultural engagement
- Improved resident health and wellbeing

Economic

- Improved worker productivity
- Increased visitor spend
- Increased land values

Place

- Attractiveness of the City to business and talent
- Weekend and evening footfall
- Stronger pride in place

Culture

- Higher cultural engagement
- Greater cultural quality and innovation
- More organisations delivering cultural activity in the City

PRIORITY OUTCOMES

Used by: Cultural Strategy Delivery Group and partners

Purpose: To understand whether the strategy is shifting audience experience and engagement across the City

What this shows: Changes in how people experience, access and engage with culture across the City, bringing together evidence from multiple activities and partners

Champion the City's Character

- **Stronger Cultural Identity**
  More people recognise culture as a defining characteristic of the City of London.
- **Greater Cultural Influence**
  The City's cultural offer attracts new audiences, partnerships and investment.

Audiences measured:

Visitors, Workers, Residents, Target segments within the Audience Playbook

Balance the Cultural Mix

- **A More Diverse Cultural Offer**
  Visitor, worker and resident audiences report more culturally diverse things to do in the City of London than in comparator areas
- **Better Creative Pathways**
  Learners and potential cultural workers linked to the City report greater awareness of creative opportunities and careers

Audiences measured:

Visitors, Workers, Residents, Learners linked to the City, Potential cultural workers

Access Culture with Ease

- **Higher Awareness**
  Greater awareness of cultural and heritage venues, events and architecture in the Square Mile
- **Higher Engagement**
  A higher proportion of people say they have accessed cultural experiences in the City of London in the last year

Audiences measured:

Visitors, Workers, Residents

COMMITMENT OUTCOMES

Used by: Delivery partners, funders and partners

Purpose: To understand how different areas of activity contribute to the strategy's priorities

What this shows: The outcomes delivered through specific strands of activity, showing how they support progress against the priority outcomes

Champion the City's Character

Embrace Culture as a Defining Strength

What Success Looks Like

- Culture is consistently represented in how the City promotes itself, attracts investment and engages with global audiences
- More people recognise culture as one of the defining strengths that distinguishes the City from other global business districts
- International partnerships and engagement activity strengthen the profile and reach of the City's cultural offer

What Could Be Measured?

- Percentage of audiences who identify culture as a key differentiator for the City.
- Value of investment, sponsorship or support secured through cultural partnerships and relationships.

Share the City's Many Stories

What Success Looks Like

- The City offers a richer and more relevant heritage experience for wider audiences
- More people report feeling welcome and included in the way the City tells its stories
- A broader range of histories and perspectives is visible in cultural interpretation and storytelling

What Could Be Measured?

- Number and diversity of people involved in co-creating cultural, heritage and storytelling projects.
- Percentage of audiences who feel welcome and included when engaging with the City's cultural and heritage offer.

Bring the City's Hidden Gems into Public View

What Success Looks Like

- Audiences explore the City more deeply, including different neighbourhoods, landmarks and cultural assets
- More of the City's distinctive spaces, collections and traditions are opened up and experienced by wider audiences
- The City attracts more audiences interested in its architecture, traditions and cultural experiences

What Could Be Measured?

- Number of distinctive spaces, heritage assets, collections and traditions opened to the public.
- Attendance at heritage, architecture and cultural discovery events and activities.
- Number of partnerships enabling public access to buildings, collections and heritage sites.

COMMITMENT OUTCOMES

Balance the Cultural Mix

Create Space to Support New Cultural Ideas

What Success Looks Like

- More independent cultural and creative organisations and freelancers are attracted to and retained in the City
- More cultural spaces are available, accessible and actively used across the Square Mile
- Culture is increasingly embedded within development, planning and long-term city growth

What Could Be Measured?

- Number of cultural organisations and creative practitioners based within the City.
- Number of cultural projects progressing from temporary or experimental use into longer-term occupancy.

Build Early Connections to Culture

What Success Looks Like

- Cultural partners build stronger long-term relationships with schools
- Children and young people from all backgrounds become more familiar with, and help shape, the City's cultural and creative opportunities
- Learners build cultural confidence and are more likely to continue engaging with culture and creative opportunities

What Could Be Measured?

- Number of long-term partnerships between schools and cultural organisations resulting in repeat participation.
- Percentage of participants reporting increased confidence engaging with culture and creativity.
- Number of opportunities for young people to co-design, shape or contribute to cultural activity.

Create Pathways into Creative Careers

What Success Looks Like

- More people are aware of, and able to access, routes into creative careers
- Paid experience, accredited learning and development opportunities open pathways for people facing financial or social barriers
- Cultural and creative organisations benefit from a broader and better-prepared talent pool

What Could Be Measured?

- Number of people from disadvantaged backgrounds accessing training, work experience and skills development opportunities.
- Percentage of people moving into full-time creative employment after participating in career development programmes.

COMMITMENT OUTCOMES

Access Culture with Ease

Make the City's Culture Easy to Find and Follow

What Success Looks Like

- Culture is clearly visible in City of London communications and promotion
- Cultural venues, events and experiences are easy to find across digital and physical platforms
- Cultural promotion is better coordinated across partners and targeted to priority audiences

What Could Be Measured?

- Awareness of the City's cultural offer amongst target audiences.
- Audience satisfaction with cultural information, navigation and wayfinding.
- Number of partner organisations participating in coordinated promotional activity.

Get the Basics Right

What Success Looks Like

- More people are aware of the facilities that support a comfortable day out in the City
- More people report that visiting the City is convenient and welcoming
- Partners increasingly recognise the role of public amenities in supporting cultural life

What Could Be Measured?

- Visitor satisfaction with toilets, seating, accessibility and public amenities.
- Number and distribution of public amenities across the Square Mile.
- Percentage of visitors aware of facilities such as public toilets, seating and blue badge parking.

Extend Culture Beyond Buildings

What Success Looks Like

- More cultural activity takes place in public spaces throughout the year
- Culture is more visible in everyday life and reaches broader audiences
- Cultural activity in public spaces is easier for partners to deliver

What Could Be Measured?

- The number and frequency of cultural events and programmes in public spaces increases.
- The percentage of audiences experiencing culture in the public realm.
- Number of hours of outside cultural programming.

PROJECT OUTPUTS

Used by: Delivery partners, funded organisations and funders

Purpose: To evidence what has been delivered and who has been reached

What this shows: The scale and type of activity delivered across the strategy

Key metrics may include:

Activity

- Number of cultural events delivered
- Number of public realm events delivered
- Number of days venues are open
- Number of new spaces provided

Audiences

- Number of participants or audiences
- Number of participants from priority audience segments
- Number of City workers attending

Creative Economy

- Number of freelancers supported or employed
- Number of SME creative organisations supported
- Number of SMEs partnered with
- Number of international partners involved

Learning & Skills

- Number of learners supported
- Number from disadvantaged backgrounds
- Number of repeat learners
- Number progressing to creative employment

Investment

- Amount of match funding secured
- Amount of in-kind support secured

GATHERING EVIDENCE

Evidence for the Cultural Strategy will come from five main sources. Together, these help build a picture of how cultural activity contributes to wider social, economic, place-based and cultural outcomes across the City.

Culture Panel Survey

Responsibility: Cultural Strategy Delivery Group

Frequency: Every two years

What it is: A City of London Culture Panel Survey with a representative sample from the City's catchment market area

What it tells us: Awareness, engagement and perceptions of culture in the City

What to include:

- Awareness of cultural activity in the City
- Levels of engagement with different types of culture
- Frequency of attendance
- Perceptions of the City's cultural offer
- Comparisons with other central London cultural destinations
- How the cultural experience of the City could improve

Partner Feedback and Sentiment

Responsibility: Cultural Strategy Delivery Group

Frequency: Ongoing / periodic

What it is: Qualitative and quantitative feedback gathered from cultural partners

What it tells us: How the strategy is affecting the cultural ecosystem and partnership landscape

What to include:

- Whether partnership working is increasing
- The impact of the strategy on individual organisations
- Perceived changes in audience engagement
- Opportunities and barriers experienced by partners

Interdepartmental & Partner Data

Responsibility: City of London departments and partners

Frequency: Ongoing

What it is: Existing datasets collected by City of London departments and partner organisations

What it tells us: Wider indicators linked to cultural impact, including footfall, visitor economy, workforce and wellbeing

What to include:

- Weekend and evening footfall data
- Visitor economy indicators
- Workforce data
- Public wellbeing indicators
- Marketing and communications performance
- Education performance
- Participation metrics already collected by cultural organisations

GATHERING EVIDENCE

Action Reports

Responsibility: Action leads

Frequency: Periodic

What it is: Evidence gathered by leads responsible for delivering individual strategy commitments

What it tells us: Progress against specific actions and early outcomes linked to the strategy

What to include:

- Outputs delivered
- Participation levels
- Partnerships formed
- Commitment-specific outcomes
- Early outcomes connected to the strategy priorities

Reporting from Funded Organisations

Responsibility: Funded cultural organisations

Frequency: Aligned with existing reporting cycles

What it is: Reporting from organisations supported by the City of London Corporation and its partners

What it tells us: How cultural activity delivered by funded organisations contributes to the wider aims of the strategy

What to include:

- Audience engagement
- Diversity of audiences
- Audience perception and experience
- Participation outcomes
- Partnership evidence
- Learning outcomes
- Career opportunities created
- Cultural innovation



The Lady Mayoress Show, 2025

ROLES AND RESPONSIBILITIES

Monitoring and evaluation are a shared responsibility across the organisations involved in delivering culture in the City. Contributing evidence helps build a clearer picture of what is working, supports shared learning, and strengthens decision-making across the strategy.

Cultural Strategy Delivery Group

Primary Role: Monitoring outcome measures

This includes:

- Establish data sources and baselines for the Priority Outcome measures in the first year of delivery
- Commission a regular City of London Culture Panel Survey
- Gather partner feedback to understand how the strategy is affecting the cultural ecosystem
- Identify and commission additional research where needed to strengthen understanding of culture's impact
- Produce a Cultural Impact and Learning Report every two years, setting out progress, learning and recommendations

CoL Corporation Culture Team

Primary Role: Monitoring impact and reporting to Members

This includes:

- Establish data sources and baselines for the main impact measures in the first year of delivery
- Gather outcome evidence held by CoLC departments and share this with the Cultural Strategy Delivery Group
- Encourage use of Cultural Strategy outcome measures within CoLC funding programmes and funded institutions
- Report on CoLC-led actions to the Cultural Strategy Delivery Group
- Provide updates on strategy progress and impact to internal leadership, departments and the CHL Committee

Funded Cultural Organisations

Primary Role: Reporting on project, commitment and priority level outputs and outcomes

This includes:

- Contributing evidence towards measuring success
- Reporting on outputs and outcomes linked to the Monitoring and Evaluation Framework (where applicable)
- Providing evidence proportionate to the scale and nature of activity
- Providing audience data where appropriate to support audience development and learning

Section 106 Agreements

Primary Role: Reporting on cultural impact where cultural commitments are included

This includes:

- Encouraging reporting against Cultural Strategy Priority Outcomes
- Collecting relevant evidence through the funding or commissioning body
- Sharing evidence with the Cultural Strategy Delivery Group to support understanding of impact

ACKNOWLEDGEMENTS

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END OF DOCUMENT

WORKING TOGETHER

A practical framework for collaborative delivery of the City of London Cultural Strategy

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Purpose	01
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How does it work?	04
When things happen	05

PURPOSE

Who is this for? This document is for City of London officers and partners involved in delivering culture across the Square Mile, including those participating in the Cultural Strategy Delivery Group (CSDG).

What does this document do? This document sets out how the Cultural Strategy is delivered collaboratively. It defines the role of the Cultural Strategy Delivery Group, how partners contribute, and how learning is shared over time. Building on the co-creation of the Strategy, it provides a practical framework for shared delivery, helping to maintain momentum and ensure the Strategy remains responsive, inclusive and relevant.

How should this be used? Use this document as a practical guide to running the CSDG. It sets out how the group works, how members contribute, and how delivery is supported over time. For officers, it provides guidance for facilitation. For participants, it clarifies how they can contribute in a meaningful and proportionate way.

What is this not? This document does not create a new decision-making body or replace existing governance. The CSDG supports collaboration, shared learning and collective stewardship of the Strategy.



City of London Cultural Strategy Development Group #1, Things Made Public

CULTURAL STRATEGY DELIVERY GROUP

The Cultural Strategy Delivery Group builds on the Cultural Strategy Development Group, which brought together partners from across culture, business, community, education and development to shape the Strategy and agree a shared direction for culture in the City.

The Cultural Strategy Delivery Group takes this forward into delivery, bringing together the organisations and people shaping culture in the City to connect activity, review progress and share learning.

No single organisation can deliver this alone. Working together through the Cultural Strategy Delivery Group helps ensure culture in the City is more joined up, more visible and more reflective of the people who live, work and spend time here.

"The Cultural Strategy Development Group has been a **watershed moment**. A really **bold & brave level of engagement**, which in this area is **unprecedented**." -

Participant



City of London Cultural Strategy Development Group #1, Things Made Public

WHO IS INVOLVED?

Membership

The Cultural Strategy Delivery Group brings together a balanced mix of organisations and individuals shaping and supporting culture in the City.

The group will typically include around 20–25 members, ensuring it is broad enough to reflect different perspectives, while remaining focused and effective. This includes:

- Cultural institutions and heritage organisations
- Independent creatives and cultural organisations
- Business, BID and commercial partners
- Developers and the property sector
- Community and education organisations
- Funders and public sector representatives
- Health and wellbeing partners

How participants are selected

Participants will be invited by the City of London Culture Team, building on relationships established through the Cultural Strategy Development Group.

Selection is guided by:

- Balance across sectors
- A mix of organisational scales and perspectives
- Relevance to delivery of the strategy
- A commitment to collaborative working
- A diverse mix of voices, perspectives and lived experience

Input from existing partners may also inform invitations, helping ensure the group reflects the breadth of the City's cultural ecosystem.

Reviewing Membership

Membership of the Cultural Strategy Delivery Group will be reviewed every two years, aligned with the wider evaluation of the Cultural Strategy.

This ensures the group continues to reflect the City's cultural landscape and supports delivery of the strategy over time.

Reviews may include refreshing membership, inviting new perspectives, and adjusting the balance of representation, while maintaining continuity and strong working relationships.

The group is chaired by one of its members, selected by the group for a fixed two-year term. The role is reviewed as part of this cycle and should rotate to support shared ownership and bring different perspectives into leadership.

HOW DOES IT WORK?

How the group works in practice

Cultural activity is delivered across the City by a wide range of organisations, through a mix of shared and aligned individual contributions. The Cultural Strategy Delivery Group brings this activity together; not to manage it, but to understand how it is working collectively, where it can be strengthened, and where collaboration will have the greatest impact. This includes:

- Reviewing progress against the strategy's priorities and outcomes
- Bringing together insight and evidence
- Identifying patterns, gaps and opportunities
- Supporting collaboration where appropriate

Working Groups may be convened to focus on specific priorities, challenges or opportunities where more detailed collaboration is needed. These will bring together relevant partners to explore issues in more depth and support practical action, feeding insight back into the wider group.

How impact is understood and used

The Cultural Strategy Delivery Group plays a role in supporting the 'Measuring Success' evaluation framework, bringing together evidence from across partners to understand how the strategy is working in practice.

This creates a shared evidence base that informs decision-making, shapes investment and supports more effective delivery.

Insight gathered through this process feeds into the two-yearly Learning and Impact Report, supporting transparency, accountability and the ongoing evolution of the strategy.

What members are asked to do

Participation in the Cultural Strategy Delivery Group is intended to be practical and proportionate. It gives members a clearer view of activity across the City, opportunities to collaborate, and a role in shaping how the strategy is delivered.

Members are invited to:

- Contribute to shared priorities through existing work
- Share insight, data and experience
- Take part in discussions about what is working and what is not
- Help identify opportunities to strengthen collaboration and collective impact

WHEN THINGS HAPPEN

The Cultural Strategy is delivered through a regular cycle of activity and reflection. This helps partners understand what is working, identify where more is needed, and improve delivery over time.

Ongoing Activity

Cultural activity happens every day across the City. Insight and evidence are regularly gathered as this work unfolds.

Working Groups (as needed)

When deeper focus is needed, partners come together around specific priorities or challenges to explore ideas and take action.

Delivery Group Meeting (3 per year)

The CSDG comes together to reflect on progress, share learning and identify where collaboration can have the greatest impact.

Annual Event

Each year, a wider group of organisations comes together to connect, share ideas and seed new collaborations. This creates space for new voices to shape delivery and strengthens collective momentum across the City.

Learning and Impact Report (2 yearly)

Every two years, insight and evidence are brought together to understand what is changing and to help shape what happens next.



City of London Cultural Strategy Development Group #3, Things Made Public

ACKNOWLEDGEMENTS

This Cultural Strategy and Delivery Toolkit was commissioned by the City of London Corporation and shaped through a wide-ranging process of collaboration and co-creation.

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Barbican Immersive
Babes in Development
Bank of England Museum
Bidvest Noonan
Bishopsgate Institute
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Bombas & Parr
Boxhall
British Council
British Land
Brookfield Properties
Broadworks – Hive
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Cheapside Business Alliance
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Guildhall School of Music & Drama
HATCH
Mental Fight Club
Historic England
Hilton Group
Hoxton Hall
H Properties
Intermission Youth Theatre
Japanese Chamber of Commerce and Industry
Keats House
Kunstraum
Landsec
Leadenhall Market
L&O
London and Partners
The London Archives
London Borough of Camden
London Borough of Hackney
London Borough of Islington
London Borough of Tower Hamlets
London Central Alliance
London Metropolitan University
London Museum
London Symphony Orchestra
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Middlesex Street Residents Association
Multiplex
New Diorama Theatre
Northeastern University
Open City
Paternoster Square Company
Petticoat Square
Portobello and Golden Lane Community Centre
Publica
Rosslyn
Savills
Shoreditch Trust
Shubbak Festival
Spice Design
St Botolph's without Aldgate
St Ethelburga's Centre for Peace and Reconciliation
St Luke's Community Centre
St Paul's Cathedral
Stanhope PLC
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UCL – East Bank
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Wayward
Without Walls
Wisdom Sync
Women's Inclusivity Network (City of London)
Young Employees Network (City of London)

END OF DOCUMENT

WORKING WITH PLACE

How to apply the City of London Cultural Strategy to the area you're working in

CONTENTS

Purpose	01
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PURPOSE

Who is this for? This document is for anyone commissioning, funding, delivering or making decisions about cultural activity in the City, including City of London Corporation officers and Members, cultural organisations, developers, landowners, Business Improvement Districts and strategic partners.

What does this document do? This document provides a practical way to apply the Cultural Strategy at a local level. While the City of London is only one square mile, its different areas have distinct characters, uses and histories. This guidance supports cultural activity that responds to those hyper-local differences, while contributing to shared ambitions for the Square Mile as a whole.

How should this be used? Use this document when shaping proposals, commissioning activity or making decisions about cultural investment and delivery in a specific location. It sets out a small number of guiding questions to help you understand the context of a place, who uses it, and what kind of cultural role makes sense there. The aim is to support clear judgement and collaboration, leading to activity that feels grounded and relevant.

What is this not? This document is not a fixed template or a single model to follow. It is a guide to support judgement, not a set of rules.



London Museum Planning Image © Secchi Smith

PRIORITIES & COMMITMENTS OVERVIEW

All place-based decisions should contribute to one or more of these shared priorities

1

Champion the City's Character
Use the City's distinct cultural character to enhance its global appeal

a **Embrace Culture as a Defining Strength**

Strengthen the City's global identity by recognising culture as a key competitive advantage and celebrating it as one of the defining characteristics that sets the City apart from other global business districts.

b **Share the City's Many Stories**

Work with communities, artists, historians and archives to co-create a richer City narrative, ensuring a wider range of histories, perspectives and lived experiences shape how the City is understood.

c **Bring the City's Hidden Gems into Public View**

Showcase and celebrate the City's architecture, heritage, traditions and hidden spaces, helping more people discover and experience the breadth of the City's cultural offer.

2

Balance the Cultural Mix
Help culture thrive at every scale

a **Create Space to Support New Cultural Ideas**

Work with landowners, developers and partners to make cultural space easier to find, access and activate, supporting experimentation today while growing the long-term infrastructure culture needs to thrive.

b **Build Early Connections to Culture**

Strengthen partnerships with schools and education providers to help children and young people explore, shape and engage with the City's cultural offer, building confidence, familiarity and a sense of belonging.

c **Create Pathways into Creative Careers**

Work with employers, cultural organisations and education providers to create clearer pathways into creative careers, combining paid experience, skills development and accredited learning with routes for progression.

3

Access Culture with Ease
Make culture visible, accessible and part of everyday life

a **Make the City's Culture Easy to Find and Follow**

Coordinate cultural communications, promotion, mapping and wayfinding across the Square Mile, making it easier to discover what's on and experience the City's culture as a connected journey across venues, public spaces and neighbourhoods.

b **Get the Basics Right**

Improve everyday amenities to support comfortable, inclusive cultural visits, recognising seating, toilets and accessible spaces as essential infrastructure that enables participation, longer stays and repeat visits.

c **Extend Culture Beyond Buildings**

Support more cultural activity in streets and public spaces so culture is part of everyday life and feels more informal, visible and integrated into the City's public realm.

APPLYING THE STRATEGY

Each part of the City has a distinct role, audience and character. This framework sets out four steps to help apply the Cultural Strategy at a hyper-local level; understanding the place, identifying relevant priorities, defining audiences, and shaping a deliverable approach that responds to its context.



Sculpture in the City, Summer Moon by Ugo Rondinone

APPLYING THE STRATEGY

STEP 1: Understand the place

1. Use

What is the main function of this place? When is it busiest and when is it quiet or underused?

2. People

Who is here? Who is not currently using this place? Do they stay or pass through?

3. Activity

What cultural and everyday activity already exists? What types of activity are missing?

4. Gaps

Where is space underused or inactive? What could be introduced or strengthened?

STEP 2: Apply the Cultural Strategy

1. Priorities

Which priorities are most relevant in this place? Which are less relevant or not appropriate?

2. Commitments

Which commitments can this place deliver? Which should not be included?

3. Alignment

How does this support wider City priorities? Where does it not need to contribute?

4. Contribution

What does this place add that is not already provided nearby? What should it not duplicate?

STEP 3: Define Audiences

1. Retain

Who already uses this place? How could their experience be improved?

2. Grow

Who is nearby but not fully engaging? What would encourage them to use this place more?

3. Attract

Who does not currently come here? What would bring them in?

4. Prioritise

Which audiences matter most in this location? Which are less important?

STEP 4: Deliver and Sustain

1. Offer

What will be delivered here? What type of activity or use is appropriate?

2. Partners

Who will deliver and operate this? Who needs to be involved?

3. Longevity

How will this remain active over time? What will encourage repeat use?

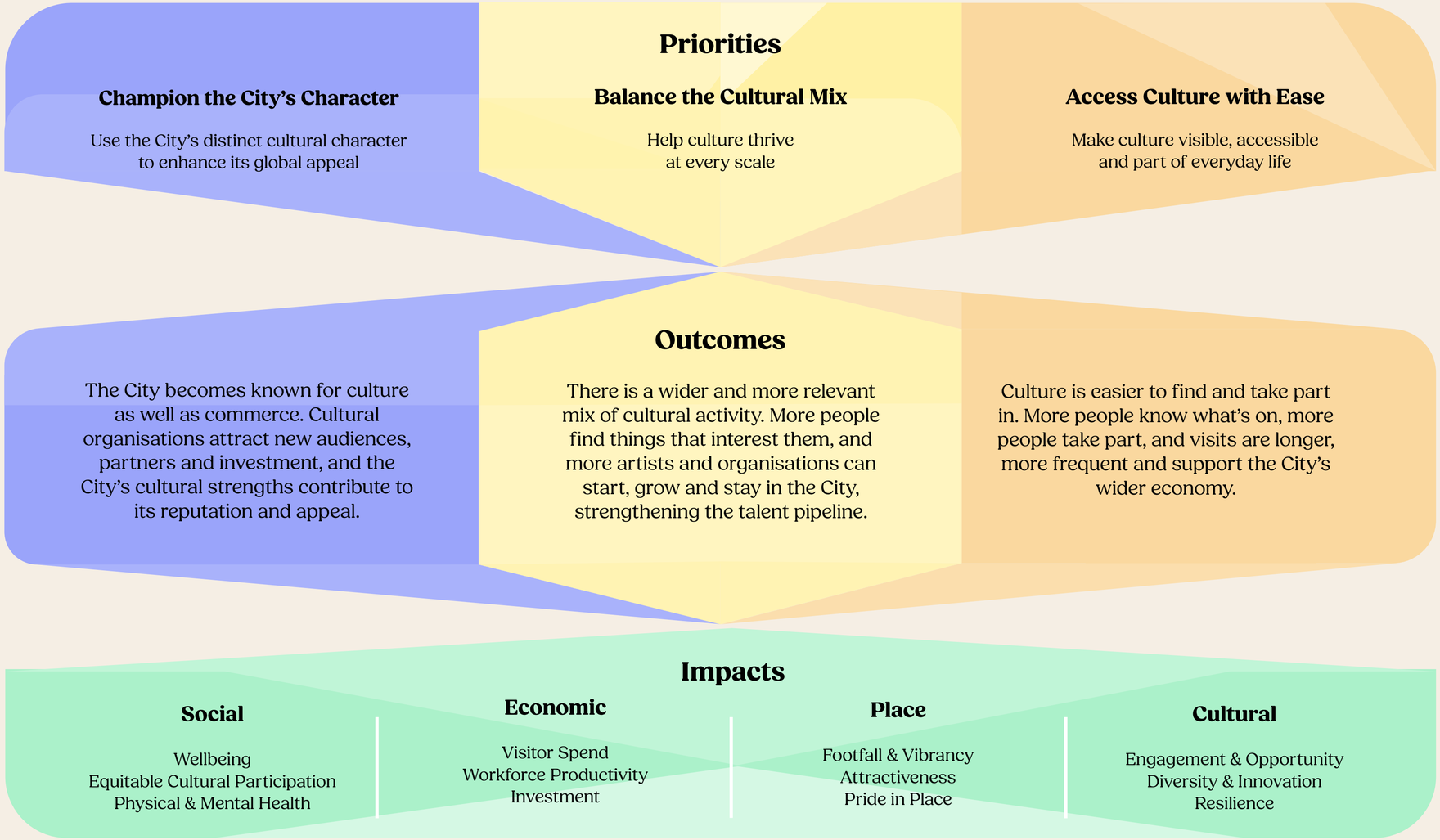
4. Fit

How does this integrate with the building(s) and public realm? What would feel out of place here?

ACHIEVING IMPACT

Proposals developed using these steps should be assessed against the Cultural Strategy's shared outcomes and evaluation framework, contributing to a collective understanding of impact over time.

Further guidance can be found in the Measuring Success section of the Cultural Strategy.



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Audience Playbook

A Reference Guide

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About the Playbook

This Audience Playbook is based on research and analysis of actual and potential audiences for culture in the City of London. It provides general insights about its audiences, and about 9 different audience segments we identified.

Who is it for?

Anyone who needs a detailed understanding of who City **cultural audiences** are, and who they could be, such as:

Planners

Producers

Programmers

Marketers

Fundraisers

Engagement specialists

What does it do?

- The Playbook summarises who interacts with the City, for what, why and how.
- Outlines existing and potential audiences, their programming preferences and effective approaches to engaging them.
- Breaks down **existing** and **potential** City audiences into segments based on cultural tastes and their relationship to the City.

How does it relate to the Cultural Strategy?

The Cultural Strategy is intended to be collaboratively delivered by organisations providing cultural activity across the City. By providing a shared understanding of both existing and potential audiences, their needs, interests and behaviours, partners will be better equipped to work together to **grow, attract, retain** and **connect** with the priority audience groups identified.

How can it be used?

Find out:

- How to strengthen your current audience
- Who your next audience could be
- Where to find them and what they need
- What you can do to attract them

Plan more relevant:

- Programming,
- Pricing and environment
- Communication

About the segmentation and the portraits

Not all audiences are the same, people have different interests, motivations, and may face different barriers to engaging. Audience segmentation enables a clearer understanding of these differences, informing the development of cultural programmes tailored to audience interests and the design of effective marketing approaches to reach them.

The Playbook sets out a segmentation model specific to the City's cultural offer, identifying nine distinct audience groups made up of people who live, work in, or visit the City.

By establishing a shared understanding of these audience segments, their needs, interests, and behaviours, organisations across the City will be better equipped to collaborate in delivering the Cultural Strategy, working together to **grow**, **attract**, **retain**, and **connect** with priority audiences.

Segments were identified through an extensive programme of research and analysis commissioned by City of London, including:

- A review of 40+ reports, including audience surveys, market research, programme evaluations, and feasibility studies from the past 5 years
- Analysis of ticketing data from 6 City-based organisations – using The Audience Agency's Audience Spectrum* profiling tool
- A population survey with a representative sample of arts-interested people in London and South East.

Insights were synthesised to create the segmentation, grouping audiences by their cultural interests and habits. It is based on **two key factors**: interest in mainstream cultural offers and their proximity to and relationship with, the City.

Each segment has an accompanying **portrait**, the portraits include:

- **Key facts and figures** about that segment and their relationship with arts, heritage and culture
- How they relate to the **Commitments** in the **Cultural Strategy**
- **Practical suggestions** across the audience development mix: programme, place, price and communications, community and co-creation
- **The segments and the City**: perceptions of the City, benefits and potential barriers

Audiences and the Cultural Strategy

The Cultural Strategy is designed to make the City a uniquely engaging and inspiring place for many different audiences: a place visitors choose over others, a place local residents are proud of, and where people want to come to work.

Each of the Strategy's Commitments is more or less relevant to different audiences. The Playbook highlights this potential to help drive engagement among audience segments in one of four different ways:

RETAIN – maintain and extend the City's reputation, frequency and share of core London audiences:

Metroculturals | City Connoisseurs

CONNECT – reach out and build long-term connections with local communities:

Doorstep Families | Good Neighbours

ATTRACT – invite more domestic visitors to explore the full range of the City's offer:

Culture Fix | Heritage Visitors | Family Day-Trippers

GROW – prioritise and spark the interest of a next generation of audiences:

Urban Explorers | City Casuals

Together, the Commitments address both common needs and more specific interests. Developing them all at the same time creates a strong base to help grow and support audiences in different ways.

Introducing The Segments

Highly Interested & Active

- Metroculturals
- Urban Explorers
- Culture Fix
- City Connoisseurs

Culturally active and enthusiastic about a wide range of quality, public arts and culture, these groups are all open to classical as well as new/ contemporary offerings and have a higher appetite for risk.

The City needs to compete for these discerning groups who scan the horizon for the best on offer.

Medium Interest & Active

- Heritage Visitors
- Family Day-trippers
- City Casuals

These segments are open to persuasion when it comes to arts and culture and are interested in taking part if activities are a good fit with their social or family life. All travel into the City from outer London or the home counties, either as a commuter or occasional visitor. All these groups search out engaging day or special night out from time to time.

They're looking for "something different to do" but prefer familiar or popular names, stories, history etc.

Less Interested and Active

- Doorstep Families
- Good Neighbours

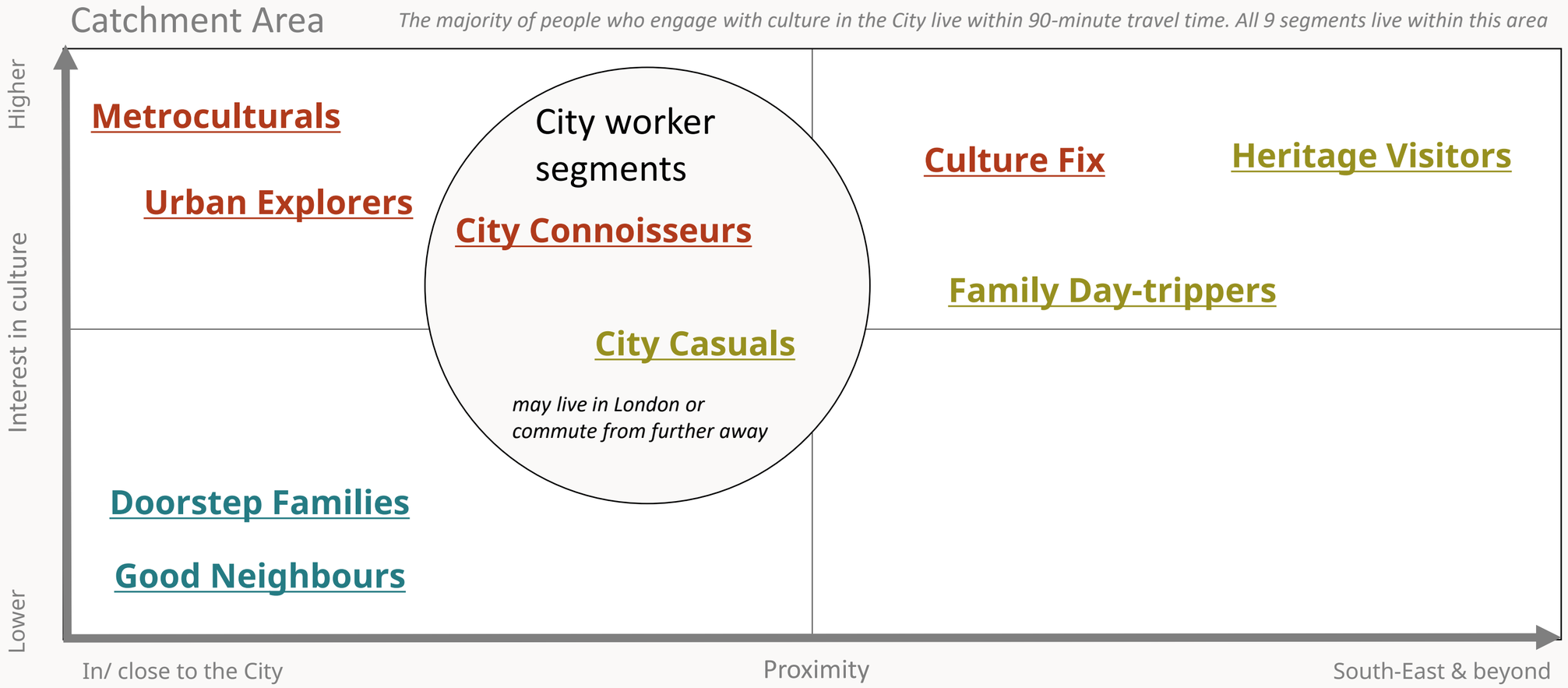
A bit less focused on filling their limited leisure time with formal, public culture, these groups live around the edges of the City, often in public, rented or shared housing. They might not think of themselves as "into the arts" but are up for fun, entertaining and good value events close to home, and take part in a wide range of less formal creative activities.

The opportunity to socialize is really important, as is the chance to celebrate the community – with its multiple roots - and feel properly part of it.

The segments mapped

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The segmentation is based on **2 dimensions**: a) people's **level of interest in**, and engagement with, public culture and b) their **proximity to the City** – resident, worker or visitor**.** Both factors influence what people might attend, where and why. This model gives an overview of where each segment fits.



*The segments sit on the foundations of Audience Spectrum which has been modelled on extensive data samples but enhanced with additional data relevant to the City's culture.

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City of London

An Overview of City Audiences

An overview of City Audiences

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Where do the audiences come from?

The City's cultural audience covers London and nearby counties within **90 minutes** travel

62% of visitors come from London, mainly Hackney, Tower Hamlets, Southwark and Islington

23% come from **outside London**, chiefly Kent, Surrey, Sussex and Essex

Around 70% of the catchment are active cultural consumers, a **potential market of c. 10 million**

Around 12% of visitors are **internationa**l, mainly from the United States, France and Germany

How do audiences currently behave?

Most people only attend a cultural organisation **once a year.**

Local audiences attend more often. Longer travel is reserved for major or high-profile events

Museums are the main draw, followed by heritage offers, performing arts and pop-up markets

Visiting patterns vary: retirees and unemployed visit weekdays; families, day-trippers, locals and young people favour weekends

Workers say appealing cultural offers would encourage them to **stay after work** and visit on weekends

What is the potential for growth?

Strong **untapped demand** for culture in the City

Competes with wider London for cultural audiences

Key draws include unique experiences, atmosphere, historic settings, calm spaces and community

Seen as **historic** and **interesting** but less as vibrant or creative, highlighting scope to modernise perception

As part of the development process for the Cultural Strategy, the team commissioned research and analysis to understand current and potential audiences. Find out more [Audience Insight Report 1 and 2 links].

An overview of City Audiences

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How do demographics impact engagement?

Younger audiences are more likely to recognize aspects of the City as contemporary and creative, despite its historical associations

Older audiences are more drawn to its **heritage** offer

Lower-income groups are less aware of the City's cultural offer and more likely to view it as **exclusive**

Potential **Global Majority audiences** have **varied preferences**, indicating the need for choice and a wide range of programming

How do audiences currently behave?

The City is generally viewed **positively** compared with other London destinations

The **West End** is seen as offering more attractions

The **South Ba**nk is considered easier to access

Clerkenwell-Farringdon is perceived as less expensive

East bank is likely to become a significant competitor

How do City workers interact with its culture?

Around **9%** of the cultural market are **City workers**

They have a **nuanced understanding** of the City's identity compared to other audience groups

Some workers are **highly culturally engaged** and particularly interested in: outdoor festivals, non-traditional venues, family-friendly events, and participatory activities

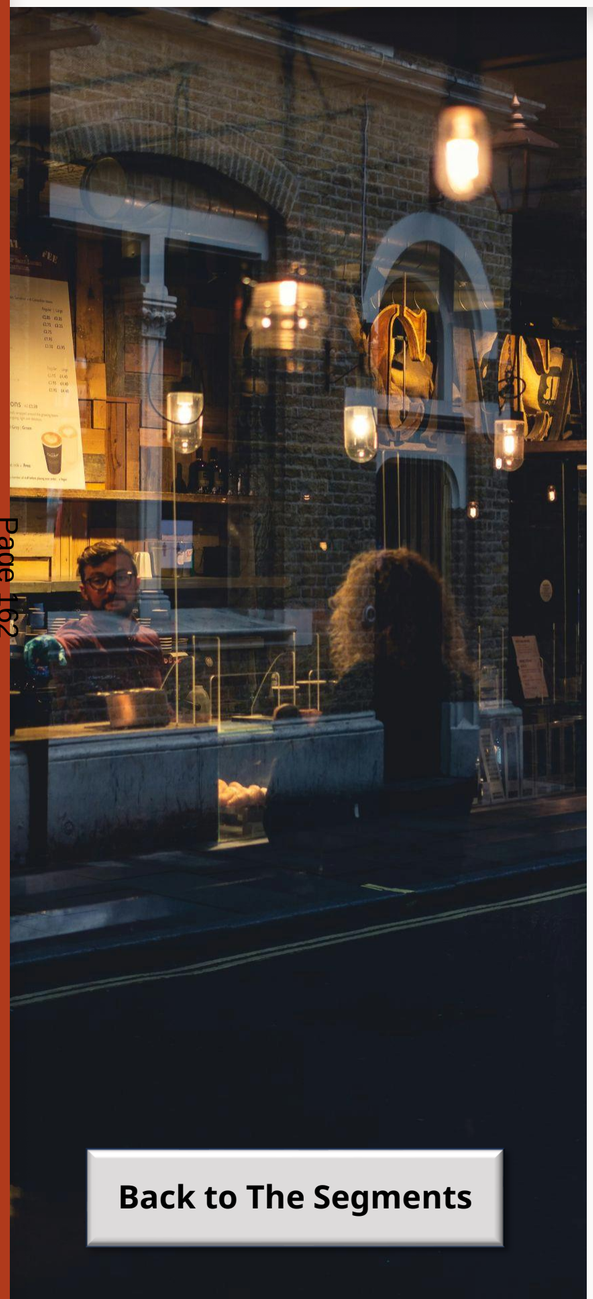
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Audience Segment Portraits

Metroculturals



Affluent, culturally confident and socially conscious, this city-based group thrives on meaningful engagement with arts and culture.



Level of interest

12% **1.2** million

of adults aged 18+ in the target area fall into this segment



Live and **work near** the city

Relevance to the City & Cultural Strategy — RETAIN

Metroculturals are the backbone of the London audience and a high proportion of the population in the City's walking distance. Retaining their interest, and maintaining market share, are key to economic and positioning goals of the Strategy, particularly outlined in the commitment to 'Embrace Culture as a Defining Strength':

- The segment most likely to be interested in high quality, varied and international culture, and likely to help develop the City's profile in this regard.
- Like **Good Neighbours**, local members of this segment can be interested in creative participation
- Some in this segment are City workers. The strategy identifies culture as a major driver in "earning the commute"

Back to The Segments

Most Likely to Relate To

- Well-curated, idea-driven events
- Experimental theatre
- Politically engaged exhibitions
- Architectural walking tours
- High-quality classical and contemporary performance

Metroculturals are motivated by “Intellectual stimulation”, “Learning new things” and “Discovering new artists.”

74% of Metroculturals said that they were more likely to visit the City for culture, if “there was more to do there”

Location

- Typically live in surrounding boroughs: Islington, Hackney, Tower Hamlets, Camden, Southwark
- Many work in central London and engage culturally before/after work

Life-Stage & Lifestyle

- Ranges from emerging professionals to older elites
- Career-driven and culturally fluent
- Mix of singles, couples, and families with culturally engaged children

Metroculturals are likely to be well educated. 61% hold a degree or many have post-graduate qualifications

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Likes and Motivations

- ✔ Quality, relevance, innovation
- ✔ Learning something new
- ✔ Experiencing something exceptional
- ✔ Connecting with likeminded people
- ✔ Staying intellectually and socially active
- ✔ Contributing to London's cultural landscape
- ✔ Supporting causes and values they care about
- ✔ Intellectually stimulating and socially engaged programming
- ✔ Organisations that reflect their values and interests

Dislikes and Barriers

- ✖ Overly commercial or superficial experiences
- ✖ Generic, insincere communications
- ✖ Poor digital access or low-quality programming
- ✖ Tourist-oriented or out-of-touch venues
- ✖ Inauthentic or tokenistic experiences

Programming

- Cutting-edge, high-quality, topical work
- Boundary-pushing theatre, contemporary dance, major exhibitions
- Culture as social commentary and dialogue
- Attracted to political, global, or socially nuanced themes

Place and Time

- Prefer evening and weekend engagement
- Lunchtime events work for those who work in the City
- Visit Barbican, Guildhall Art Gallery, City pop-ups, festivals
- Drawn to cultural use of public spaces and unusual venues

Price

- Willing to pay for premium experiences
- Expect quality and exclusivity
- Respond well to priority booking, VIP upgrades, exclusive events
- Prefer enhancements over discounts



EXAMPLE:

Unravel: The Power and Politics of Textiles in Art

Barbican 2024

The majority of Metroculturals have attended a museum or gallery in the last year. They are also willing to attend cultural offerings on both weekday daytimes and evenings.

Communications

- Best reached via tailored, editorial-style content
- Effective channels: curated email, targeted Instagram/Twitter, LinkedIn
- Prefer intelligent, personalised writing
- Trusted media: The Guardian, Financial Times, specialist newsletters

Community

- Engage through professional or value-based communities
- Attend events as part of broader social life
- May join patron groups, arts foundations, professional societies
- Culturally influential within professional and online network
- Significant contributors through donations, patronage, advocacy

Co-creation

- Rarely engage in grassroots co-creation
- Open to advisory roles, panel discussions, curated collaborations

78% of Metroculturals said they were more likely to attend events in the City if “I knew what was available there.”

Perceptions of the City

- Appreciate heritage and architecture
- May find the City overly commercial or sterile outside work hours
- Respond to activity that subverts the City's image
- Enjoy contemporary work in historic settings and access to hidden spaces

What they do in the City

- Attend Barbican events across artforms
- Visit exhibitions and heritage shows at Guildhall
- Join curated walks, speaker events, themed festivals
- Visit restaurants and bars around cultural events
- Contribute meaningfully to the local Square Mile economy

Potential Barriers

- Perceive the City as functional rather than cultural
- Tend to commute out after work
- Put off by programming that feels corporate or outdated
- Poor digital experience harms engagement
- Increasingly attentive to sustainability and ethical venue practices

Key stat: Describe the City as "Unique" (46%, index 134), "Corporate" (32%, index 133), "Modern" (37%, index 125), "Interesting" (53%, index 111

90% of Metroculturals have visited the City in the last 3 years

Brand Messaging

Should emphasise:

- Thought leadership
- Artistic excellence
- Cultural relevance
- Social impact

Avoid:

- Tokenism
- Over-selling

Resonant phrases:

> Intellectually provocative

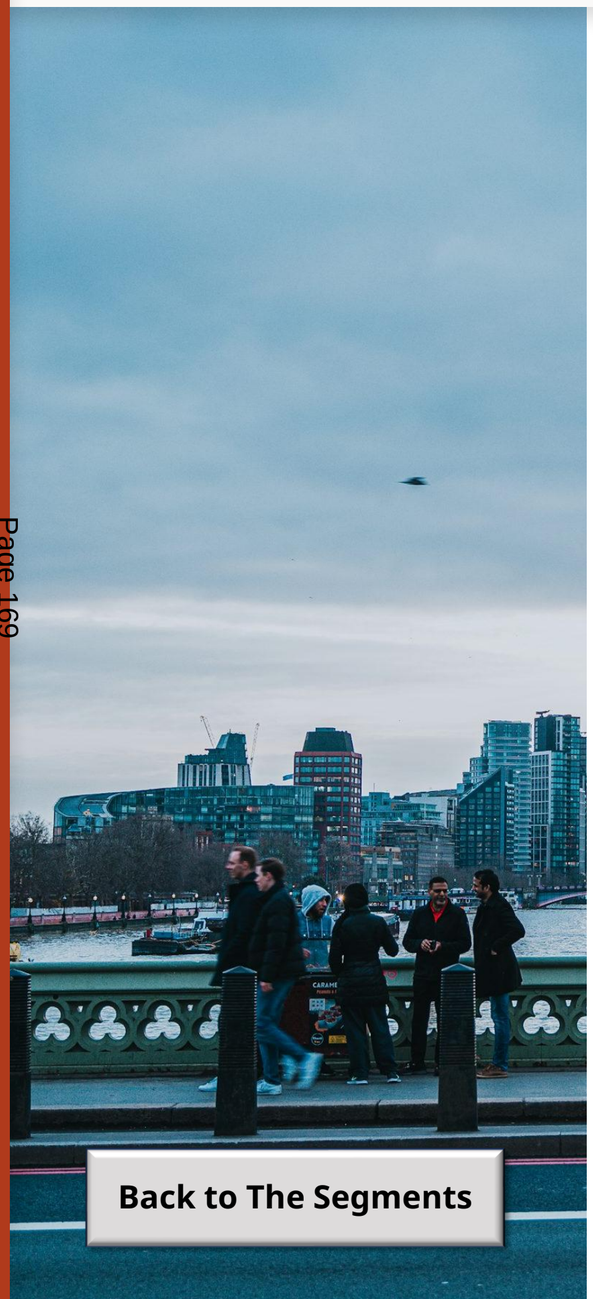
> Culturally pioneering

> Exclusive access

> Art with purpose

> Be part of the conversation

Urban Explorers



Back to The Segments

Young, curious and always on the lookout for what's new, this group thrives on variety, creativity and shared cultural experiences across the city.



Level of interest

6% 630,000

of adults aged 18+ in the target area fall into this segment



Live near and **work** in nearby boroughs

Relevance to the City & Cultural Strategy

GROW

Younger Urban Explorers are key to building a next generation audiences.

They are most likely to:

- Support new and independent cultural offers/alternative formats
- Take up opportunities to get involved with professional creative offers
- Outcomes of the Strategy's Commitment 'Share the City's Stories' and 'Create Space to Support New Cultural Ideas' are likely to encourage this segment to the City

Most Likely to Relate To

- ‘Instagramable’ events
- Pop-up’s, Art trails, immersive events
- Politically engaged exhibitions
- Late night programming

They are motivated by discovery, fun and self-expression. Attendance is regular and spontaneous, often sparked by a friend’s recommendation, a viral post or a unique one-off experience.

65% of Urban Explorers are motivated to attend programming that allows them to “experience another culture”

Location

- Typically live in surrounding boroughs: Hackney, Tower Hamlets, Camden, Southwark and Islington
- They don’t normally reside or work in the City

Life-Stage & Lifestyle

- Predominantly 20 to 40 years old
- Mix of early-career professionals, mid-life creatives, graduates and freelancers
- Living in shared accommodation or compact city flats

This group well educated - 56% hold a degree or higher. 15% full-time students

Likes and Motivations

- ✔ Connecting with likeminded people
- ✔ Culture that reflects their own lives
- ✔ Trendy events that feed well into their online presence
- ✔ Experiences that combine politics, aesthetics and fun
- ✔ Hybrid experiences that mix unusual ingredients – contrasting artists, work in found spaces
- ✔ Immersive, participatory elements
- ✔ Authentic cultural offerings that reflect the real world
- ✔ Programming that is grounded in themes of identity and community
- ✔ Unusual experiences with an artist-led, DIY atmosphere

Dislikes and Barriers

- ✖ Overly commercial or superficial experiences
- ✖ Exclusive or elitist atmosphere
- ✖ Over-priced tickets
- ✖ Unsociable venues
- ✖ Inauthentic or tokenistic experiences

Programming

- Experimental, social and meaningful
- Genre-bending experiences
- Tangible and authentic
- Attracted to political, and socially engaged programming
- Platforming the voices of the marginalised

Place and Time

- Prefer evening and weekend engagement
- Visit Barbican, Guildhall Art Gallery, City pop-ups, festivals, Museum of London
- Drawn to cultural use of public spaces and unusual venues

Price

- Prefer affordable or free programming
- Willing to pay for events that seem valuable; ethical alignment or instagramable experiences justify a higher price point
- Respond well to early-bird tickets or ‘pay-as-you-feel’ models



EXAMPLE:

WAKE

Sadlers Well 2025

Urban Explorers are attracted to programming such as film screenings, zine fairs, exhibition lates and events that platform emerging talent

Communications

- Best reached via social media
- They respond well to slick visuals with a cool aesthetic that quickly communicate the ‘vibe’ of an experience
- Lead with the atmosphere of the programming rather than logistical formalities
- Urban Explorers don’t want to be sold to, they want a two-way conversation

Community

- They go to connect, belong and participate in something they feel passionate about or are inspired by
- They follow culture that reflects their own personal community
- They also view culture as a social connector, and are likely to attend with friends and their creative circles

Co-creation

- Highly receptive to co-creation, they’re eager to contribute ideas, perform, co-curate, or volunteer for events they believe in
- They respond well to open calls, workshops, and collaborative campaigns where their voice and identity are genuinely reflected.

80% of Urban Explorers agree that they would be more likely to attend events in the City “if I knew what was available”

Perceptions of the City

- Corporate and disconnected from their lives
- May feel the City is too expensive or not for them
- Respond to activity that subverts the City's image

What they do in the City

- As it stands the City isn't currently a leisure destination for this group
- Occasionally visit specific exhibitions and events at the cultural venues in the area
- The Barbican is likely to be the biggest attractor for this group

Potential Barriers

- Lack of grassroots and authentic cultural experiences
- Expensive ticketing
- Put off by overly formal atmosphere
- Programming seems designed for professionals and tourists, not local communities
- Urban Explorers are culturally active in evenings and weekends, when the City is seems closed for business

While this group isn't necessarily coming to the City for culture, 89% said they had visited the square mile in the last 3 years, meaning there is an opportunity to capture this group with the right programming.

Brand Messaging

Should emphasise:

- Authenticity
- Community ties
- Cultural relevance
- Social impact

Avoid:

- Tokenism
- Jargonistic language

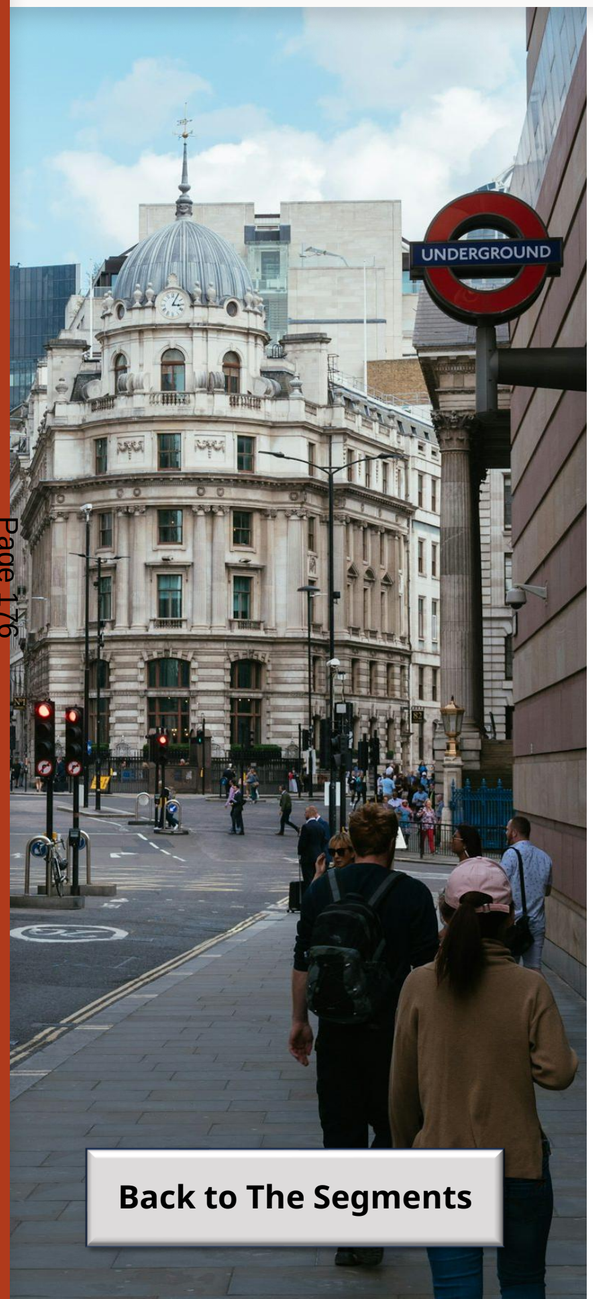
Resonant phrases:

> Pay what you can

> Artist-led

> Socially engaged

Culture Fix



Back to The Segments

Discerning and well informed, this group travels into London in search of standout cultural moments that are worth the journey.



Level of interest

8% 850,000

of adults aged 18+ in the target area fall into this segment

Live and **work** in affluent towns in the South- East

Relevance to the City & Cultural Strategy

ATTRACT

Arts-interested Culture Fix are key to boosting the visitor economy from the wider South East. High-value visitors that will plan and book in advance, they are likely to:

- Buy premium seats, membership schemes and donate onsite
- Recommend the City as a destination for cultural tourism
- Support the wider economy by dining out, shopping and staying overnight

Attracting this segment would likely increase spend in the City and therefore meet Destination City's economic objectives.

Most Likely to Relate To

- Flagship events, major exhibitions and top-tier performances
- Classical music, architecture, museum exhibitions
- Well presented content that is easy to navigate
- Recognisable names, institutions and themes

Culture Fix live outside the capital, often in affluent towns or commuter belt areas, but view London and the Square Mile as a place for special visits

76% of Cultural Tourists favour “areas with a calm atmosphere”

Location

- Typically live in affluent towns and rural areas around the South East
- They are familiar with commuting into London, with many working in the capital
- The City represents a convenient and special cultural destination for this group

Life-Stage & Lifestyle

- Mix of mature couples and high-earning families or individuals
- Settled, well-informed and culturally confident
- Cultural visits to London are a welcome treat, they will plan a whole day or weekend

They are confident cultural consumers who plan their outings carefully, choosing events and venues that promise quality, insight and a sense of occasion

Likes and Motivations

- ✔ Learning something new
- ✔ Enriching and entertaining events
- ✔ Connecting with history
- ✔ Sharing experiences with others
- ✔ Staying intellectually and socially active
- ✔ Well-rounded programming that feeds into other activities such as dining out and shopping
- ✔ Quality and Clarity

Dislikes and Barriers

- ✖ They dislike hassle or anything that seems difficult to plan
- ✖ Unclear information
- ✖ Long queues and confusing access arrangements
- ✖ Poor customer service and unclear signage
- ✖ Programming that is too experimental or niche

Programming

- Established and high-profile exhibitions and performances
- Talks by well-known people
- Heritage-focussed content
- Crossovers between art and architecture, music and literature, or history and performance work well for them

Place and Time

- Prefer daytime visits, especially at weekends or during school holidays
- Many prefer matinees or lunchtime events
- Some may also attend evening events if linked with dinner or an overnight stay

Price

- Willing to pay for the right experience
- They don't expect discounts, but they do expect clear value
- Package offers combining travel, lunch or multiple venue access are attractive, as are early booking benefits and exclusive access options

83% agree they would be more likely to visit the City "if it was cheaper" or "more accessible"

65% would visit the City on weekend evenings

Communications

- Best reached via curated content, direct mail brochures and targeted newsletters work well
- Effective publications include The Times, The Telegraph or The Guardian
- They also respond well to personalised suggestions based on previous attendance
- Accessible websites and good reviews work well for Cultural Tourists

Community

- Their sense of community comes from the institutions they visit as opposed to geographic locality
- They're likely to be members of organisations such as National Trust, Art Fund, English Heritage
- May visit with small social groups and will often respond to personal recommendations

Co-creation

- Rarely engage in participatory activity
- Opportunities to contribute expertise, shape direction, or act as cultural ambassadors are often of interest

Perceptions of the City

- They see the City of London as a place of history, architecture, and quiet prestige
- It feels more serious, less touristy
- They appreciate its walkability, historical depth, and the blend of old and new

What they do in the City

- They visit the multitude of heritage spots in the square mile such as St. Pauls Cathedral and Tower Bridge. They would likely enjoy guided tours of these locations
- Likely to combine different engagement opportunities whilst visiting the City, they will go to art exhibitions and performances, whilst soaking up the food and entertainment that is on offer

Potential Barriers

- Logistical barriers may affect Cultural Tourists; unclear journey planning, and early closing times can deter visits
- A lack of awareness of what's available in the City could affect whether they come at all
- Marketing that assumes local knowledge could be alienating to them
- Cultural Tourists are looking for a complete visit, with a variety of offers that will contribute to a well-rounded trip, the City's offer could be viewed as limited

Key stat: Cultural Tourists describe the City as "**Inclusive**" (30%, index 179), "**Varied**" (29%, index 135), "**Diverse**" (45%, index 128), "**Exciting**" (45%, index 124)

Brand Messaging

Should emphasise:

- High quality offers
- Ease of access
- ‘Day-out’ packages
- Social impact

Avoid:

- Casual language
- Vague instructions

Resonant phrases:

> A world class experience

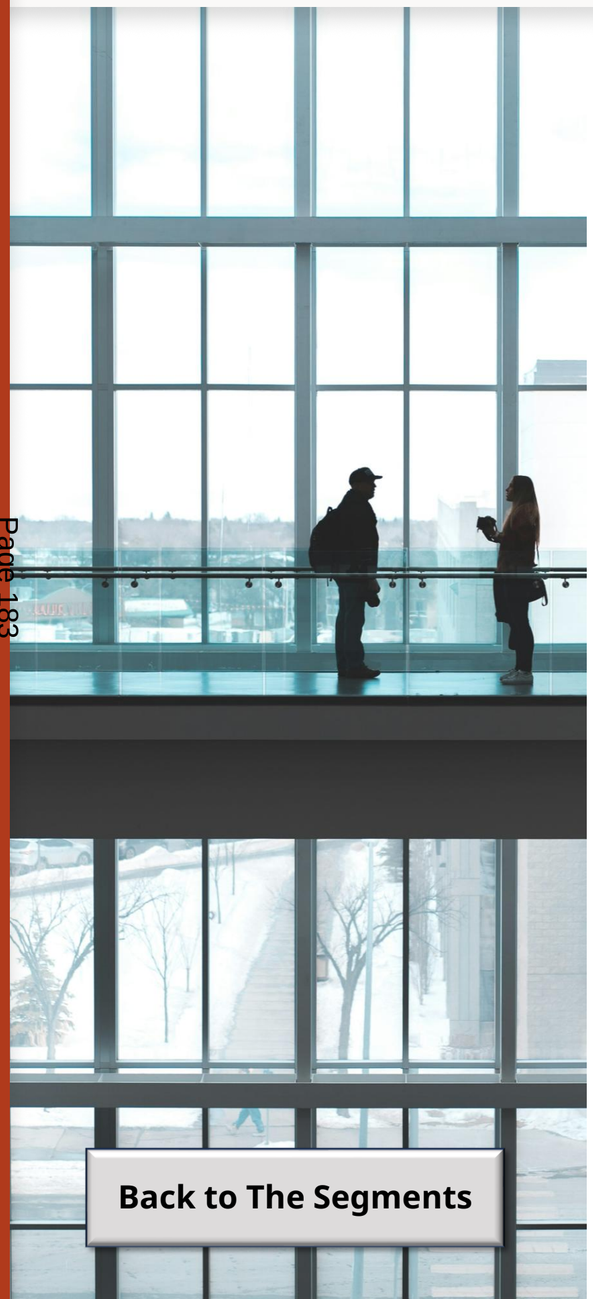
> Explore. Engage. Belong.

> Culture, curated for you

> Where ideas take centre stage

> Tradition, reimagined

City Connoisseurs



Back to The Segments

Professionally driven and culturally selective, this group blends their working life in the City with a deep appreciation for high quality cultural experiences.



Level of interest

3% 320,000

of adults aged 18+ in the target area fall into this segment



Live in London and commuter towns. **Work** in and around the City

Relevance to the City & Cultural Strategy — Retain

Commuters from the leafy suburbs, culture vulture City Connoisseurs work in the City and are key to retaining market share and building mid-week audiences. More traditional in their tastes than Metroculturals, they are likely to:

- spend more on experiences, contributing through tickets, memberships, hospitality
- influence others, especially within professional networks
- help sustain midweek offers, and take up corporate sponsorship

Most Likely to Relate To

- Intellectual exhibitions
- Contemporary music
- Public Art
- Academic talks
- Programming that allows a cross-over between culture and business

Location

- This group lives in leafier inner and outer London Boroughs and the stockbroker belt
- Many work in and around the City, they know the square mile well and move through it regularly as part of their professional lives

Life-Stage & Lifestyle

- High earning professionals over between the ages of 30 to 60
- A mix of mid-career and senior leaders
- Time poor but culturally engaged
- Strong professional networks
- Often juggling personal and professional commitments, they need experiences that are flexible but offer substance

This group values prestige, trust and reputation. For City-based venues, this makes them an ideal audience for members' events, corporate partnerships, or after work programming that respects their time while enriching their day.

Likes and Motivations

- ✔ Learning something new
- ✔ Social interaction and ability to attend whilst networking
- ✔ Staying intellectually active
- ✔ Feeling connected to London's cultural scene
- ✔ Flexible programming that fits around their other commitments
- ✔ Quality, convenience, relevance
- ✔ Convenient timings and locations that work around their work schedules
- ✔ Programming that can be paired with networking – the social experience matters

Dislikes and Barriers

- ✖ Opening times that do not extend beyond the working day
- ✖ Mainstream, or gimmicky content
- ✖ Unclear information and difficult booking systems
- ✖ Vague information and poorly framed offer, they want to know exactly what it is, when its happening and how to book

Programming

- High standard offers
- Insight rich programming
- Museum grade exhibitions
- Panel discussions
- Content linked to their professional interests; economics, law, innovation etc
- Outdoor installations and public art that they can drop by to see
- Spaces of quiet reflection are appreciated during the working day also

Place and Time

- After work events and weekday lunchtimes work well for this group
- Ability to drop in without a time commitment
- Popular venues include the Barbican, Guildhall Art Gallery, Bloomberg SPACE, and St Stephen Walbrook

Price

- Willing to pay for premium experiences
- Value efficiency over discounts
- Respond well to free or low-cost lunchtime programming that they can drop into with their colleagues

City Connoisseurs see culture not just as leisure, but as part of a well-rounded life. Whether it's a lunchtime recital, a post-work exhibition opening, or an early evening talk, they favour experiences that are stimulating, well-produced and efficiently run.

Communications

- Messaging should be efficient and informed
- Clear information about timing, access and content
- Well targeted by internal comms through corporate partnerships
- Professional tone, mirroring the language of publications such as The Financial Times would work well

Community

- Their community is professional rather than local
- Many are part of professional societies or patron groups.
- Cultural activity is often shared with others in their field, or used to network informally

Co-creation

- Rarely engage in traditional co-creation
- Open to long-term support roles, including trustee positions or strategic fundraising partnerships

City Connoisseurs appreciate programming that acknowledges and caters to a blend of social and professional identities

Perceptions of the City

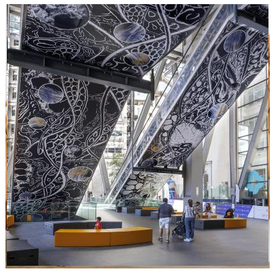
- See the City as their professional base
- They appreciate its history, architecture and cultural offer but may not always have the time to explore it fully
- May feel the City is disconnected after-hours

What they do in the City

- Attend the Barbican or Guildhall at lunch
- Visit public events and artworks
- Visit restaurants and bars after work with professional contacts
- Use café spaces, reading rooms or galleries to take a break from their working day

Potential Barriers

- Poor timing of events that do not align with their schedules
- If a cultural offer isn't clearly visible or easy to integrate into a working day, it will be missed
- Unclear booking processes
- Lack of after-hours events



EXAMPLE:

Sculpture in the City

Ongoing

Brand Messaging

Should emphasise:

- Ease of planning
- High quality programming
- Brief and to the point

Avoid:

- Overly casual language
- Vague information

Resonant phrases:

> Thinking space

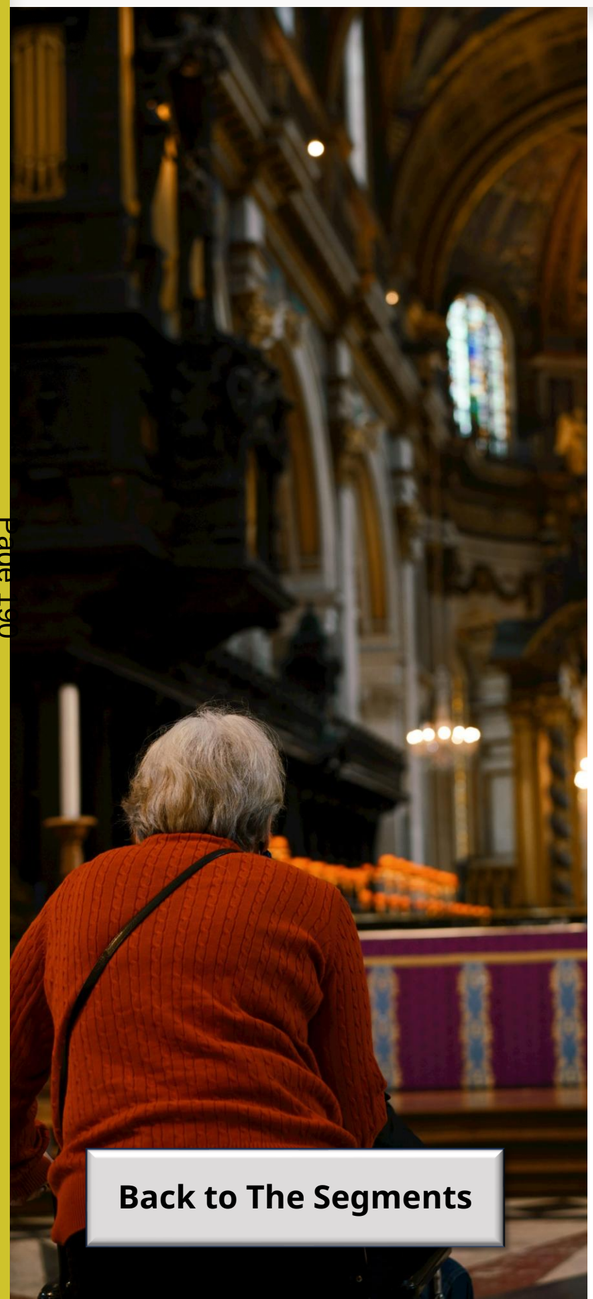
> Ideas after hours

> Culture and cocktails

> City evenings

> 5pm unwind

Heritage Visitors



Mostly retired and moderately culturally engaged, this settled group values tradition, community, and heritage.



Level of interest

9% 880,000

of adults aged 18+ in the target area fall into this segment

Visit the city

Relevance to the City & Cultural Strategy

Attract

Older Heritage Visitors are in search of hidden gems, motivated to explore the City's rich history, and open to visiting in off-peak hours. Improvements to the overall visitor experience are likely to encourage them. Heritage visitors:

- Contribute to the off-peak visitor economy
- Be willing to visit during off-peak hours and weekends
- Respond positively to improved facilities and signposting in line with the strategy's Commitment to 'Getting the Basics Right' and in addition, 'Bring the City's Hidden Gems Into Public View' will also attract visitors in greater numbers.

Back to The Segments

Most Likely to Relate To

- Heritage-rich experiences
- Guided museum tours
- Traditional theatre and classical music
- Well know venues
- Familiar formats

Heritage Visitors see culture as a meaningful way to stay connected to their community and traditions.

64% of Heritage Visitors favour “historical surroundings”

Location

- Heritage Visitors live in commuter belt towns and suburban areas with good links into London
- Typically reside in areas such as Hertfordshire, Surrey, Buckinghamshire, Berkshire and the outer London Boroughs

Life-Stage & Lifestyle

- Mostly retired or nearing retirement
- Fewer day to day obligations compared to the other segments
- Financially comfortable but careful with money
- Culture is an occasional but meaningful day out

Based just outside of London, they are cost-aware but loyal, making them a strategic audience for the city's many heritage offerings.

Likes and Motivations

- ✓ Day-time events
- ✓ Trusted venues
- ✓ Accessible venues that feel low pressure
- ✓ Traditional, heritage focussed content
- ✓ Content that is easy to understand
- ✓ Traditional and classical performances
- ✓ History focussed museum exhibitions

Dislikes and Barriers

- ✗ Niche programming that feels out of their comfort zone
- ✗ Difficult booking processes
- ✗ Poor accessibility

Programming

- Familiar and traditional
- Traditional performances
- Content focussed on local history
- Heritage focussed
- Family friendly and social
- Guided heritage walking tours

Place and Time

- Daytime
- Familiar venues
- While many in this group have more flexible time, especially during the day, they still appreciate thoughtful scheduling that fits around family and other social commitments

Price

- Financially comfortable but value driven, willing to spend extra on something that caters to their values and interests.
- Group packages for matinee performances or daytime events could entice this group to loosen their purse strings



64% of Heritage Visitors visited areas outside of London for culture within the last 12 months, indicating their desire to partake in cultural activity

Communications

- Clear, friendly, and familiar language
- Printed communications as this group is not online
- Word of mouth recommendations go a long way with Heritage Visitors
- Positioning cultural offers as an occasional treat to enjoy with friends and family

Community

- Heritage Visitors strongly value community, they enjoy familiarity and upholding traditions
- Attend events with friends and family, making memories is important
- Motivated by the idea of preserving local stories, history, and heritage

Co-creation

- Not drawn to co-creation, they prefer to consume mainstream offerings passively
- Having said this, if co-creation activity is framed as sharing knowledge and preserving heritage, they could be open to it. They may also enjoy volunteering.

Perceptions of the City

- Impressed by the grandeur and history
- May find the City overly corporate
- Difficult to access
- May view the City as expensive and unwelcoming

What they do in the City

- There is an abundance of culture that already exists in the city that would appeal to Heritage Visitors. St Paul's Cathedral, The Tower of London and the Roman ruins are all examples of culture that this group would enjoy exploring once in the city.

Potential Barriers

- Perceive the City as a place of business rather than a cultural destination
- Difficulty in getting to the square mile
- Thinking the City is too expensive and fast paced

58% of Heritage Visitors describe the City as “expensive”, however 68% also describe it as “historic”. This indicates that, with the right messaging, this group could be captured by the cultural scene that the city has to offer.

Brand Messaging

Should emphasise:

- Traditional content
- Ease of access
- Group deals
- Comfort and convenience

Avoid:

- Jargonistic language
- Niche content

Resonant phrases:

> Timeless

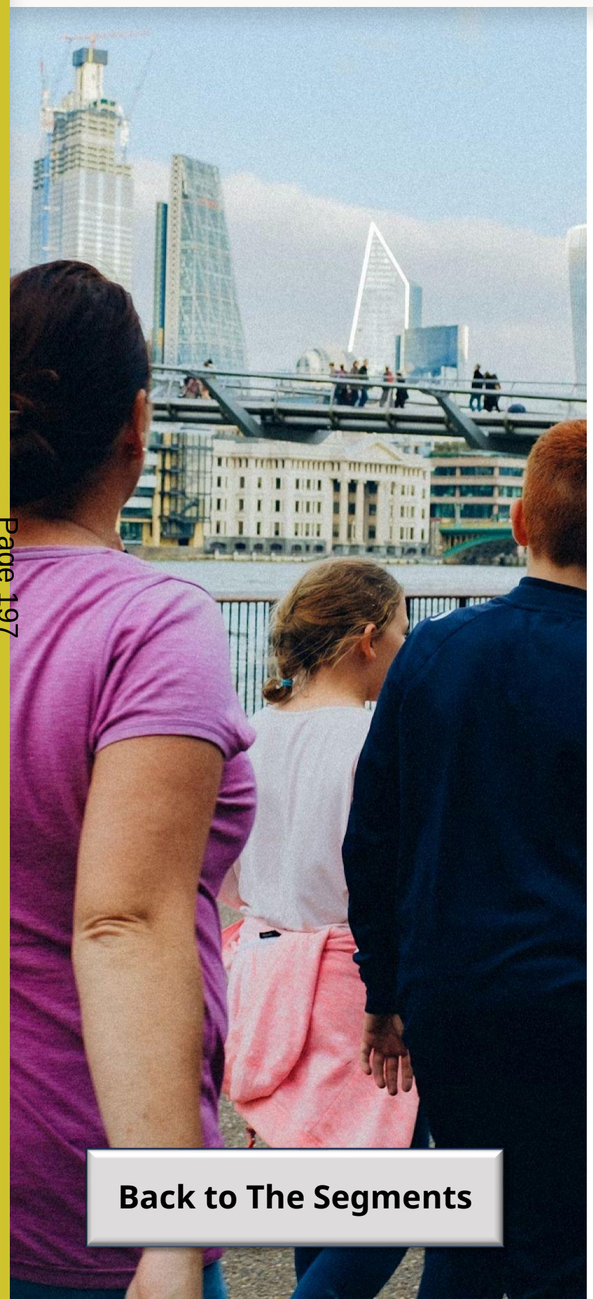
> Heritage-rich

> Local tradition

> Enjoy at your own pace

> Daytime discounts and group offers

Family Day-trippers



Busy, family focused and always planning the next day out, this group looks for fun, good value and memorable experiences to enjoy together.



Level of interest

9% 910,000

of adults aged 18+ in the target area fall into this segment

Visit the city

Relevance to the City & Cultural Strategy

Connect

This group are strategically important as a new potential family visitor market, and to introduce children and young people to the City and what it has to offer. They are:

- Key target group for family offers
- Likely to be attracted by improvements to access, “the basics” and navigability if there are suitable family offerings available at the right times.
- Socially, they could raise the City’s profile as a place welcoming to families.

Back to The Segments

Most Likely to Relate To

- Popular, recognisable content
- Interactive exhibitions
- Family concerts
- Outdoor events, drop-in activities, are particularly successful

Family Day-trippers are based in the home counties and tend to travel into London during weekends and school holidays

41% of Family Day-trippers have attained A-Levels as their highest level of education

Location

- Living in suburban towns across the South East, places such as Hertford, Chelmsford and Reading
- Many will plan a whole day out in London, focussed on one or two key activities in the capital

Life-Stage & Lifestyle

- Family households, with children ranging from toddlers to teens
- Parents are working professionals, but their leisure time is focussed on family
- They willl often visit with other families or extended relatives

With children of different ages and often multiple generations in tow, they are looking for cultural experiences that are entertaining, accessible and easy to build into a full day out

Likes and Motivations

- ✔ Spending quality time with the family
- ✔ Exposing their children to positive cultural experiences
- ✔ Ease of planning
- ✔ Family offers
- ✔ Programming that appeals to the whole family
- ✔ Interactive content

Dislikes and Barriers

- ✖ Unclear age suitability
- ✖ Busyness and long queues
- ✖ Poor family facilities
- ✖ Difficult booking systems and overpriced tickets
- ✖ Overly academic or serious programming

Programming

- Lively, familiar and interactive
- Theatre adaptations of children's stories
- Creative workshops
- Seasonal events
- Curricular relevant topics

Place and Time

- Weekends and school holidays
- Mid-morning arrival
- Locations close to transport links, places to eat and public toilets

Price

- Value conscious but not unwilling to spend
- Family ticket deals, meal and entry packages resonate well
- Multi-event passes and kids-go-free are enticing
- Discounts for off-peak times or advance booking help with decision-making

71% of Family Day-trippers have been to a historic house or heritage site in the last two years.

Communications

- Clear, practical information
- Channels like Facebook, Instagram, family-focused newsletters, and local parenting blogs are effective
- School flyers, train station ads and simple printed leaflets also help
- They need reassurance that the experience will be fun, safe and well-suited to their kids

Community

- Their community is shaped by schools, sports clubs, parenting networks and friendship groups
- They often visit in pairs, two families together, or with grandparents
- They'll share tips and recommendations with their social circles and are very influenced by peer reviews and personal recommendations

Co-creation

- They're not typically looking to co-create or participate as individuals, but they're happy to join in where it benefits their children, e.g. interactive shows, drop-in crafts, or other hands-on workshops. Children's involvement is key, if a child is active and engaged, the parents are more likely to feel it's a success

Perceptions of the City

- View the City as clean and serious
- May not associate the City as being for families
- The hidden gardens, wide pavements, and free museums could make it feel accessible and different from more crowded areas like the West End, if these elements were highlighted to this group

What they do in the city

- Attend the cultural venues family programming
- Self-led walking trails
- Family workshops
- Stop for lunch and snacks
- Shop in gift shops

Potential Barriers

- Wayfinding can be a challenge
- If the family offer isn't clear, they will opt for other activities in London
- Overpriced ticketing
- Lack of family facilities and child friendly restaurants
- Perception that the City isn't for families

Brand Messaging

Should emphasise:

- Family facilities
- Programming for the whole family
- Ease of planning
- Family offers and deals

Avoid:

- Serious or academic language
- Vague information

Resonant phrases:

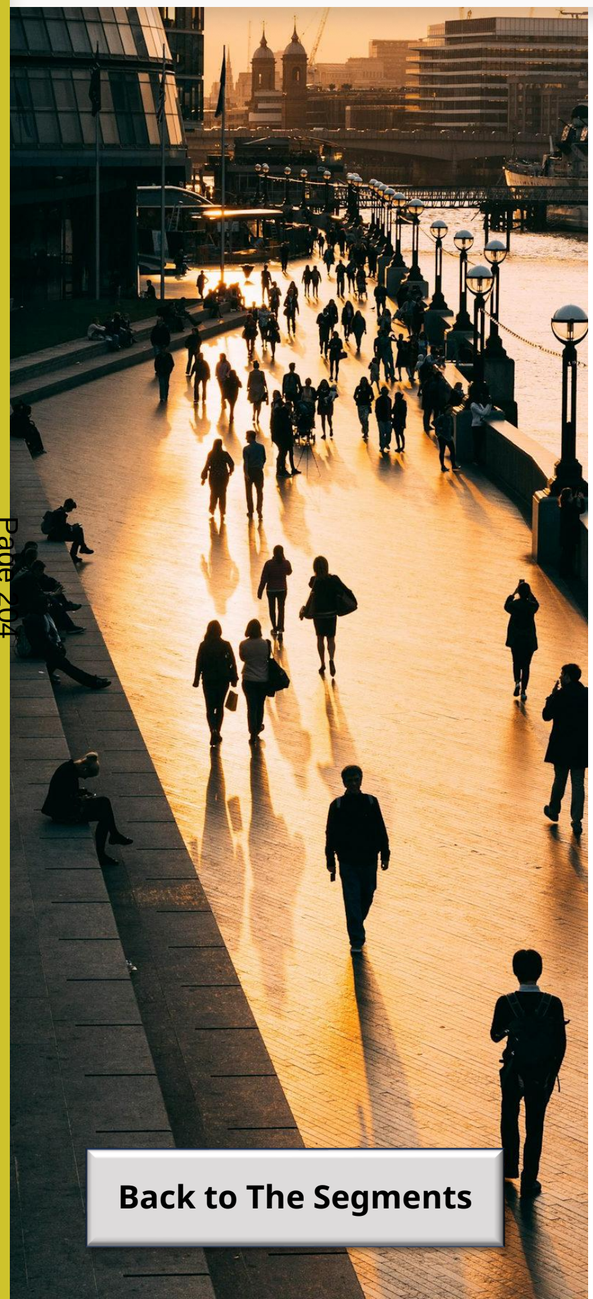
> A great day out for the whole family

> Explore, play, and learn

> Family tickets

> Kids go free

City Casuals



Back to The Segments

Practical, sociable and habit-driven, this group is open to cultural experiences when they're easy, familiar and fit neatly around work and family life.



Level of interest

1% 60,000

of adults aged 18+ in the target area fall into this segment



Work in and around the City

Relevant for the City & Cultural Strategy

Grow

As younger workers, City Casuals could expand off-peak audiences and influence others. They are the key group who feel open, street-level and social cultural experiences might "earn the commute", where they are a good fit with their busy lives. They can:

- Contribute to weekday attendance
- While not big spenders - buy tickets, snacks or drinks, and bring friends
- Shift the perception of the City to inclusive and enjoyable, not just a place of business

The strategy's commitment to 'Extend Culture Beyond Buildings' is likely to grow this audience whilst also retaining City Connoisseurs.

Most Likely to Relate To

- Mainstream content
- Social events
- Music nights, lunchtime events and anything with a fun and friendly tone
- Logistically and intellectually easy to access programming

Location

- Live outside of central London in commuter towns; Romford, Sidcup, Croydon, Watford
- Many work in and around the square mile
- Not actively seeking out culture but they are open to spontaneous or easy options

Life-Stage & Lifestyle

- Mid-life workers in their 30s to 50s
- Structured routines and modest cultural habits
- They’re practical, family oriented and tend to engage with culture when it fits into their schedule

City Casuals work in or around the Square Mile, often in stable roles across office-based sectors; admin, or service industries. While they don’t necessarily seek out culture, they’re happy to engage with it when it’s convenient, affordable and feels like a nice reward after work

Programming

- Upbeat, accessible content
- Live music, comedy nights, popular films, seasonal events, and drop-in exhibitions with a social or interactive element
- Informal formats that don't require insider knowledge or prior familiarity

Place and Time

- Weekday lunchtimes and early evenings
- They're unlikely to travel into the City on weekends but are open to something that's already on their way home
- Venues near key commuter routes
- Rooftop events, riverside installations or courtyard cafés also appeal for their relaxed, informal atmosphere

Price

- Good value activities
- Offers and discounts work well, Bundle deals, ticket plus drink, work well
- They may spend on food or drink during an event, especially if there's a social angle
- Prefer enhancements over discounts

City Casuals see culture as an occasional treat, not a lifestyle. They're most likely to attend something that's been recommended by a friend or advertised in a clear and straightforward way

Communications

- They respond well to plain language and clear information
- Effective channels include posters on their commuting routes, email newsletters and targeted social media posts

Community

- Their sense of community is rooted in workmates, family life and local friendship networks
- They're likely to attend with a colleague or friend after hours and enjoy events where they feel part of a crowd, but without pressure to participate
- Word of mouth and local buzz play a role, if they see others like them attending, they're more likely to give it a go

Co-creation

- Rarely engage in co-creation
- Open to engaging passively such as voting for something or tagging on social media
- They're more comfortable as observers or attendees than active contributors but can be drawn into light-touch, interactive elements

The City of London holds appeal for this group as part of their everyday routine, a quick lunchtime drop-in, a relaxed after-work event. Loyalty grows when the experience is easy, enjoyable and offers a bit more than expected.

Likes and Motivations

- ✔ Social and low effort experiences
- ✔ Programming they can drop into after work with a friend or colleague
- ✔ Fun and valuable experiences
- ✔ Enjoy partaking in culture to add variety to their schedule and feel like they're doing something ‘a bit different’
- ✔ Feeling like a part of the buzz of the city

Dislikes and Barriers

- ✖ Overly intellectual or confusing programming
- ✖ Intimidating or pretentious atmospheres
- ✖ Complex booking systems or unclear pricing
- ✖ Experimental and unfamiliar content

Perceptions of the City

- City Casuals see the City as smart and professional
- Do not associate it with fun or family activity
- They enjoy discovering something cultural during their working day, especially if it doesn't feel like too much of a stretch. Programming such as Sculpture in the City was likely to have resonated well with this group

What they do in the City

- Attend afterr work events and exhibitions
- Attend lunchtime programming or public art installations
- Occasionally book into evening shows if timed well with work
- Seasonal events
- Visit low-key bars and restaurants with friends after work

Potential Barriers

- They may assume cultural activity in the City is *not for them* if it isn't clearly promoted
- Overly formal presentation or inconvenient timing can all reduce engagement
- If the experience doesn't feel welcoming, simple or worthwhile, they'll opt for more familiar leisure activities instead

Brand Messaging

Should emphasise:

- Welcoming atmosphere
- Social elements
- Casual vibe
- Ease of planning
- Lunchtime or after work hours

Avoid:

- Jargonistic language
- Assumptions of prior knowledge

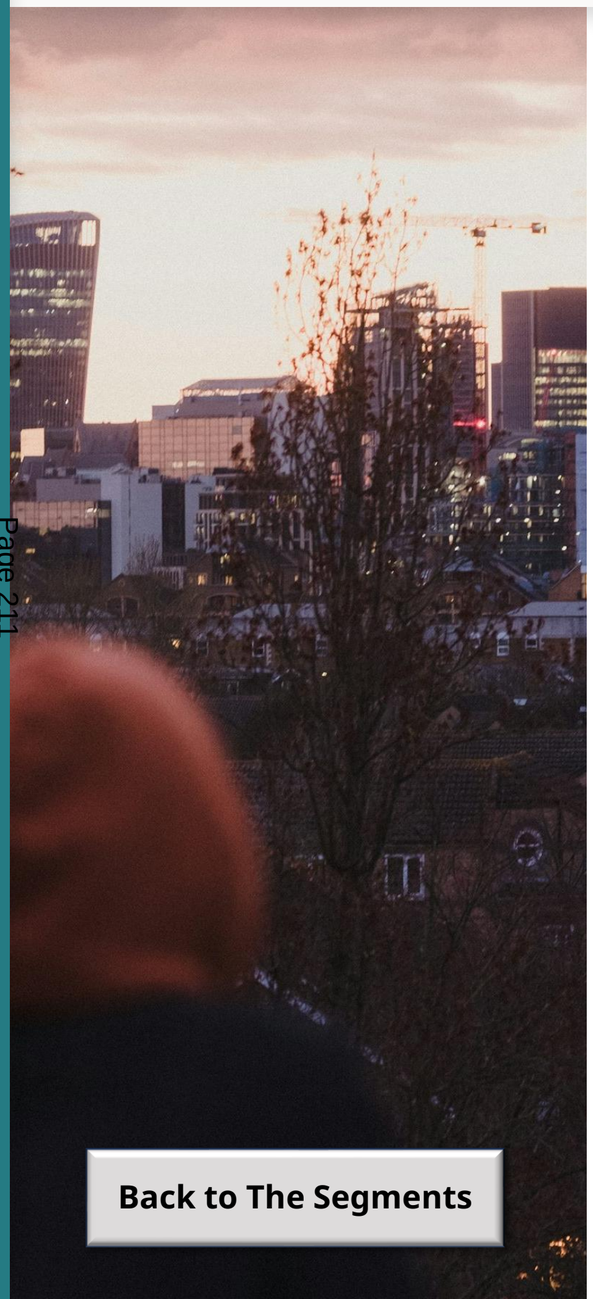
Resonant phrases:

> Quick to book

> Pop by after work

> No fuss, just fun

Doorstep Families



Back to The Segments

Lively, diverse and community oriented, this family focused group is always on the lookout for fun, affordable ways to spend quality time close to home



Level of interest

2% 170,000

of adults aged 18+ in the target area fall into this segment or Good Neighbours

Live and **work near** City/ surrounding boroughs, often social housing or rented

Relevance to the City & Cultural Strategy

Connect

Doorstep Families are key to developing relationships with the City's diverse and local audiences, especially under-represented families seeking local opportunities. They can:

- Help make cultural spaces more inclusive and reflective of the City's diversity
- Spend on snacks, travel or affordable tickets
- Help shift perceptions of the City to welcoming and connected to community
- Introduce young people to cultural opportunities which aligns with the strategy's Commitment to 'Build Early Connections to Culture'

Most Likely to Relate To

- Culturally specific programming
- Fun and social events that they can attend with friends and family
- Seasonal events
- Opportunities to participate

Location

- Doorstep Families live in inner-city boroughs surrounding the square mile
- Pass through the City on their way to work and school

Life-Stage & Lifestyle

- Lower income families, often juggling work, family life and school routines
- Many have young children or teens
- Their cultural activity is driven by family interests and opportunities to spend time together outside the home

Doorstep Families live in ethnically diverse neighborhoods just beyond the Square Mile, often in boroughs with strong community networks and limited household budgets

Likes and Motivations

- ✔ Doing things together with friends and family
- ✔ Fun, joyful and celebratory events
- ✔ Creative and sensory experiences
- ✔ Having a break from their daily routines
- ✔ Create memories as a family
- ✔ Providing their kids with the opportunity to learn something new
- ✔ Accessibility, affordability and cultural relevance
- ✔ Experiences that are free or low cost, close to home, and feel designed for families like theirs
- ✔ Programming that celebrates their cultural heritage

Dislikes and Barriers

- ✖ Expensive ticketing
- ✖ Content that is hard to understand
- ✖ Intimidating atmospheres
- ✖ Lack of family facilities
- ✖ Inauthentic or tokenistic experiences
- ✖ Overly formal or professional venues that feel disconnected from their lives

Programming

- Interactive content; Music workshops, dance sessions, outdoor performances, community festivals
- Creative play areas
- Food festivals that celebrate diverse cultures

Place and Time

- Weekends and school holidays
- They're more likely to attend if events are promoted through schools, community centers or housing networks
- Venues near major transport hubs or open public spaces are easier to reach and feel more approachable

Price

- Free or low cost
- Pay what you can and family discounts work well
- Clear communication around pricing, including what's free and what's not, helps build trust. Offering low-cost extras like snacks, colouring sheets, or goodie bags can enhance the experience

They see culture as a way to have fun together, get out of the house and try something different, especially during holidays and weekends. Events that are hands on, energetic, and free or good value are especially appealing

Communications

- Best reached via communications through local schools, community groups, Facebook, and posters in local shops or libraries
- Messaging needs to be visual, friendly and straightforward
- Word of mouth and personal invitations from trusted local contacts are especially effective
- Flyers in multiple languages or with clear imagery also help

Community

- Community is everything. Their networks are strong and often hyper-local; Faith groups, schools, extended family, community centres
- Seeing their community reflected in the programme makes all the difference and could lead to return visits or turn special events into annual traditions

Co-creation

- They’re highly receptive to co-creation when it’s meaningful, authentic, and community-led
- Doorstep Families will take part in festivals, share stories, help design events or perform if invited
- Involving parents and children in content development, celebration days, or community showcases builds strong loyalty
- Paid opportunities, free tickets, and school led partnerships also strengthen participation

Perceptions of the City

- The City can feel distant, formal or alienating to Doorstep Families
- It's not automatically seen as a family destination
- The areas complex history may have already created an intergenerational sense of mistrust

What they do in the City

- They attend school holiday events at the cultural venues in the area
- Enjoy free outdoor arts or music

Potential Barriers

- Expensive ticketing
- Lack of family facilities
- Perception of the City as not being for them
- Lack of inclusivity or sense of welcome
- Unfamiliarity can be off putting
- Content that doesn't feel culturally relevant to them

Brand Messaging

Should emphasise:

- Community
- Low cost or free tickets
- Family friendliness

Avoid:

- Jargonistic language
- Exclusive vibes
- Pretentiousness

Resonant phrases:

> Celebrate together

> A fun free day out

> Enjoy with the whole family

Good Neighbours



Community-minded and proud of where they're from, this group is most engaged when culture reflects their lives and brings people together



Level of interest

2% 170,000

of adults aged 18+ in the target area fall into this segment or Doorstep Families

Live and work near the City – often social housing or rented

Relevance to the City & Cultural Strategy **Connect**

Good Neighbours are a key target group for local, participatory community programming. Working with this group is rewarded by:

- Strong social impact, helping spread word-of-mouth, bringing family and friends, and building long term community trust
- Shaping the City into something that feels more open and representative
- Make the City a good place to live, not just a place of business

Back to The Segments

Most Likely to Relate To

- They connect with outdoor festivals, street arts, live music, spoken word events, and co-created exhibitions or performances
- Creative workshops, public art that reflects local identity, and storytelling projects that give voice to underrepresented communities

Location

- They live in close proximity to the Square Mile, often within walking distance or a short bus ride away
- While physically near, they may feel culturally distant from the City's institutions, unless actively welcomed

Life-Stage and Lifestyle

- A mix of young adults, parents and older residents often from migrant or multi-generational households
- Many are renters or long-time residents in social or council housing
- They are engaged in local schools, faith centres, mutual aid groups, or neighbourhood initiatives

Creativity is often informal or collective, through music, cooking, crafts or dance

Likes and Motivations

- ✔ Social connection
- ✔ Celebration and pride in local culture
- ✔ Activities that brings people together
- ✔ Outdoors and informal programming
- ✔ Share meaningful experiences with friends, family and community
- ✔ Support local artists
- ✔ Events that promote belonging and reflect lived experience
- ✔ Experiences that are free, local and grounded in shared values resonate strongly
- ✔ Representation matters; they want to see their cultures, languages and lived experiences reflected in what's on offer

Dislikes and Barriers

- ✖ Venues that feel elitist or overly formal
- ✖ Pre-booking
- ✖ Assumed knowledge
- ✖ Lack of representation
- ✖ Language barriers
- ✖ Feeling unwelcome

Programming

- Local festivals
- Co-created exhibitions
- Community projects
- Music and dance events
- Food festivals
- Outdoor installations
- Informal and accessible programming
- Programming that centres diaspora communities

Place and Time

- They engage most during weekends, evenings and school holidays
- Locations that are close to home

Price

- Free or low cost
- Travel costs should be considered
- Pay what you can models work well
- Free refreshments resonate well



They see culture as something that happens with people they know, in places they trust. They're drawn to activity that's vibrant, inclusive and connected to real community life, whether it's music in the park, a co-created exhibition, or a food-based celebration

Communications

- They respond to localised, relationship-driven communication
- Flyers in community centres, WhatsApp groups, school networks, local Facebook pages, or posters in shops are effective
- Word of mouth via trusted local figures can also be very effective
- Communications should be visual, multilingual where relevant, and focused on the community benefits of attending

Community

- Community is central to this group's cultural identity
- They are active in neighbourhoods and often attend events in groups; family, friends, school peers
- Events that are rooted in their community's rhythms, religious calendars, school timetables, or cultural celebrations, tend to succeed best

Co-creation

- They are highly open to co-creation when invited early and respectfully
- They're not looking to be consulted as an afterthought, they want to be involved in making decisions, shaping content and sharing their own knowledge

Perceptions of the City

- Good Neighbours may view the City as impressive but distant, more about business and finance than community or culture
- Their impression shifts when they see people like themselves reflected in the programme, staff or branding

What they do in the City

- They attend outdoor events such as community led festival days
- They may take part in local collaborative arts projects linked to neighbourhood schools or organisations

Potential Barriers

- Perceive City facilities as not for them
- High ticket prices
- Overly formal atmosphere
- Offers look boring/ irrelevant
- If an event lacks clear community links or feels tokenistic, they will likely disengage

Brand Messaging

Should emphasise:

- Community
- Low cost
- Cultural elements
- Family friendliness

Avoid:

- Tokenism
- Jargonistic language

Resonant phrases:

> Celebrate culture

> Tell us your story

> Join your neighbours

List of Applications for the Freedom

To be presented on Thursday, 8th October, 2026

To the Right Honourable The Lady Mayor, Aldermen and Commons of the City of London in Common Council assembled.

Set out below is the Chamberlain's list of applicants for the Freedom of the City together with the names, etc. of those nominating them.

Richard Anthony Barrett Bates	a Marine Sales Managing Director	Chertsey, Surrey
Richard George Turk	*Citizen and Shipwright*	
Claude Andrew Robert Fenemore-Jones	*Citizen and Scrivener*	
Rachael Clare Bennett	a Property Manager	Westminster, London
Mark Edward Hurley Bennett, OBE	*Citizen and Needlemaker*	
John William King	*A Citizen and Needlemaker*	
Andrew John Bignold	a City Livery Clerk	Kingston Upon Thames, London
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Bernard Nicholas Bloodworth	a Hotel Manager	Northumberland
Philippe Roland Rossiter	*Citizen and Innholder*	
David Alastair Morgan-Hewitt	*Citizen and Innholder*	
Ryan David Cappelli	an Investor	Islington, London
Ald. Michael Raymond Mainelli	*Citizen and World Trader*	
Elisabeth Mainelli	*Citizen and Mason*	
Anthony Paul De Jasay	an Organisation Development Consultant, retired	Tower Hamlets, London
Sir Michael Bear	*Citizen and Pavior*	
Lady Barbara Anne Bear	*Citizen and Musician*	
Patricia Jane Dilley	a Crown Servant, retired	Ashtead, Surrey
Christopher Nigel Bicknell	*Citizen and Chartered Architect*	
Ruth Ilse Boys	*A Citizen and Chartered Secretary & Administrator*	
Anita Goyal, MBE	a Charity Trustee	Brentwood, Essex
Ald. Prem Babu Goyal, CBE	*Citizen and Plumber*	
Samapti Bagchi, CC	*Citizen and Common Councillor*	

Avnish Mitter Goyal, CBE	a Care Home Company Director	Brentwood, Essex
Ald. Prem Babu Goyal, CBE	*Citizen and Plumber*	
Samapti Bagchi, CC	*Citizen and Common Councillor*	
Andrew Roy Henning	a Hotelier	Godalming, Surrey
Philippe Roland Rossiter	*Citizen and Innholder*	
David Alastair Morgan-Hewitt	*Citizen and Innholder*	
Keely Jackson	an I.T. Project Manager	Bedford, Bedfordshire
David Anthony Barrett	*Citizen and Coachmaker and Coach Harness Maker*	
Valerie May Beament	*Citizen and Maker of Playing Cards*	
Mandeep Kaur, OBE	a Philanthropist & Human Rights Activist	Coventry, Warwickshire
Ann-Marie Jefferys	*Citizen and Glover*	
Anne Elizabeth Holden	*Citizen and Basketmaker*	
Lee William Kelly	a Hotel General Manager	Lambeth, London
Philippe Roland Rossiter	*Citizen and Innholder*	
David Alastair Morgan-Hewitt	*Citizen and Innholder*	
Thomas Robert Laing-Baker, LVO	a Financial & Strategic Adviser	Wandsworth, London
Dep. Madush Gupta	*Citizen and Pewterer*	
Ald. Timothy Russell Hailes, JP	*Citizen and Pewterer*	
Lee Marshall	a Chief of Staff & Pensions Board Director	Wandsworth, London
Jason Scott Groves, CC	*Citizen and Communicator*	
Ald. Timothy Russell Hailes, JP	*Citizen and Pewterer*	
Jason Paulding	an Automotive Engineer, retired	Bedford, Bedfordshire
David Anthony Barrett	*Citizen and Coachmaker and Coach Harness Maker*	
Valerie May Beament	*Citizen and Maker of Playing Cards*	
Simon Edmund Putt	a Financial Advisor	Havering, London
Edward Arthur Jackson	*Citizen and Wheelwright*	
Barbara Janet Connell	*Citizen and Scrivener*	
John Julian Pynaert	a National Highways Traffic Officer	Hemel Hempstead, Hertfordshire
Alistair Phillip Hutchinson	*Citizen and Cooper*	
Liam Peter John Randall	*Citizen and Cooper*	
Professor Davide Ravasi	an Academic Professor & Head of Department	Haringey, London
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	

Professor Edward James Rochead	a Mathematical Engineer	Eastleigh, Hampshire
Sherin Aminossehe	*A Citizen and Chartered Architect*	
Professor Stephen John Tucker	*Citizen and Apothecary*	
Professor Philip Paul Rodrigo, DL	a Steel Manufacturing Company Director	Sheffield, South Yorkshire
Andrew Charles Marsden	*Citizen and Marketor*	
Ald. Sir Alastair John Naisbitt King, DL	*Citizen and Blacksmith*	
Matthew André Paul Rooke	a Composer, Performer & Cultural Consultant	Cupar, Fife
Ald. Prem Babu Goyal, CBE	*Citizen and Plumber*	
Samapti Bagchi, CC	*Citizen and Common Councillor*	
Marcus Richard Lane Ross	a Baggage Operations Manager	Hounslow, London
Derek Martin Morley	*Citizen and Furniture Maker*	
Stratton George David Richey	*Citizen and Air Pilot*	
Robert Philip Rough	a Joinery Director, retired	Staines-upon-Thames, Surrey
Colin Trevor Gurnett, MBE JP	*Citizen and Wheelwright*	
John Charles Jordan	*Citizen and Glover*	
Helen Elizabeth Russell Sayles, CBE	an Insurance Company Senior Vice President	Concord, Massachusetts, United States of America
John Michael Allen-Petrie, OBE	*Citizen and Draper*	
Brady Daine Brim-Deforest	*Citizen and Fletcher*	
Jon David Siviter	a Vehicle Wrapping Company Director	Bristol, Gloucestershire
Vincent Dignam	*Citizen and Carman*	
John Paul Tobin	*Citizen and Carman*	
Ralph Richard John Spark, JP	a Television Director & Magistrate	Kingston Upon Thames, London
Ald. Alison Jane Gowman, CBE	*Citizen and Glover*	
Ald. Timothy Russell Hailes, JP	*Citizen and Pewterer*	
Patrick Michael Sullivan	an Account Manager	Havering, London
Neil John Alexander Buckley	*Citizen and Marketor*	
Jeremy Christopher Charles Cross	*Citizen and Insurer*	
Dr Ryan Dale Taliaferro	an Investment Manager	Cambridge, Massachusetts, United State of America
John Michael Allen-Petrie, OBE	*Citizen and Draper*	
Brady Daine Brim-Deforest	*Citizen and Fletcher*	

Andrew John Peter Tibbitts	a Growth Agency Director	Hackney, London
Dep. Madush Gupta	*Citizen and Pewterer*	
Ald. Timothy Russell Hailes, JP	*Citizen and Pewterer*	
Dr Mrinal Vijay, JP	a Legal Executive Director	Hammersmith and Fulham, London
Ald. Alison Jane Gowman, CBE	*Citizen and Glover*	
Ald. Timothy Russell Hailes, JP	*Citizen and Pewterer*	
Richard Allan Waight	a Police Detective Superintendent	Bishop's Stortford, Hertfordshire
Dep. James Michael Douglas Thomson, CBE	*Citizen and Grocer*	
Tijs Broeke, CC	*Citizen and Goldsmith*	
Karen Marion Wallace	a Gun Engraver	City of Edinburgh
The Rt. Hon The Lady Mayor	*Citizen and Insurer*	
Sheriff & Dep. Keith David Forbes Bottomley	*Citizen and Pattenmaker*	
Tawny Godin Welch	a Television News Anchor, retired	Sherman Oaks, California, United States of America
John Michael Allen-Petrie, OBE	*Citizen and Draper*	
Brady Daine Brim-Deforest	*Citizen and Fletcher*	
Gregory Charles Wilkinson	a Chief Police Officer, retired	Reading, Berkshire
Gordon Eric Jones	*Citizen and Spectacle Maker*	
Brian Wadsworth	*Citizen and Carman*	
Roy Geoffrey Williams	an Underwriter & Insurance Co. Director, retired	Hockley, Essex
Malcolm Alastair Craig	*Citizen and Gold and Silver Wyre Drawer*	
Piers David Charles Wigan	*Citizen and Tyler & Bricklayer*	

Report – City Remembrancer.

Measures introduced into Parliament which may have an effect on the work and services provided by the City Corporation.

To be presented on Thursday 8th October 2026

To the Right Honourable The Lady Mayor, Aldermen and Commons of the City of London in Common Council assembled.

Statutory Instruments	In Force
Terrorism (Protection of Premises) (Principal Use of Premises) Regulations 2026 Describes factors which help to decide, when a premises has multiple uses, on the principal use of premises for the purposes of the Act. Factors include whether the premises were built or have been modified to be used for a particular use; whether the premises are treated by a local authority for the area in which the premises are situated as having, for any purpose, a particular use, and the amount of time for which the premises are occupied for each use.	15 October 2025
Building Safety Levy (Amendment) (England) Regulations 2026 The Levy is charged at half the rate for developments built on previously developed sites. A site is a previously developed site if at least 75% of the land is previously developed. These Regulations amend the definition of a previously developed site to clarify that underground buildings are wholly excluded from the 75% calculation. This change follows a consultation.	1 October 2026
Licensing Act 2003 (Mandatory Licensing Conditions) (Amendment) Order 2026 Permits digital identity profiles created through government-certified apps to be used as proof of age. This is not a mandatory requirement on those selling or supplying alcohol to the public.	15 September 2026
Nature Restoration Levy Regulations 2026 Developers pay the levy as a way to discharge its environmental obligations. The Regulations implement a wide range of rules relating about how the levy works (under the Planning and Infrastructure Act 2025), including a requirement to pay the levy or a first instalment before the start of works, the notices Natural England must send each liable person, the way in which Natural England may impose and apportion liability on the owners of the land being developed, and how the levy may be used, including	11 September 2026

restricting the use of levy funds to conservation measures and associated activities.

The text of the measures and the explanatory notes may be obtained from the Remembrancer's Office.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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of the Local Government Act 1972.

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