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

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:

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 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

INVESTING IN ALIGNMENT

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

CONTENTS

Purpose	01
Applying the Strategy	02
Priorities & Commitments	03
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:

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 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

CONTENTS

Purpose	01
Evaluation Principles	02
Evaluation Framework	03
Strategy Impacts	04
Priority Outcomes	05
Commitment Outcomes	06
Project Outputs	09
Gathering Evidence	10
Roles & Responsibilities	12

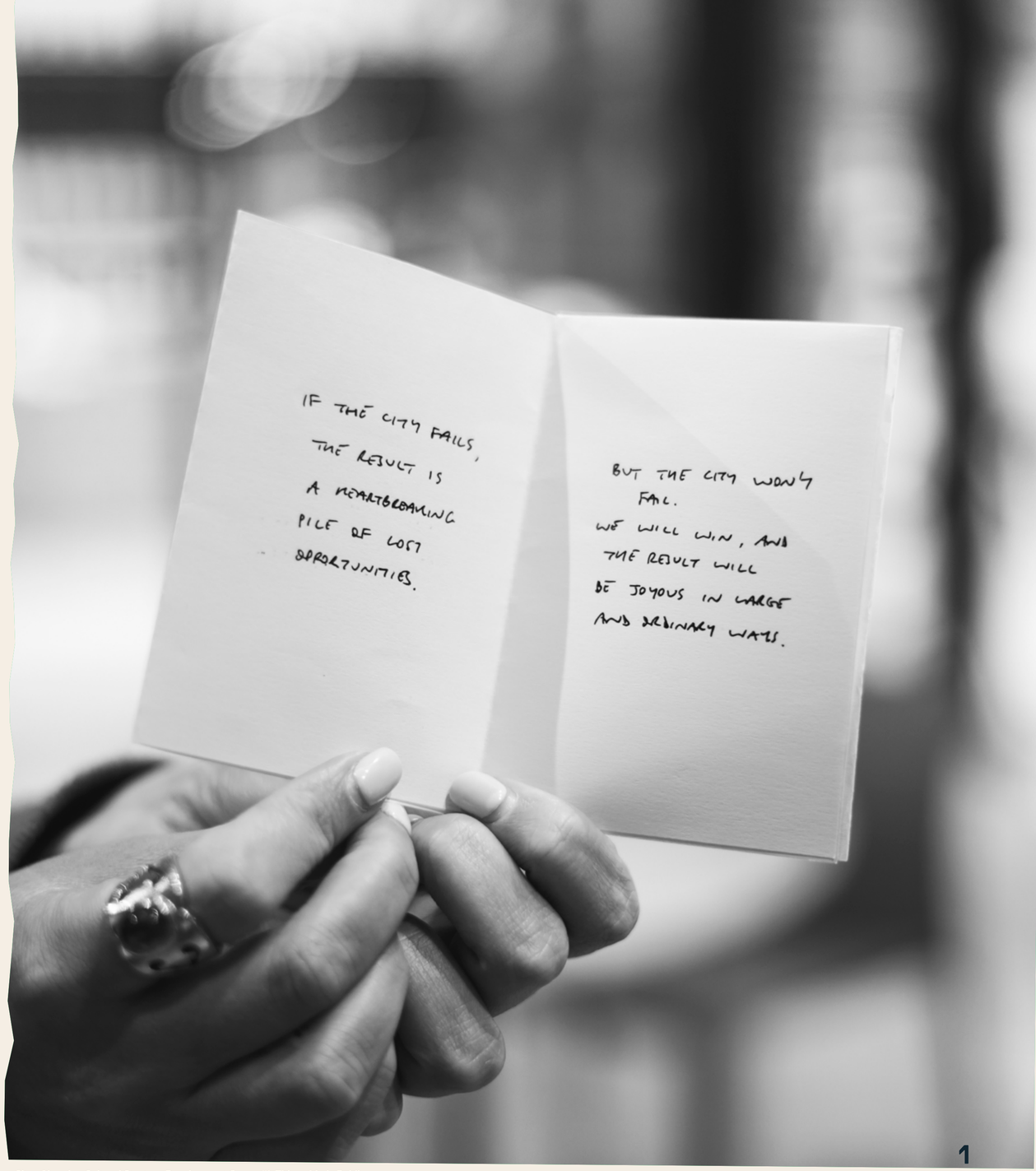
PURPOSE

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.

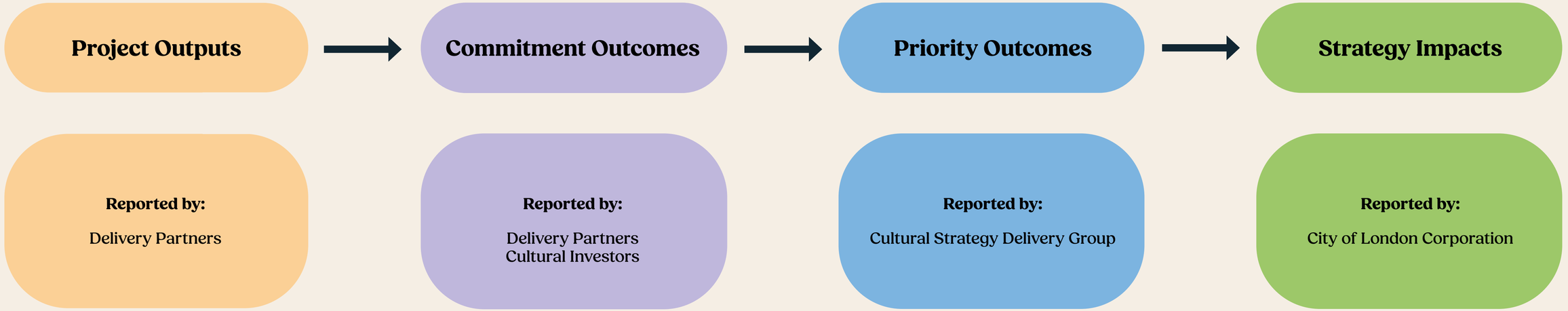


Tower of London, Historic Royal Palaces

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

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:

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 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

WORKING TOGETHER

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

CONTENTS

Purpose	01
Cultural Strategy Delivery Group	02
Who is involved?	03
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.

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 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

WORKING WITH PLACE

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

CONTENTS

Purpose	01
Priorities & Commitments	02
Applying the Strategy	03
Achieving Impact	05

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?

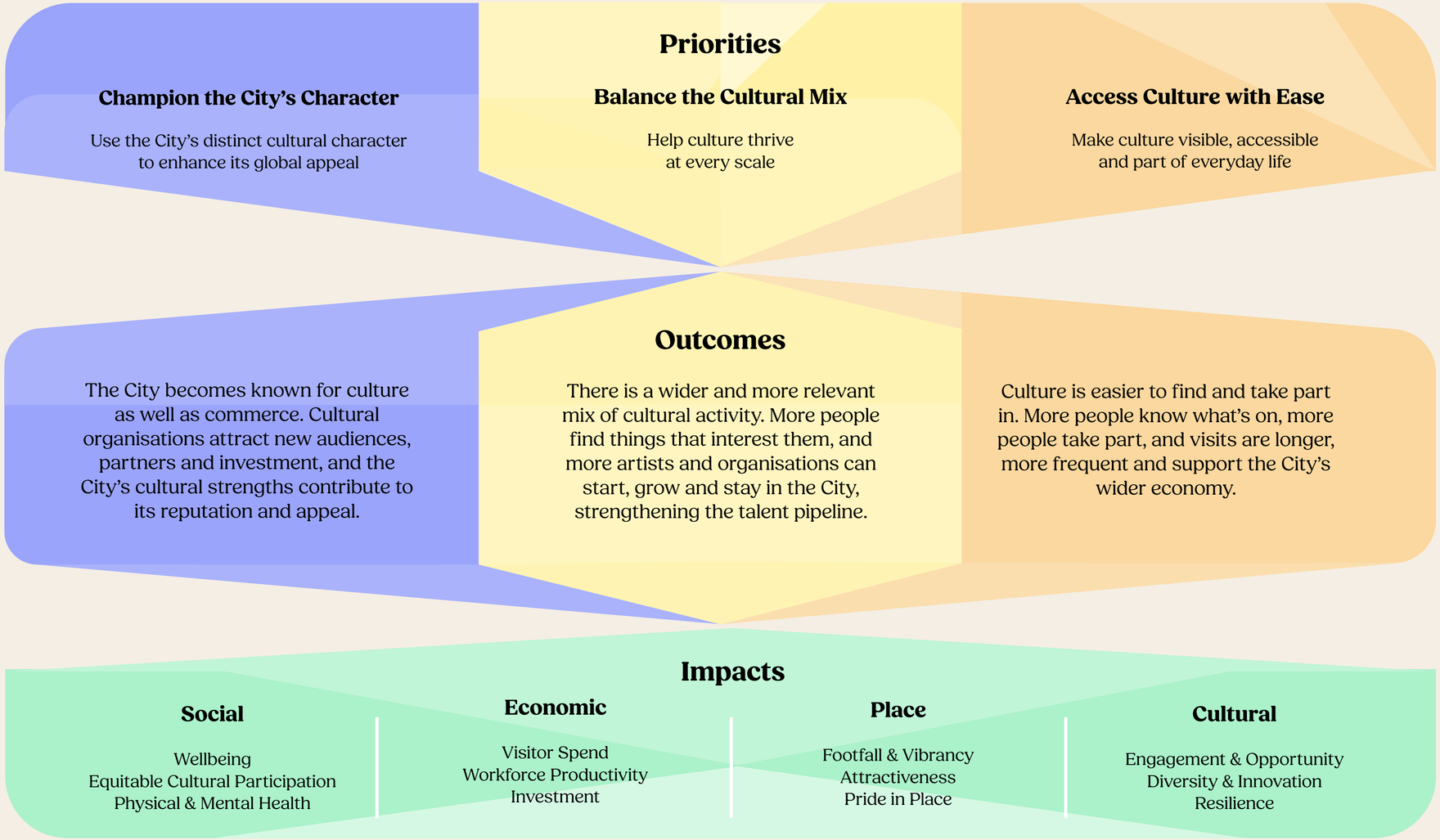
4. Fit

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.



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:

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 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)