

SUPPORTING COMMUNITY, CULTURAL AND SPORTING EVENTS IN LONDON – DELIVERY PLAN ANNEX TO MD3392

Introduction

The GLA has defined a number of London-level, long-term outcomes which reflect Londoners' aspirations for the city and towards which the GLA, in partnership with others, is working. The Mayoral mandate for this programme makes it clear that the core London-level outcomes to which this programme should contribute are:

- Londoners feel able to take part in the city's cultural life
- London is a world-leading global city

These London level outcomes will be measured by:

Londoners feel able to take part in the city's cultural life	<ul style="list-style-type: none">• Percentage of adults who engaged with the arts in the last 12 months
London is a world-leading global city	<ul style="list-style-type: none">• London's average ranking in global city competitiveness indices (this measure to be subject to future review)

The mandate also makes it clear that this programme should make a substantive contribution to the outcome that London is an attractive and high-quality destination for visitors.

To note that major sporting events and some cultural infrastructure projects are captured in the Boosting London's Growth Sectors programme.

Delivering the outcomes through Celebrating London

London's vibrant and diverse culture is what helps to make our city unique – from great live music to international events and community celebrations. There truly is something for everyone in the capital, with our world-class cultural scene continually captivating both locals and visitors alike.

The creative economy generates £51.7 billion for the UK each year, accounts for one in five jobs and is the reason that four out of five tourists visit London. It also helps to bring people together in times of challenge and celebration. In order to remain a world-leading global city which attracts people, capital and enterprise for the benefit of Londoners, we must continue to support and promote our brilliant cultural and sporting offer.

We also want to make sure that Londoners from different communities feel represented and able to take part in our city's cultural life by actively delivering events and cultural programmes.

The GLA's role

We will use the Mayor and the GLA's convening power, control of strategic sites (such as Trafalgar and Parliament Squares) and investments to deliver a variety of events and cultural offerings which reflect London's diversity and history.

We will use the Mayor's unique convening power and role in strategic oversight for the city to bid for and host and support major events and cultural offerings of global and national significance, which will help to stimulate London's economy and increase London's attractiveness.

Community representation and volunteering will be at the heart of the GLA's work because it is critical that the voices of London's communities are engaged in work to celebrate and represent them. Partners are critical to achieving the outcomes we want. We will work with national government, London's boroughs, businesses, Business Improvement Districts, Arts Council England and other strategic funding agencies, artists, cultural and community organisations, embassies, London & Partners and other organisations, such as philanthropic, community and campaign groups. Through these partnerships, we will work to unlock substantial match funding.

GLA delivery plan

This delivery plan has four key strands:

1. Celebrating and honouring London's communities by hosting and supporting a range of events and emblematic projects
2. Delivering a diverse cultural offering that focus on local communities across the breadth of London
3. Delivering major events of global and national significance
4. Promoting volunteering to enable Londoners to participate more directly in London's cultural offer.

1. Celebrating and honouring communities

- 1.1 *Hosting or supporting a range of events which recognise, honour and celebrate London's diversity.* They will include: events celebrating religious or cultural festivals, such as Christmas, Eid or Lunar and Chinese New Year; commemorative events, such as wreath laying to honour the victims of terror attacks; and celebrations of London's communities, for example through Black on the Square or the Latin American Festival.

We will know this project has succeeded when:

- a) the programme of diverse community and memorial events has been delivered safely, on time and to budget and market research indicates that attendees enjoyed the events.

Expected delivery (see annex 1 for the dates of delivery):

- a) 13 community events are delivered, either in partnership with another organisation or led fully by GLA events team
 - o in 2025 these will be: St Patrick's Day, Vaisakhi, St George's Day, Eid on the Square, Black On The Square, Black History Month event, Diwali on the Square, Channukah, Latin American Festival, Lunar/Chinese New Year, Gypsy Roma Traveller event, Carol Service, Mayor's Community Weekend
- b) at least 60 per cent of attendees questioned rated the event positively*
- c) delivery of key memorial events
 - o in 2025 include memorial events to mark 20 years since the 7/7 attacks, UNESCO Day for Remembering the Transatlantic Slave Trade and its Abolition, City Hall Remembrance Service, Armed Forces Day, & Holocaust Memorial Day.

*data collected from market research during six key events where attendees select 'very good' or 'good' when asked "Overall, how would you rate today's event?"

1.2 *Delivering emblematic projects* which aim to ensure London's public realm reflects the city's diversity. The GLA will work in partnership with others to deliver a memorial to honour enslaved Africans who were trafficked as part of the Transatlantic Slave Trade. This will be underpinned by a learning and engagement programme and a network of satellite sites. The GLA will also support a new memorial to London's victims of HIV/AIDS.

We will know this project has succeeded when:

- a) the memorial to honour enslaved Africans who were trafficked as part of the transatlantic slave trade and the London HIV/AIDS memorial have been delivered.

Expected delivery:

- a) the memorial to honour enslaved Africans who were trafficked as part of the transatlantic slave trade is installed and unveiled in Spring 2027
- b) the London HIV/AIDS memorial is completed in 2027.

2. Delivery a diverse cultural offerings that focus on local communities across the breadth of London

2.1 *London Borough of Culture*. This project awards funding to title-winning boroughs across London to deliver a year-long programme of activity, in partnership with cultural and third-sector organisations. It places culture at the heart of communities, inspiring new and diverse talent and drawing visitors from across the city and beyond. It includes round three of London Borough of Culture and incorporates delivery of the Liberty Festival which showcases the work of D/deaf, disabled, and neurodivergent artists.

We will know this project has succeeded when:

- a) London Borough of Culture programmes have been delivered and met their agreed participation targets; the Liberty Festival has met its audience access needs.

Expected delivery:

- a) London Borough of Culture programme is delivered in Wandsworth from April 2025 to March 2026 and Haringey from April 2027 to March 2028
- b) Cultural Impact Awards events are delivered in 2026 in Barnet, Greenwich & Merton.
- c) Liberty Festival is produced in September 2025 and September 2027
- d) London Borough of Culture number of people engaged in person. Targets = in development
- e) London Borough of Culture number of development, employment and leadership opportunities for young people. Targets = in development
- f) Liberty Festival audience access needs were met. Target = 90 per cent of visitors agree/strongly agree.

2.2 *Fourth Plinth*. On an international stage, the Fourth Plinth makes world-class art available to all for free, contributing to London's reputation as a global leader. The GLA works with artists to deliver two sculptures (selected by the public in 2024) to be unveiled in 2026 and 2028 and the annual Schools Awards programme. To ensure as broad an audience as possible is reached, this project will incorporate a digital programme delivered through Bloomberg Connects, featuring content provided by the Fourth Plinth team.

We will know this project has succeeded when:

- a) the Fourth Plinth commissions have been successfully installed and met their media reach targets and the Fourth Plinth Schools Awards annual competitions have met their participation targets.

Expected delivery:

- a) new Fourth Plinth Commissions will be unveiled in September 2026 and September 2028 with media coverage of 300m people for each commission
- b) Fourth Plinth Schools Awards competitions held in April/May each year (2025-2028), attracting at minimum 1,000 participants from at least three quarters of London's boroughs.

2.3 *World Cities Culture Forum*. The GLA acts as a partner city in the Forum, attending an annual summit and exchanging information and expertise about cultural policy solutions. Being part of this network of 45 cities ensures London's cultural programmes are recognised internationally and enables London to show global leadership and learn from other cities, actively improving London's cultural offering. All of this helps maintain London's position as a world-leading global city.

We will know this project has succeeded when:

- a) London projects are showcased on the international stage, through representation in World City Culture Forum annual summits, research reports and cultural exchanges.

Expected delivery:

- a) London hosts 30 World City delegates in October 2025 to showcase at least three projects and position London as a world-leading global city.

2.4 *London Museum*. The GLA will jointly fund and support the establishment of the new London Museum with the City of London Corporation to ensure it is a major new tourist

destination in London, regenerating the Farringdon area. In addition to jointly overseeing the museum's redevelopment project, the GLA also has a statutory requirement to provide annual revenue funding for the London Museum.

We will know this project has succeeded when:

- a) the new London Museum is supported to be open and delivering against its visitor and revenue targets.

Expected delivery:

- a) General Market to be opened in 2026 and the Poultry Market in 2028
- b) from end of 2029, the Museum attracts two million visitors per year and is financially viable (i.e. has a balanced budget and is not operating on a deficit).

3. Delivering major events of global and national significance

- 3.1 *New Year's Eve*. Delivery of a safe and successful New Year's Eve celebration event in London that will promote London nationally and internationally as a global city, help strengthen its reputation across the UK and abroad, attract people to come to visit, study and do business in London, thereby supporting London's economy.

We will know this project has succeeded when:

- a) New Year's Eve celebrations are delivered safely, on time and to budget and meet engagement targets.

Expected delivery:

- a) annually on 31 December
- b) total (national and international) viewership ratings for New Year's Eve television broadcast of event of over 10 million people.

- 3.2 *Notting Hill Carnival*. Notting Hill Carnival is a community-led celebration of Caribbean culture which is Europe's largest carnival event and street festival, bringing both international promotion and economic benefit to London. The GLA is a key contributor to the Notting Hill Carnival Strategic Partners Group, the forum which brings together funders and contributors of Notting Hill Carnival to provide strategic oversight, support and guidance to the Event Organiser, Notting Hill Carnival Ltd (NHCL), (which manages the delivery of the carnival on behalf of the community) to ensure a sustainable future for the event. To help reduce the reliance on policing to manage crowds and improve both safety and community cohesion at the event, the GLA also provides funding to NHCL to support and enhance the crowd-management and stewarding operation.

We will know this project has succeeded when:

- a) the GLA has provided funding, support and guidance to Notting Hill Carnival.

Expected delivery (owned by Notting Hill Carnival Ltd):

- a) Notting Hill Carnival: annually in August.

3.3 *Pride*. Support the delivery of annual Pride and UK Black Pride community-led events for the next three years (2025–2027) ensuring the events provide a platform for every part of London’s LGBTQI+ community through ensuring key community stakeholders are involved in the development and delivery of the event. As well as bringing communities together, the event helps raise awareness of prominent LGBTQI+ issues.

We will know this project has succeeded when:

- a) the GLA has successfully supported Pride in London and UK Black Pride to deliver their events through our funding agreement and through constructive partnerships with them and other key London Stakeholders i.e. blue light agencies, land owners, local authorities.

Expected delivery (owned by Pride in London and UK Black Pride):

- a) Pride: annually in July
- b) UK Black Pride: annually in August.

4. Promoting Volunteering to enable Londoners to participate more directly in London’s cultural offer

4.1 *Volunteering deployment*. We will deliver a programme of direct deployment of volunteers with our annual programmes and in support of London’s sporting, cultural events and resilience matters. This will include supporting Simply Connect to deliver the Simply Volunteer London website which enables volunteering organisations in London to connect with Londoners interested in volunteering in their communities. It also includes building good practice amongst London’s volunteer involving organisations to ensure the diversity of volunteers is increased and Londoners can be recognised for their volunteering efforts.

We will know this project has succeeded when:

- a) volunteers directly deployed effectively by the GLA at eight key events per year reflect the diversity of London
- b) volunteer-involving organisations across London are helping to attract volunteers from communities across our city

Expected delivery:

- a) individuals supporting London and Celebrating Londoners through volunteering are representative of London against ONS statistics:
 - 46 per cent of volunteers identify with Asian, black, mixed or ‘other’ ethnic groups
 - 14 per cent of volunteers are Disabled
 - 36 per cent of volunteers are under 26 years old.

5. The consolidated resources allocated to this delivery plan are:

	Revenue	Capital
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Project	2025- 26 £000	2026- 27 £000	2027- 28 £000	2025- 26 £000	2026- 27 £000	2027- 28 £000
1. Celebrating and honouring specific communities						
Sub-total	3,244	2,714	1,974	-	-	-
1.1 Hosting or supporting a range of events which recognise, honour and celebrate London's diversity	2,015	1,815	1,865	-	-	-
1.2 Delivering emblematic projects	1,230	899	109	-	-	-
2. Celebrating all of London through diverse cultural offerings that focus on local communities across the breadth of London						
Sub-total	12,628	11,801	12,652	14,620	25,100	50
2.1 London Borough of Culture	2,296	1,304	1,929	-	-	-
2.2 Fourth Plinth	304	264	264	50	100	50
2.3 World Cities Forum	15	15	15	-	-	-
2.4 London Museum	7,268	7,487	7,711	14,570	25,000	-
Staffing	2,745	2,731	2,733	-	-	-
3. Delivering major events of global and national significance (<i>individual major event budgets not disclosed due to commercial sensitivity – detailed in Part 2 of MD3392</i>)						
Sub-total	7,056	7,056	7,056	-	-	-
3.1 New Year's Eve	}	7,056	7,056	-	-	-
3.2 Notting Hill Carnival						
3.3 Pride						
4. Promoting volunteering to enable Londoners to participate more directly in London's cultural offer						
Sub-total	130	130	130	-	-	-
4.1 Volunteering deployment	130	130	130	-	-	-
Supporting community, cultural and sporting events in London TOTAL	23,058	21,700	21,812	14,620	25,100	50

6. Contribution to the GLA's cross-cutting priorities

This programme will primarily contribute to delivering the following GLA cross-cutting priorities:

- **Addressing structural inequalities** – building in mechanisms to ensure that activities and events can be accessed by Londoners, and that opportunities to deliver and commission these can reach all business owners. This delivery plan contributes to objective 13 of the Mayor's Equality, Diversity, and Inclusion Strategy (2022)¹ (EDI Strategy 2022): That Londoners from all walks of life feel heard and see themselves reflected in the public realm. It also contributes to objective 14 of the EDI Strategy 2022: To ensure London's diverse communities have the knowledge, networks, and volunteering opportunities they need to thrive.
- **Night-time economy** – ensuring activities provide healthy, safe, prosperous and inclusive opportunities for Londoners around the clock. Many of the events delivered in this programme take place at night or enable links into local night life, after-dark attractions, and evening and night-time economies. This is also the case for some of the cultural projects for example the new London Museum, when it opens on its new site, will be an exemplar of late night and 24-hour access as a cultural venue.

7. Monitoring delivery

The London-level outcomes - **Londoners feel able to take part in the city's cultural life** and **London is a world-leading global city** – will be monitored using the following indicators, reported annually in the Mayor's State of London report:

Indicators	Source	Frequency	Lag	Availability
Percentage of adults who engaged with the arts in the last 12 months	DCMS Participation Survey	Annual	1 year	Publicly available
London's average ranking in global city competitiveness indices	Kearney; Mori Memorial Foundation; Anholt-Ipsos; Schroders	Annual	1 year	Publicly available

This delivery plan lays out the projects we will deliver across this programme to make a positive difference to the London-level outcomes – **Londoners feel able to take part in the city's cultural life** and **London is a world-leading global city**. This following table lists key programme outputs by the four strands. We will track delivery of these to be sure that our work to contribute to the London-level outcome is on track:

¹ The Mayor's Equality, Diversity, and Inclusion Strategy Objectives (2022) | London City Hall

1	Celebrating and honouring communities
1.1	<p><i>Project: Hosting or supporting a range of events which recognise, honour and celebrate London's diversity</i></p> <p>Success:</p> <ul style="list-style-type: none"> a) the programme of diverse community and memorial events has been delivered safely, on time and to budget and market research indicates that attendees enjoyed the events. <p>Expected delivery (see annex 1 for the dates of delivery):</p> <ul style="list-style-type: none"> a) 13 community events are delivered, either in partnership with another organisation or led fully by GLA events team <ul style="list-style-type: none"> o in 2025 these will be: St Patrick's Day, Vaisakhi, St George's Day, Eid on the Square, Black On The Square, Black History Month event, Diwali on the Square, Channukah, Latin American Festival, Lunar/Chinese New Year, Gypsy Roma Traveller event, Carol Service, Mayor's Community Weekend a) at least 60 per cent of attendees questioned rated the event positively* b) delivery of key memorial events <ul style="list-style-type: none"> o in 2025 include memorial events to mark 20 years since the 7/7 attacks, UNESCO Day for Remembering the Transatlantic Slave Trade and its Abolition, City Hall Remembrance Service, Armed Forces Day, & Holocaust Memorial Day. <p><i>*data collected from market research during six key events where attendees select 'very good' or 'good' when asked "Overall, how would you rate today's event?"</i></p>
1.2	<p><i>Project: Delivering emblematic projects</i></p> <p>Success:</p> <ul style="list-style-type: none"> a) the memorial to honour enslaved Africans who were trafficked as part of the transatlantic slave trade and the London HIV/AIDS memorial have been delivered. <p>Expected delivery:</p> <ul style="list-style-type: none"> a) the memorial to honour enslaved Africans who were trafficked as part of the transatlantic slave trade is installed and unveiled in Spring 2027 b) the London HIV/AIDS memorial is completed in 2027.
2	Celebrating all of London through diverse cultural offerings that focus on local communities across the breadth of London
2.1	<p><i>Project: London Borough of Culture</i></p> <p>Success:</p> <ul style="list-style-type: none"> a) London Borough of Culture programmes have been delivered and met their agreed participation targets; the Liberty Festival has met its audience access needs. <p>Expected delivery:</p> <ul style="list-style-type: none"> a) London Borough of Culture programme is delivered in Wandsworth from April 2025 to March 2026 and Haringey from April 2027 to March 2028 b) Cultural Impact Awards events are delivered in 2026 in Barnet, Greenwich & Merton

	<ul style="list-style-type: none"> c) Liberty Festival is produced in September 2025 and September 2027 d) London Borough of Culture number of people engaged in person. Targets = in development e) London Borough of Culture number of development, employment and leadership opportunities for young people. Targets = in development f) Liberty Festival audience access needs were met. Target = 90 per cent of visitors agree/strongly agree.
2.2	<p><i>Project: Fourth Plinth</i></p> <p>Success:</p> <ul style="list-style-type: none"> a) the Fourth Plinth commissions have been successfully installed and met their media reach targets and Fourth Plinth Schools Awards annual competitions have met their participation targets. <p>Expected delivery:</p> <ul style="list-style-type: none"> a) new Fourth Plinth Commissions will be unveiled in September 2026 and September 2028 with media coverage of 300m people for each commission b) Fourth Plinth Schools Awards competitions held in April/May each year (2025-2028), attracting at minimum 1,000 participants from at least three quarters of London's boroughs.
2.3	<p><i>Project: World Cities Culture Forum</i></p> <p>Success:</p> <ul style="list-style-type: none"> a) London projects showcased on the international stage, through representation in World City Culture Forum annual summits, research reports and cultural exchanges. <p>Expected delivery:</p> <ul style="list-style-type: none"> a) London hosts 30 World City delegates in October 2025 to showcase at least three projects and position London as a world-leading global city.
2.4	<p><i>Project: London Museum</i></p> <p>Success:</p> <ul style="list-style-type: none"> a) the new London Museum is supported to be open and delivering against its visitor and revenue targets. <p>Expected delivery (owned by the Museum of London):</p> <ul style="list-style-type: none"> a) General Market to be opened in 2026 and the Poultry Market in 2028 b) from end 2029, the Museum attracts two million visitors per year and is financially viable (i.e. has a balanced budget and is not operating on a deficit).
3	Major events of global and national significance
3.1	<p><i>Project: New Year's Eve</i></p> <p>Success:</p> <ul style="list-style-type: none"> a) New Year's Eve celebrations are delivered safely, on time and to budget and meet engagement targets.

	<p>Expected delivery:</p> <ul style="list-style-type: none"> a) annually on 31 December b) total (national and international) viewership ratings for New Year's Eve television broadcast of event of over 10 million people.
3.2	<p><i>Project: Notting Hill Carnival</i></p> <p>Success:</p> <ul style="list-style-type: none"> a) the GLA has provided funding, support and guidance to Notting Hill Carnival. <p>Expected delivery (owned by Notting Hill Carnival Ltd):</p> <ul style="list-style-type: none"> a) Notting Hill Carnival: annually in August.
3.3	<p><i>Project: Pride</i></p> <p>Success:</p> <ul style="list-style-type: none"> a) the GLA has successfully supported Pride in London and UK Black Pride to deliver their events through our funding agreement and through constructive partnership working with themselves and with other key London Stakeholders i.e. blue light agencies, land owners, local authorities. <p>Expected delivery (owned by Pride in London and UK Black Pride):</p> <ul style="list-style-type: none"> a) Pride: annually in July b) UK Black Pride: annually in August.
4	Promoting volunteering to enable Londoners to participate more directly in London's cultural offer
4.1	<p><i>Project: Volunteering deployment.</i></p> <p>Success:</p> <ul style="list-style-type: none"> a) volunteers directly deployed effectively by the GLA at eight key events per year reflect the diversity of London b) volunteer-involving organisations across London are improving their Equality Diversity and Inclusion practices. <p>Expected delivery:</p> <ul style="list-style-type: none"> a) individuals supporting London and Celebrating Londoners through volunteering are representative of London against ONS statistics: <ul style="list-style-type: none"> o 46 per cent of volunteers identify with Asian, black, mixed or 'other' ethnic groups o 14 per cent of volunteers are Disabled o 36 per cent of volunteers are under 26 years old.

In delivering these programme outputs we will also make a substantive contribution to the following London-level outcome: London is an attractive and high-quality destination for visitors. This plan also contributes to the Boosting London's Growth Sectors programme, which is where major sporting events are captured.

Annex 1 – dates of delivery for the celebrating communities events

Community Events	Delivery dates
Vaisakhi	19 April 2025
St George's Day	20 April 2025
Eid on the Square	8 June 2025
Gypsy Roma Traveller event	27 June 2025
Latin American Festival	19-20 July 2025
Black on the Square	6 September 2025
Mayor's Community Weekend 2025	12-14 September 2025
Diwali on the Square	12 October 2025
Black History Month	October 2025
Mayor's Carol Service	December 2025
Chanukah	14-22 December 2025
Holocaust Memorial Day	19 January 2026
Lunar & Chinese New Year	22 February 2026
St Patrick's Day	15 March 2026
Memorial events	Delivery dates
Westminster Bridge attack anniversary	22 March 2025
London Bridge attack anniversary	3 June 2025
Grenfell anniversary	14 June 2025
Finsbury Park attack anniversary	19 June 2025
Armed Forces Day	23 June 2025
7/7 anniversary	7 July 2025
UNESCO Day for Remembering the Transatlantic Slave Trade and its Abolition	21 August 2025
Remembrance Day Service - City Hall	7 November 2025
London Bridge/Fishmongers Hall attack anniversary	29 Nov 2025