



Public Relations and Economic Development Sub (Policy & Resources) Committee

Date: THURSDAY, 14 DECEMBER 2017

Time: AT THE RISING OF POLICY AND RESOURCES COMMITTEE (APPROX. 15:00)

Venue: COMMITTEE ROOM 4 - 2ND FLOOR WEST WING, GUILDHALL

Members: Deputy Catherine McGuinness (Chairman)
Sir Mark Boleat (Deputy Chairman)
Simon Duckworth
Hugh Morris
Alderman Sir Michael Bear
Deputy Keith Bottomley
Anne Fairweather
Deputy Edward Lord
Andrew Mayer
Jeremy Mayhew
The Lord Mountevans
Deputy Tom Sleigh
Sir Michael Snyder
James Tumbridge
Alderman Sir David Wootton

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John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES FOR ABSENCE**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and summary of the meeting held on 19 October 2017.
For Decision
(Pages 1 - 4)
4. **ECONOMIC DEVELOPMENT UPDATE**
Director of Economic Development to be heard.
For Discussion
5. **POLITICAL AND PARLIAMENTARY UPDATE**
The Director of Communications and the Remembrancer to be heard.
For Discussion
6. **ENHANCING SPORT ENGAGEMENT**
Report of the Town Clerk.
For Decision
(Pages 5 - 24)
7. **MESSAGING FOR LONDON**
Report of the Director of Communications.
For Decision
(Pages 25 - 58)
8. **LORD MAYOR'S SHOW 2018**
Report of the Director of Communications.
For Decision
(Pages 59 - 60)
9. **6 MONTH MEDIA ACTIVITY**
Report of the Director of Communications.
For Information
(Pages 61 - 64)
10. **FUTURE EU/UK TRADING RELATIONSHIP IN FINANCIAL SERVICES**
Report of the Director of Economic Development.
For Decision
(Pages 65 - 68)
11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
13. **EXCLUSION OF THE PUBLIC** **For Decision**
MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

14. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 19 October. **For Decision**
(Pages 69 - 74)
15. **FUTURE EU/UK TRADING RELATIONSHIP IN FINANCIAL SERVICES - APPENDIX**
Report of the Director of Economic Development. **For Information**
(Pages 75 - 76)
16. **EUROPE UPDATE**
The Special Representative for the City to the EU to be heard. **For Discussion**
17. **NON-PUBLIC POLITICAL AND PARLIAMENTARY ACTIVITY**
The Director of Communications and the Remembrancer to be heard. **For Discussion**
18. **NON-PUBLIC ECONOMIC DEVELOPMENT UPDATE**
The Director of Economic Development to be heard. **For Discussion**
19. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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PUBLIC RELATIONS AND ECONOMIC DEVELOPMENT SUB (POLICY & RESOURCES) COMMITTEE

Thursday, 19 October 2017

Minutes of the meeting of the Public Relations and Economic Development Sub (Policy & Resources) Committee held at the Guildhall EC2 at 3.00 pm

Present

Members:

Deputy Catherine McGuinness (Chairman)	Deputy Edward Lord
Sir Mark Boleat (Deputy Chairman)	Andrew Mayer
Simon Duckworth	Jeremy Mayhew
Alderman Sir Michael Bear	The Lord Mountevans
Deputy Keith Bottomley	Deputy Tom Sleigh
Anne Fairweather	Alderman Sir David Wootton

Officers:

Bob Roberts	-	Director of Communications
Paul Double	-	City Remembrancer
Simon Murrells	-	Assistant Town Clerk
Damian Nussbaum	-	Director of Economic Development
Nigel Lefton	-	Remembrancer's Department
Eugenie de Naurois	-	Communications Team
Jeremy Blackburn	-	Communications Team
Joanna Burnaby-Atkins	-	Communications Team
Peter Cannon	-	Communications Team
Emma Sawers	-	Town Clerk's Department

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Hugh Morris.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations of interest.

3. MINUTES

RESOLVED – That the public minutes and summary of the meeting held on 21 September 2017 be approved as a correct record.

4. EDO QUARTERLY ACTIVITY UPDATE JUNE-SEPTEMBER 2017

The Sub Committee received a report of the Director of Economic Development giving an update of the department over the last quarter. A Member asked the Director that the useful publications set out in the appendices could be published on the City of London website.

RESOLVED, that:

- The report be noted.

5. **PERMITTING THE USE OF DRONES FOR COMMERCIAL FILMING ON PUBLIC HIGHWAY IN THE CITY**

The Sub-Committee considered a report of the Director of Communications asking for permissions to the use of drones for commercial filming on the public highway in the City.

RESOLVED, that:

- The Policy and Resources Committee are recommended to approve that requests to use drones for commercial filming purposes should be assessed on a case by case basis and supported where strict safety measures and guidelines are in place. This would require a road closure to be in place, satisfactory advance notice to allow consultation with departments and properties affected and all the correct Civil Aviation Authority (CAA) and NATS (National Air Traffic Systems) permissions obtained and relevant risk assessments and method statements provided.

6. **MARCHÉ INTERNATIONAL DES PROFESSIONNELS D'IMMOBILIER (MIPIIM PROPERTY CONFERENCE) 2018**

The Sub-Committee considered a report of the Director of the Built Environment and the City Surveyor setting out the proposed programme of activities and budget in respect of the MIPIIM property exhibition to be held in Cannes in March 2018. This had already been approved by the Policy and Resources Committee earlier that day.

Members asked that Officers review the optimal amount of people that should be represented at the conference from the City of London Corporation.

RESOLVED, that:

- The report be noted.

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

The following items of urgent business were raised –

Chatham House Membership

The Chairman explained to the Sub Committee that as part of the City Corporation's sponsorship of Chatham House, we have a list of 25 'nominees', who receive invitations to Chatham House events and enjoy other advantages of membership. The Chairman noted that the current list was quite random in its composition and needed to be looked at more strategically.

Other Members suggested that the Director of Communications review the usage of the membership by the current list and then propose a new list to the Chairman.

Members also discussed how Chatham House should be encouraged to host events here in the City.

The Chairman also raised that Chatham House had offered to put on two briefings for her on the current European geopolitical context or something more specific. She would like to extend the briefings to be available to Members of this Sub Committee.

RESOLVED, that:

- The Director of Communications review the current usage of the Chatham House membership and propose a new composition to the Chairman of Policy & Resources;
- The Chatham House briefings be open to Members of the Public Relations and Economic Development Sub Committee.

9. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item	Paragraph
10-12	3

10. **NON-PUBLIC MINUTES**

The non-public minutes and summary of the meeting held on 21 September 2017 were approved.

11. **PARTY CONFERENCE AND POLITICAL/PARLIAMENTARY UPDATE**

The Director of Communications and the Remembrancer presented a joint update on recent political and parliamentary activity, with the Director of Communications particularly reflecting on the party conferences.

12. **ECONOMIC DEVELOPMENT ISSUES**

The Director of Economic Development updated Members on how the City Corporation was working on Brexit issues.

13. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

Questions were raised in respect of the following –

- City of London School branding issue;
- Update on Aung San Suu Kyi.

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no items of urgent business.

The meeting closed at 4.00 pm

Chairman

Contact Officer: Emma Sawers
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Agenda Item 6

Committee: Public Relations and Economic Development Sub Committee	Date: 14 December 2017
Subject: Enhancing Sport Engagement	Public
Report of: Town Clerk & Chief Executive	For Decision
Report author: Simon Murrells, Assistant Town Clerk	

On 8 June 2017, Members considered a report on proposals to support upcoming major sport competitions. It was agreed as follows:

***“RESOLVED**, that the proposed hospitality to be provided for the upcoming IAAF World Athletics Championships be noted; and that the Town Clerk, in consultation with relevant officers, be asked to look further into how the City Corporation can strategically support further major sports events and report back on a way forward.”*

Sam Hutchings, a previous member of the Town Clerk’s Department, was asked to undertake this work and his findings on this matter are attached for consideration.

Recommendations

Members are asked to consider the proposals set out in the attached document.

The City of London Corporation's Engagement with Sport

Report of Sam Hutchings, Consultant

Summary

Following a request from the City of London Corporation's Public Relations & Economic Development Sub Committee earlier in the year, I was asked by the Town Clerk to undertake a review into potential upcoming opportunities for the City Corporation to engage with major sport events. Having consulted with internal departments and stakeholders, a number of opportunities have been identified and outlined in the attached appendices.

There is a compelling case for a new approach to deal with this support to ensure it aligns more with the City Corporation's strategic objectives and delivers clear outcomes that benefit the local and wider community. This is also expected to bring about increased positive exposure for the City Corporation, as well as developing partnerships with key stakeholders. Given the upcoming sport event opportunities and the current work to develop a new Corporate Plan, now is a good time to be considering the City's approach to sport.

This new enhanced arrangement would ensure appropriate levels of support are provided for future sport engagement on the basis of a properly assessed cost-benefit analysis carried out against key criteria in consultation with relevant departments and Members. If the Sub Committee chooses to adopt a more pro-active and strategic approach to sport engagement, as set out in this report, further work is needed to identify how this would be managed and resourced internally.

Recommendations

It is suggested that Members of the Public Relations & Economic Development Sub Committee consider whether;

- i) the City Corporation should adopt a more pro-active and strategic approach to sport engagement, as outlined in this report, in recognition of the organisational and stakeholder benefits;
- ii) further work should be undertaken and reported back early next year on the process for supporting this new enhanced approach in relation to the following aspects:
 - a. Sport Engagement Assessment Matrix – the design and application of a new model for assessing sport engagement opportunities for MSEs, with the possibility of extending it to MPEs, to ensure minimum expenditure whilst maximising outcomes and exposure;
 - b. 2018/19 Engagement – detailed evaluation of the immediate upcoming engagement opportunities outlined in the attached appendices,

including any proposed support provision, likely costs and agreed deliverables / outcomes;

- c. Resourcing and Staffing Implications – details of how an enhanced approach could be managed internally, overseeing greater exposure and outcomes assurance, with any cost implications; and
- d. Committee Approval Process – proposals for maintaining appropriate Member and Committee involvement, whilst also enabling a streamlined decision-making process.

Background

1. At a meeting of the Public Relations & Economic Development Sub Committee earlier this year, Members agreed to seek further clarification of upcoming sport engagement opportunities in order to understand how the City Corporation can strategically support future sports events. It was also mentioned at the meeting that an understanding of the City's current approach to sport engagement would be beneficial, to assess whether a new approach should be taken forward.
2. As part of this review I have undertaken a lengthy programme of consultation with stakeholders to grasp where things stand at present and consider proposals for the future. Individual departments from across the organisation have been consulted, including the various sections of the Town Clerk's Department, Remembrancers, Mansion House, Open Spaces, Community & Children's Services and the Department for Built Environment.
3. Key partners have also been approached, to discuss upcoming engagement opportunities and gauge views on any future support, These include the Department for Culture Media & Sport, the House of Lords, the Mayor of London's office, London & Partners, UK Sport, UKActive, Westminster City Council, as well as various sport governing bodies including the British Paralympic Association, England Hockey, the Lawn Tennis Association, the English Cricket Board and Commonwealth Games England. It should be said from the outset that all these organisations were very welcoming and positive about the prospect of greater engagement with the City Corporation and advised they would be keen to work together in developing ideas that will help achieve mutually beneficial outcomes.
4. For the purposes of this report, the term 'sport' refers to high profile sporting events including Major Sporting Events (MSE) and Mass Participation Events (MPEs), as well as strategic Sporting Initiatives and Partnerships (SIP). MSE are generally defined as major international sporting competitions involving professional athletes and MPE are annual sport events involving large numbers of amateur competitors. SIP are initiatives and partnerships, often involving high profile events, that work in the strategic interest of both parties to provide more long-term outcomes as part of a mutually beneficial relationship. The term 'engagement' is meant to cover a variety of aspects, but primarily the interaction with key partners and stakeholders, usually through the provision of in-kind support or funding from the City Corporation in return for specific outcomes and greater exposure.

Current Position

5. The City Corporation has a long history of supporting sport in London and the UK. From London 2012 to the recent IAAF Athletics World Championships, it has sought to work with partners and stakeholders to deliver on key hosting opportunities as part of event celebrations. It has also worked with previous governments to help with bids to bring MSEs to London, including the Olympic

and Paralympic games and the UEFA European Football Championships in 1996.

6. During the London 2012 Games, the City Corporation provided pre-Games hospitality, the official welcome receptions at Guildhall and post-games celebrations for athletes. The rationale for this support was that the Games provided a unique opportunity to engage with visiting dignitaries and also work with partners and stakeholders to demonstrate the value of the City Corporation to London and the UK. This contribution was widely commended by all involved including the UK Government, LOCOG and the then Mayor of London. The Mayor subsequently wrote to the then Chairman of Policy to thank the City Corporation for its support, which he felt had significantly contributed to the overall success of the Games.
7. Following London 2012, a Legacy Strategy was agreed by the Policy and Resources Committee which aimed to encourage more world sport events to London through engagement and partnership working. Immediately after this, hospitality was provided for various competitions including the Rugby League World Cup and the Tour de France. Although the Strategy had some success in bringing about notable high-level event opportunities, it placed less focus on how enhanced sport engagement would be managed in order to bring about long-term outcomes for the City Corporation and the wider community.
8. More recently hospitality was provided for the 2017 IAAF World Para and Athletics Championships and the Global Sports Leaders Dinner organised by London & Partners. Again, these events were successful networking opportunities and represented good publicity for the City Corporation, but perhaps more pro-active and strategic engagement with the organisers at an earlier stage would have led to more tangible and significant outcomes.
9. The City Corporation also provides regular technical and advisory support to facilitate annual MPEs taking place on the streets in the Square Mile and across many of its open spaces, including Epping Forest and Hampstead Heath. Many of these parks and open spaces have good quality sports facilities and are used regularly for sports training and competitions. In particular, the football fields on Wanstead Flats and athletics track on Parliament Hill offer nationally recognised sports facilities. The Open Spaces department has been working with sport bodies to make improvements to these sites and encourage greater participation.
10. Although there is a good story to tell in relation to the City Corporation's sport engagement, following discussion with officers it would appear that the current approach often tends to be more reactive than pro-active and therefore does not always ensure the best outcomes for the City Corporation. In particular, opportunities to maximise exposure relating from support are not always realised, and there is no clear corporate-wide process for assessing the merits of providing support and ensuring outcomes are delivered. In addition, there is no single department responsible for the oversight of sport engagement, which means that the approach tends to be fragmented and less strategic.

Government Support

11. In order to assess the City Corporation's approach towards sport engagement, it is important to understand how the Government views sport as part of its strategy for the UK. It recognises the importance of sport events and, in particular, the long-term advantages of being seen as the desirable location for MSEs. As part of its vision for sport, the Department for Culture, Media and Sport recently published a strategy paper entitled 'Sporting Future: A New Strategy for an Active Nation' in 2015 which outlines the Government's strategy for attracting more MSEs to the UK, as part of the 'Gold Series' Framework. The Gold Series lists the main target events the UK is planning to host, such as next year's Hockey World Cup and the Euro finals in 2020. It also identifies emerging sports, such as American football and baseball, with the aspiration that a new franchise might one day be based in the UK.
12. UK Sport is the lead government agency for delivering this 'Gold Series' programme of MSEs at the UK level and is charged with 'working closely with sporting and regional partners to ensure that the UK successfully bids for and stages a range of the world's biggest international sporting events'. In this role, UK Sport looks for new MSE to bid for, recognising that 'the very biggest sporting events have huge power to drive economic, social and sporting impacts – both locally and globally'. As part of this it has an active international relations programme, acknowledging that 'these events can improve the way that our communities feel about themselves, whilst at the same time enhancing the way that the rest of the world sees us. They can showcase the UK, and its constituent countries and cities, as an aspirational and welcoming place, which has the capability to deliver complex, high-profile projects to excellent standards'.

Strategic Alignment

13. Enhanced engagement with sport could be a vehicle for achieving the City Corporation's corporate vision and strategic objectives. The draft Corporate Plan for 2018 to 2023 is being finalised and is currently going through the necessary Committee approval process to be launched early next year. It places the following objectives at the heart of the City Corporation's vision for the next five years, which sport engagement can help achieve:

Contribute to a flourishing society – supporting and engaging in sport promotes the benefits of physical activity and can encourage participation in social sporting activities. By celebrating success in sport and inspiring the next generation to take on new physical challenges, it helps people lead enriched lives and reach their full potential. Sport also encourages an ethos of meritocracy, excellence and inclusiveness (in contrast with privilege and status quo) which are values the City Corporation is keen to promote;

Support a thriving economy – enticing MSEs to take place in London or the UK provides economic stimulus and investment to the local area, as demonstrated by the London 2012 Games, and is seen as a contributor to a

thriving economy. It would ensure the City positively impacts people's lives and the environment, by using its expertise, partnerships and assets to encourage and sport involvement. In addition, sport technology is becoming a fast growing industry in London and contributes to the innovation and expertise of the local workforce; and

Shape outstanding environments – enhanced sport engagement ensures a more outward looking approach, delivering key benefits to the local and wider community. It demonstrates that the Square Mile is digitally and physically well connected and responsive, by using partnership development to enhance sport engagement. It also utilises the City's outstanding public spaces, heritage, hospitality and retail to help bring about sporting success and more physical activity.

14. By utilising facilities and services already available, sport engagement would build on the City Corporation's distinctive capabilities, such as expertise, connections and assets, which are referenced within the proposed new Corporate Plan. It would also uphold the City Corporation's commitment to being open, transparent, inclusive and greater than the sum of our parts, as well as 'unlocking the full potential of many of our assets, including our people, heritage, green and urban spaces, funds, data and technology, to trying new things and learning as we go, and to working with our stakeholders and partners who share our aims'.
15. A more pro-active approach towards sport engagement aligns well with the City Corporation's new Corporate Plan and strategic objectives. However, it is unlikely that all sport engagement is likely to be strategically beneficial, and therefore a process should be introduced to assess each opportunity on a case-by-case basis against specific criteria linked directly to the Corporate Plan. As part of this, there would need to be greater dialogue with partners and sport governing bodies on their future plans at an earlier stage, with the expectation of achieving a more symbiotic relationship where all parties involved receive some sort of benefit.

Positive Exposure

16. A key part of the City Corporation's strategic outlook is the need to ensure that it is seen as a valued and relevant organisation. Enhanced positive exposure, through communication and partnership building, enables this to happen, and sport engagement is an ideal vehicle for this to be realised. Sport in general provides for positive news coverage and support from the City Corporation would only serve to bolster the organisation's already well recognised reputation.
17. As the City Corporation seeks to reach out to new and diverse audiences, sport can offer a way of achieving this effectively and at a relatively low cost. Sport breaks down social and economic barriers, engaging people from all walks of life, ensuring greater exposure to large new audiences from a diverse population. In addition, within the context of current world events, diversifying its role and portfolio to include sport engagement will serve to ensure the City

Corporation continues to remain connected, relevant and valued by all of its stakeholders.

18. Sport as a spectator event also drives footfall to the City especially at times of low occupancy like weekends when most events are on. This helps local shops and businesses and also ensures visitor flow can be managed more advantageously. The Square mile is often chosen by event organisers because of the iconic venue images e.g. Tower Bridge and St Paul's Cathedral. By helping to create aspiration and excitement around the event, these images - which are often circulated nationally and internationally - then encourage people to visit the City. This can be seen from the high visitor footfall in 2013, the year after the Olympic & Paralympic Games.
19. As well as through recognition and representation at events, exposure from sport engagement could assist the City's overall communications and social media strategy. Depending on the level of support provided, the City Corporation could be recognised with 'Strategic Partner' status and therefore afforded publicity for its contribution. The City's Crest may be used to acknowledge this support, either at the events or through online / paper-based material. The Crest is a valuable and desirable component of the City Corporation's offer and one that can be utilised as a package to ensure greater exposure. In addition, to communicate a narrative on engagement, it might help to publish a short document, as well as a specific web page, outlining the City's contribution to sporting success in the UK and this can be circulated at relevant events in the future.

Partnership Development

20. As has been demonstrated in the past, engagement through sport also helps enhance exposure through developing links with key partners, including the Government, Mayor of London, London & Partners, UK Sport and various governing bodies. As was seen during the 2012 Games, sport events and initiatives have proven to be a great intermediary in allowing the City Corporation to engage with senior business and policy makers and communicating its messages to key stakeholders. In addition to MSEs and MPEs, the City Corporation may also want to consider support for certain SIP. These could be events and initiatives that support international, national or regional government policies and strategies to enhance the social, economic and health benefits of sport and physical activity, some of which are identified in **Appendix 1**.
21. Building stronger partnerships with organisations such as UK Sport - to deliver on its international relations programme, and UKactive – to enhance the wellbeing of office-based workers – could present obvious mutual benefits. Both of these organisations are keen to develop more strategic relationships, as is the Mayor of London's office which is currently revising its strategy for MSEs and would be keen to work with the City Corporation in developing ideas around its new approach. In addition, having recently lost its sole corporate funder, the London Youth Games are keen to discuss a closer

relationship with the City Corporation, although further work is needed on this to ascertain whether it is something that should be pursued.

22. The benefits of greater partnership working in sport can already be seen within the organisation through the work of the Open Spaces department. Officers are working with specific governing bodies - the Lawn Tennis Association and the Football Foundation - to improve sport facilities, share costs and help achieve mutually agreed targets whilst also increasing sports participation. With a more strategic and pro-active approach, these partnerships could be given greater recognition. There may also be other opportunities to co-operate with organisations such as these, and greater engagement through sport could help deliver on this.

Delivering Outcomes

23. Sport and physical activity are widely perceived as the 'golden thread' that will help to address key issues facing the UK, including health, economic and social challenges. By ensuring clear and measurable outcomes from support provision, engagement in sport can be seen as a channel to achieving the City Corporation's overall aims for economic and social advancement. Key to what is being suggested is that future support should only be justified when there are clear wider benefits that can be achieved.
24. Prior to any decision on support, an assessment of the proposed outcomes could be carried out incorporating a cost benefit analysis to ensure expenditure is commensurate with outcomes. This would involve detailed discussions with the relevant organising partner to ascertain what support is being requested and what the City Corporation would like in return for this support. An assessment matrix could be devised as a tool to measure likely outcomes and used to present findings to Members when a decision is being requested. This can be broken down into the following aspects, which could be used as a basis for the assessment matrix model:
 - City Corporation – how will it benefit the organisation? e.g. corporate plan, connecting with schools / academies to inspire young people and ensure they are involved in the outcomes
 - Local Community – how will it benefit local residents / workers? e.g. increased participation and physical activity a key priority for wellbeing of local residents and workers
 - Social Responsibility – what are the social outcomes? e.g. there are clear social and / or charitable aims as part of the proposed event / initiative
 - London / UK Context – how will it benefit London and the UK? e.g. ensure there are demonstrable economic / social benefits impacting the wider community as part of the outcomes
 - Exposure – how will the City Corporation be recognised for its support? e.g. agree use of logo and narrative for greater exposure of the organisation, demonstrating its role and value
 - Diversity – how does this meet the City Corporation's aims to support diversity i.e. encouraging equal opportunities and engaging with under-represented groups etc

- Members – will the Lord Mayor / Members be involved? e.g. ensure Member representation and involvement at events, particularly those with a specific interest

Support Options

25. As part of an engagement package, the City Corporation can offer a variety of ways of providing support for sport events, initiatives and partnerships:
- Technical Support – the City Corporation provides support, when required, for events impacting the roads in the Square Mile and this demand is likely to increase
 - Open spaces – the City’s parks and open spaces, as well as locations such as Tower Bridge, could be used as part of celebrations for sport competitions and mass participation events
 - Visitor Welcome – the City Information Centre and Square Mile volunteers are made available to assist visiting spectators when arriving in the City to watch or participate in an event
 - Venue Offer – the City Corporation owns and manages some of the most iconic and desirable venue destinations in London, including Guildhall, Mansion House and Tower Bridge
 - Hospitality Provision – in exceptional circumstances, and where there is a clear strategic benefit from doing so, funding of hospitality could be provided as part of a venue package
 - Network Access – the City Corporation has access to a wide network of contacts, in the business, cultural and social worlds, which can be utilised to help with event planning and support fundraising
 - City Freedoms – the City of London Freedom could be awarded to appropriate athletes / competitors as recognition for recent success in a specific competition
 - Office Provision – assistance to find office space in the Square Mile for sport governing bodies, either as permanent Headquarters or temporarily during competitions
26. This is not a definitive list of what the City Corporation can offer in relation to sport engagement, but in the majority of cases it is likely that it would be one of these options that would be considered. For each option, there is a cost incurred by the City Corporation, whether it is officer time or actual cash expenditure. In each case an assessment of the likely costs would need to be calculated which would be considered alongside the potential outcomes. Further work is needed to identify how this can all be presented to Members in a meaningful way to ensure an appropriate and informed decision is made on any support.

Major Sport Events

27. Details of the upcoming ‘Gold Series’ events identified by the Government are outlined in **Appendix 2** of this report. Alongside each event, potential opportunities for support provision are proposed, with potential costs and desired outcomes. These costs are indicative only. Owing to the timescale of

many of these events and the fact that planning is still in its early stages for most of the competitions, further discussions would need to take place with the appropriate delivery partner(s) to clarify details of any arrangement.

28. In essence, what this is about is making any future support from the City Corporation less about the actual event itself and more about the tangible outcomes that come as part of this support. So, for example, should the City Corporation help England Hockey by providing a venue and / or hospitality for events around next year's Women's Hockey World Cup in London, it should expect something in return depending on the level of support provided. Similar arrangements could then easily be applied to other upcoming sport engagement opportunities, such as the 2019 Cricket World Cup, following discussions with the relevant delivery partner.
29. England Hockey has already expressed an interest in arranging a high profile launch of the team in June next year, as well as a 'Women in Sport' event and Welcome Reception during the games. There may also be opportunities to help with its planned education and volunteering programmes, involving some of the City's schools and academies. Agreed benefits of providing a venue, and possibly some hospitality, could take the form of partner status recognition, as well as more tangible outcomes whereby tickets could be offered to some of the pupils from the City's schools and academies. There also may be opportunities for some of the players to be brought in to speak to some of the pupils, as a publicity event possibly, and potentially inspire the next generation of sports stars.

Mass Participation Events

30. MPE are large scale sporting events usually involving amateur competitors who sign up to the event through a publicly accessible registration process. In general, these events encompass either running or cycling and take place on closed roads in the Square Mile or on one of the City's open spaces. In the last 10-15 years MPE have risen dramatically in popularity to become vast profit-making enterprises. Consequently, the Department of Built Environment has seen a year on year increase in the number of these events taking place, which has placed an increased burden on its resources to ensure that organisers are given proper technical advice on their chosen route. Planned MPE on City streets and location in 2018 are outlined in **Appendix 3**, with some provisional details about the likely impact of each event.
31. For all road events, the City Corporation currently has a process for assessing the general impact of MPE which is carried out by officers in the Department for Built Environment and considered by the Streets and Walkways Sub Committee. Although this process considers issues around disruption and the likely local impact of the event, it does not specifically address the potential for exposure / recognition and measurable outcomes aligned with the City's strategic objectives.
32. There is also some disparity between the levels of support provision and outcomes for each of the MPEs (e.g. London Landmark's Half Marathon

support for local initiatives and the Great City Race contribution of £100k to Community & Children's Services budget) and it is hoped that a new approach might ensure a clear and level playing field for organisers. There is also the possibility of introducing a charging policy to cover support costs where events do not meet strategic requirements. The Department for Built Environment has welcomed proposals for a more strategic approach to these events.

33. Following London 2012, Westminster City Council launched a strategy to ensure new road events it facilitated were more aligned to its corporate objectives. This has had some success, particularly around the arrangements for new event initiatives, and the Council is keen to roll this out further to cover all events taking place on its streets. Owing to the fact that many of these events take place across the Cities of London and Westminster, there would be obvious benefits of both organisations working co-operatively to ensure greater corporate and social outcomes are delivered.
34. In its role as a local authority, the City Corporation is required to manage road closures appropriately, but there is no requirement for it to approve every MPE event. This should be done in accordance with various factors, including resources, constraints and also how it benefits the organisation and the wider community. It is hoped that by introducing a new strategic assessment matrix, perhaps similar to the one suggested for MSEs, it would ensure that these events are more aligned to the City Corporation's strategic objectives in future. Owing to the complex nature of this matter, consultation with relevant Committees, officers and organisers of the MPEs would need to take place before a decision is reached on any new approach.

A Way Forward

35. This paper sets out upcoming opportunities to support sports events, as well the reasons for developing a more pro-active and strategic approach at an earlier stage to ensure better outcomes for the City Corporation and increased recognition / exposure. It suggests introducing a set of criteria - an Assessment Matrix - aligned with the new Corporate Plan and strategic aims, to help determine the appropriate level of support provision. The report also sets out the likely benefits of greater partnership development and increased exposure, which will serve to demonstrate the continued value and relevance of the City Corporation.
36. The intention of this new approach is to strengthen what is already being done by the organisation and, where possible, utilise current systems and arrangements to help improve the process for supporting sport. Therefore, through utilising existing facilities and services, additional costs should be kept to a minimum. It is also envisaged that general committee processes would remain unchanged. Hospitality would continue to come under the auspices of the Hospitality Working Party, street events decided by the Streets & Walkways Sub Committee, and open spaces events agreed by their respective management committee. However, an extra layer of Member

involvement may be desirable to oversee the strategic and pro-active elements of this engagement.

37. Based on the issues raised in this report, Members will need to decide whether enhanced engagement in sport should be pursued. If this is something the Sub Committee considers worthwhile, further work will need to be undertaken to ascertain how this can be managed and resourced internally and how Members should be involved in the decision-making process.

Appendices

- Appendix 1 – Strategic Sport Initiatives and Partnership Opportunities
- Appendix 2 – Major Sport Event Opportunities
- Appendix 3 – Mass Participation Events (2018)

Background Papers

Report to Public Relations and Economic Development Sub Committee in June 2017

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Sport Initiatives & Partnerships (SSP)

Partner	Role	Key Aim	Support	Opportunities	Deliverables	Status
UK Sport	The primary role of UK Sport is to strategically invest National Lottery and Exchequer income to maximise the performance of UK athletes in the Olympic and Paralympic Games and the global events which precede them	To support UK Sport's international relations programme	Provide a venue, and occasional hospitality, for strategic international relations events organised by UK Sport that seek to promote London and the UK as a place to bring major international sport competitions	Various hosting events planned for 2018/19 as part of international relations programme and bidding process	Strategic Partner Status Increased exposure Welcome Address Member representation School / Academy engagement	Member approval pending
Ukactive	Ukactive provides services and facilitates partnerships for a broad range of organisations, all of which support the vision of more people, more active, more often to improve the health of the nation	To supporting ukactive's programme to promote the benefits of physical activity amongst young people and office workers	Provide a venue for ukactive events to promote the benefits of physical activity as well as engaging with stakeholders to support these initiatives	Provide venue for National Fitness Day Event on 12 th September 2018 – seeking to encourage physical activity for office workers	Strategic Partner Status Increased exposure Welcome Address Member representation School / Academy engagement Stakeholder engagement	Member approval pending
London & Partners (L&P)	L&P's purpose is to support the Mayor of London's priorities by promoting London internationally, as the best city in the world in which to invest, work, study and visit	To support L&P's programme of activity to encourage major international sports events being staged in London	Provide a venue for specific events which are seeking to promote London as a place to bring major international sport competitions	Global Sports Leaders Dinner in October 2018 – to encourage NFL franchise in London and other sport investment	Increased exposure Welcome Address Member representation	Member approval pending
Football Foundation (FF)	The FF funds the development of new and refurbished grassroots sports facilities improving the quality and experience of playing sport at the grassroots level to sustain and increase participation and improve general skills level	To access funds available from the FF to develop Wanstead Flats into a football hub, with improved facilities	Provide match funding for initiative seeking to improve and update football facilities on Wanstead Flats	Potential funding available for Wanstead Flats through the FF's Parklife Association Football Hub initiative	Improved facilities Enhanced participation	Funding being sought for a Parklife Association Football Hub at Wanstead Flats through the City of London's Gateway Approval Process
Lawn Tennis Association (LTA)	LTA's mission is to get more people playing tennis more often, and part of its role is to govern tennis in Great Britain by acting as guardians to promote and safeguard the integrity of the sport	To develop tennis facilities in City Corporation owned parks and open spaces, as well as providing online booking system to support participation	Explore opportunities for match funding to improve tennis facilities available at City parks	Potential funding available for facilities at City owned tennis courts to enable greater access through flood lighting and covered playing areas	Improved facilities Enhanced participation	Request to be made to the Open Spaces Committee
London Youth Games Foundation (LYG)	As well as inspiring more than half a million young Londoners to get involved in competitive sport, LYG have contributed to the development and discovery of many international athletes	To enable the continued success of the Games during a period of funding uncertainty	Provide some funding for specific LYG events that serve to bolster sports participation amongst young people	Request for some funding to help ensure continued success of the Games following withdrawal of support from key sponsor	Strategic Partner Status Increased exposure School / Academy engagement Stakeholder engagement Enhanced participation	Member approval pending
Commonwealth Games England (CGE)	CGE leads and manages the participation of the English team at the Commonwealth Games working closely with each sport's National Governing Body, our funding partner Sport England, and the Games' Organising Committee	To support CGE's mission to ensure successful participation and engagement in upcoming Commonwealth Games competitions	Provide a venue for events organized by CGE that seek to enhance athlete representation and build relations with commonwealth countries	Event to celebrate athlete participation in the upcoming Commonwealth Games taking place in the Gold Coast, Australia in 2018	Strategic Partner Status Increased exposure Welcome Address Member representation Stakeholder engagement	Member approval pending

Major Sport Event (MSE) - Gold Series

Event	Date	Location	Description	Delivery Partner	Opportunity	Support	Exposure	Strategic Aims	Outcomes
Women's Hockey World Cup	7 th - 21 st July 2018	Lea Valley Hockey and Tennis Centre	Following gold in Rio, the England team will be looking for success in their first home games	England Hockey (EH)	Proposed high profile launch event to announce the England team and promote ticket sales prior to the World Cup. Also, event to promote Women in Sport during the World Cup and a welcome reception prior to the games	Venue / Hospitality	a. Partner Status b. Logo / Crest c. Role Promotion d. Welcome Address e. Member representation	i) Economy ii) Wider Community iii) Wellbeing iv) Diversity v) Visitor attraction vi) Volunteering	City School / Academy / Community involvement
ICC Men's Cricket World Cup	30 th May – 15 th July 2019	England and Wales Cricket Grounds	This will be the 12th one day Cricket World Cup competition, and the fifth time it will be held in England and Wales. The first match will be played at The Oval and the final at Lord's, with games also	English Cricket Board (ECB)	The ECB have indicated a strong desire for assistance with their events programme for the 2019 World Cup. Also considering possible promotional event to launch ticket sales in early 2018	Venue / Hospitality	a. Partner Status b. Logo / Crest c. Role Promotion d. Welcome Address e. Member representation	i) Economy ii) Wider Community iii) Wellbeing iv) Visitor attraction v) Volunteering	City School / Academy / Community involvement
Netball World Cup	12 th – 21 st July 2019	ACC Liverpool	The 2019 Women's Netball World Cup will be the fifteenth staging of the premier competition in international netball, contested every four years. The tournament will be held in England at the ACC Liverpool.	UK Sport	There may be a desire for smaller fringe events in London before or after the competition, as part of UK Sport's visitor welcome and business promotion plans	Venue	a. Role Promotion b. Welcome Address c. Member representation	i) Economy ii) Wider Community iii) Diversity iv) Regional promotion	TBC
Cycling World Championships	September 2019	Harrogate, Yorkshire	The 2019 UCI Road World Championships include a wide range of men's, women's and junior races, which take place over nine days. Harrogate will host two circuit races and the other races will start in locations in right across the county.	UK Sport	There may be a desire for smaller fringe events in London before or after the competition, as part of UK Sport's visitor welcome and business promotion plans	Venue	a. Role Promotion b. Welcome Address c. Member representation	i) Economy ii) Wider Community iii) Regional promotion	TBC
The Solheim Cup	13 th – 15 th September 2019	Gleneagles, Scotland	Ladies version of the Ryder Cup i.e. EU v US. This time will be held at Gleneagles golf club.	UK Sport	There may be a desire for smaller fringe events in London before or after the competition, as part of UK Sport's visitor welcome and business promotion plans	Venue	a. Role Promotion b. Welcome Address c. Member representation	i) Economy ii) Wider Community iii) Diversity iv) Regional promotion	TBC
UEFA European Football Tournament (Euro 2020)	June – July 2020	Wembley Stadium	Wembley will host the semi-finals and the finals for this tournament with earlier qualification games played across Europe for the first time in history of the competition	Mayor of London	This event is very much in the early planning phases but there are likely to be opportunities to partner with the Mayor of London's Office to host events during the tournament, as well providing space for fanzone areas	Venue / Hospitality	a. Partner Status b. Logo / Crest c. Role Promotion d. Welcome Address e. Member representation	i) Economy ii) Wider Community iii) Wellbeing iv) Visitor attraction v) Volunteering	TBC
UEFA Women's European Championships	June-July 2021	England (TBC)	The FA have announced bid to host the 13 th edition of the Women's European Championships in England	UK Sport	COL could offer support for the bid and if it is successful support the event programme, similar to that of the Euro 2020 championships	Venue / Hospitality	a. Role Promotion b. Welcome Address c. Member representation	i) Economy ii) Wider Community iii) Wellbeing iv) Diversity v) Visitor attraction vi) Volunteering	TBC
ICC Test Cricket World Cup Final	June 2021	Lords	The first ever Test Cricket World Cup will start in 2019, with 9	English Cricket Board	As with the 2019 World Cup, ECB are keen to explore hosting options	Venue / Hospitality	a. Partner Status b. Logo / Crest	i) Economy ii) Wider Community	TBC

Event	Date	Location	Description	Delivery Partner	Opportunity	Support	Exposure	Strategic Aims	Outcomes
			teams involved and taking place over two years. The final will be held at Lords Cricket Ground.		closer to the start of the competition finale.		c. Role Promotion d. Welcome Address e. Member representation	iii) Wellbeing iv) Diversity v) Visitor attraction vi) Volunteering	
Tour de France	July 2021	TBC	UK Sport likely to bid to host a stage of the Tour de France. Location yet to be confirmed.	UK Sport / Mayor of London	Similar to previous event in 2013, could work with the Mayor for London to provide hospitality at the finish line	Venue	a. Role Promotion b. Welcome Address c. Member representation	i) Economy ii) Wider Community iii) Wellbeing iv) Diversity v) Visitor attraction vi) Volunteering	TBC
Rugby League World Cup	Autumn 2021	England	The 2021 Rugby League World Cup will be the sixteenth staging of the Rugby League World Cup. The tournament will include 16 teams, an increase of two from the last two tournaments	UK Sport	The City Corporation provided hospitality for visiting teams during the semi-finals of the last Rugby League World Cup in England in 2013. Something more strategic might be more appropriate on this occasion.	Venue	a. Partner Status b. Logo / Crest c. Role Promotion d. Welcome Address e. Member representation	i) Economy ii) Wider Community iii) Wellbeing iv) Diversity v) Visitor attraction vi) Volunteering	TBC
European Sports / Athletics Championships	August 2022	London TBC	UK Athletics has made a bid for the European Sports Championships to be held in London in 2022. The winner will be announced in November 2017.	UK Athletics	If London becomes a host city, there may be various event opportunities, particularly to engage with key European partners	Venue	a. Partner Status b. Logo / Crest c. Role Promotion d. Welcome Address e. Member representation	i) Economy ii) Wider Community iii) Wellbeing iv) Diversity v) Visitor attraction vi) Volunteering	TBC
XXII Commonwealth Games	August 2022	Birmingham TBC	Following withdrawal of Durban, Birmingham has put forward a bid to host this competition. CGF will announce decision later this year	Commonwealth Games England / DCMS	CoL could offer some support for hosting games in the UK, similar to Glasgow 2014. DCMS currently overseeing work in this area. In line with the Lord Mayor's Commonwealth and UK regional programme	Venue / Hospitality	a. Partner Status b. Logo / Crest c. Role Promotion d. Welcome Address e. Member representation	i) Economy ii) Wider Community iii) Wellbeing iv) Regional v) Visitor attraction vi) Volunteering	TBC
Champions League Final	May 2023	Wembley (TBC)	Unofficial suggestions that Wembley could bid to host the Champions League final in 2023. Also 100 th anniversary of Wembley Stadium being built	UK Sport / Mayor of London	If Wembley is chosen to host the final of the Champions League, potential events to promote London as a major sport destination prior to the game	Venue / Hospitality	a. Partner Status b. Logo / Crest c. Role Promotion d. Welcome Address e. Member representation	i) Economy ii) Wider Community iii) Visitor attraction iv) Volunteering	TBC
IAAF / IPC World Athletics Championships	July 2027 / 29	Host City TBC	Informal considerations of a bid, either for London or Birmingham to host	UK Sport	Similar to this this year's celebrations and involvement in the Marathon route, the City could help with welcoming visitors to the Square Mile	Venue / Hospitality	a. Partner Status b. Logo / Crest c. Role Promotion d. Welcome Address e. Member representation	i) Economy ii) Wider Community iii) Wellbeing iv) Visitor attraction v) Volunteering	TBC

Mass Participation Events (MPE)

Event	Date (2018)	Location	Sport	Organiser	Description	Size (approx.)	Support	Recognition	Impact
London Winter Run	4 th February	Square Mile	Running	Human Race	10k race through the streets of Westminster and the City of London. First race of the season.	16,000	Road Management / Technical Support / Cleansing / Visitor Welcome	None	Encourages physical activity Charitable fundraising Visitor attraction
National Cross-Country Championships	24 th February	Hampstead Heath	Running	English Cross Country Association	Annual Cross Country running championships involving all age groups from running clubs across varying distances	1,000	Open Spaces	None	Encourages physical activity School engagement
The Big Half	4 th March	Tower Bridge	Running	London Marathon Trust	New half marathon starting at Tower Bridge and going through Southwark and Tower Hamlets along the Thames	15,000	Technical Support	None	Encourages physical activity Charitable fundraising Visitor attraction
London Landmarks Half Marathon	25 th March	Square Mile	Running	Human Race	New half marathon taking in landmarks of central London through Westminster and the City	10,000	Road Management / Technical Support / Cleansing / Visitor Welcome	Strategic Partner Logo exposure	Encourages physical activity Charitable fundraising Visitor attraction
London Marathon	22 nd April	Square Mile and Tower Bridge	Running	London Marathon Trust	Annual marathon through streets of London with international status and widespread television coverage	40,000	Road Management / Technical Support / Cleansing / Visitor Welcome	None	Encourages physical activity Charitable fundraising Visitor attraction
European 10,000m Cup	19 th May	Hampstead Heath	Running	Highgate Harriers	Night of the 10k's event - track race for top European elite athletes, as well as amateurs, taking place at Parliament Hill athletics track	1,000	Open Spaces	None	Encourages physical activity
Vitality London 10,000m	28 th May	Square Mile	Running	London Marathon Trust	The race starts on The Mall and finishes on Spur Road opposite Buckingham Palace. Runners follow a clockwise route around the City of Westminster and the City of London.	12,400	Road Management / Technical Support / Cleansing / Visitor Welcome	None	Encourages physical activity Charitable fundraising Visitor attraction
Rapha Nocturne	10 th June	Square Mile	Cycling	Face Partnership	Evening cycle event on streets around St Pauls and One New Change – recently moved from Smithfield Market. Involves elite and amateur competitors	500	Road Management / Technical Support / Cleansing / Visitor Welcome	None	Encourages physical activity Visitor attraction
Adidas Mile	16 th June	Square Mile	Running	Running Works	A one mile race through the Square Mile for elites and amateurs	2500	Road Management / Technical Support / Cleansing / Visitor Welcome	None	Encourages physical activity Visitor attraction
Standard Chartered Great City Race	July (TBC)	Square Mile	Running	London Marathon Trust	Annual 5k running race through the City of London, starting from the Honorable Artillery Company	5000	Road Management / Technical Support / Cleansing / Visitor Welcome	Strategic Partner Logo exposure	Encourages physical activity Visitor attraction NB. £100k provided annually by LMT to City Corporation towards sports outreach work and cost of cleaning up after the race
'Give It a Go' Festival	15 th July	Hampstead Heath	Various	Camden Council	A festival to encourage physical activity and sports participation organised in partnership with London Borough of Camden	7000	Open Spaces	Strategic Partner Logo exposure	Encourages physical activity
Prudential Ride London	29 th July	Square Mile	Cycling	London Marathon Trust	Various cycle events taking place on closed roads through central London	100,000	Road Management / Technical Support /	None	Encourages physical activity Visitor attraction

Event	Date (2018)	Location	Sport	Organiser	Description	Size (approx.)	Support	Recognition	Impact
					and Surrey, culminating in a 100-mile sportive finishing at the Mall		Cleansing / Visitor TBC Welcome		
London Triathlon	5 th August	Square Mile	Triathlon	Live to Tri	Annual triathlon event taking place at the Docklands near Canary Wharf, involving a swim, cycle and run. The 40k cycle ride takes in the sites of central London.	13,000	Road Management / Technical Support / Cleansing	None	Encourages physical activity Charitable fundraising Visitor attraction
Bloomberg Square Mile Relay	27 th September	Square Mile	Running	Square Mile Sport	Corporate running event involving teams from City businesses, starting and finishing in Guildhall Yard.	10,000	Road Management / Technical Support / Cleansing / Visitor Welcome	None	Encourages physical activity Visitor attraction
Royal Parks Half Marathon	14 th October	Square Mile	Running	Limelight Sport	A popular half marathon race that incorporates many of the Royal Parks in Westminster and involves some of the streets on the western City fringes.	15,000	Road Management / Technical Support / Cleansing / Visitor Welcome	None	Encourages physical activity Charitable fundraising Visitor attraction
London Youth Games Cross-Country	17 th November	Square Mile	Running	London Youth Games	Hugely successful cross country running event, involving teams of school pupils from all 32 boroughs and the City of London.	1,000	Open Spaces	Sponsor	Encourages physical activity School Engagement Partnership working

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Agenda Item 7

Committee(s)	Dated:
Public Relations and Economic Development Sub Committee – For Decision	14 December 2017
Policy and Resources Committee – For Information	18 January 2017
Finance Committee – For Information	20.02.18
Subject: Key Messaging For London: 2017 and Beyond	Public
Report of: Director of Communications	For Decision
Report author: Bob Roberts, Director of Communications	

Summary

In July 2017 we were offered the opportunity to test and develop key messages we use about London to overseas markets alongside the GLA and London & Partners.

The research involved interviewing almost 4,000 people across India, China, USA, France and the UK in three target audiences: tourists, students and business decision-makers.

It found for all three audiences the most effective message in making audiences want to visit, study or invest in the capital was one which captured the idea of London as a city of innovation, creativity and energy.

Details are in the report.

The cost of the project was £150k split three ways between the GLA, London & Partners and the City of London Corporation.

A short debrief debrief of the research project is attached as Appendix A

Recommendations

Members of the Public Relations and Economic Development Sub Committee are asked to:

- Recommend to the Policy and Resources Committee that the recommendation that City Corporation uses the strongest messages found by the research in all our communications.

Members of the Finance Committee are asked to:

- Note the report.

Main Report

Background

1. Recent events have challenged the way that we, the Mayor of London and London & Partners promote the capital.
2. For the first time in many years London can no longer take it for granted that we have a global reputation as a diverse, welcoming, safe and aspirational city.
3. Therefore it was felt by all three organisations there was a need to understand which key messages about London resonate with our key international and domestic audiences, persuading them that London is one of the best cities in the world.
4. This was also a valuable opportunity for the City of London Corporation to work closely with the GLA on a project of importance to the London Mayor.
5. Humankind Research were appointed to test top level, over-arching messages about London that cut across different geographic markets and three different audiences: tourists, students and business decision-makers.
6. They conducted a three-stage process of research:
 - Senior officers from London and Partners, GLA and City of London Corporation combined approximately 50 different messages and 40 positive values about London from across our organisations into 12 one-sentence messages.
 - These messages were explored in depth with 120 people in focus groups in New York, Shanghai, Paris, Leeds, London and Mumbai.
 - The eight strongest messages were tested in a survey with 3,776 respondents in India, China, USA, France and the UK.

Findings

7. The three most important values in an ideal city were safety, welcome and attractiveness. However these could be seen as 'hygiene factors', if a city lacks these it does not get considered but they do not actively bring people to a city.
8. London is not seen as unsafe or unwelcoming. However explicit messaging (pictures of heavily armed police or intense security measures) on either can be counter-productive. The research found safety is a message best addressed implicitly, by showing examples of everyday life being lived without worry (children in a park).
9. London was also strongly associated with the values of culture and history but for those who do not know it well that can often be seen to lack dynamism or modernity (Downton Abbey clichés).

10. Messages which portrayed London as “number one” or “the best city in the world” unsurprisingly caused resentment and a negative reaction.
11. Three messages were found to be effective with some audience types but not all audiences

a) LONDON: CITY OF OPPORTUNITY:

Whether visiting, studying or building a business, London is a place where everyone can pursue their dreams. London’s open, dynamic culture gives everyone the chance to be who they want to be. It provides access and connections to everything you need to grow either personally or professionally.

For a business audience, conveys the chance for growth and development in a dynamic, open-minded city, but growth happens over time – so the idea lacks impact for tourists.

b) LONDON: CITY OF OLD AND NEW:

London is a city of amazing experiences old and new – it has been an icon of culture from Shakespeare’s time to Harry Potter’s. From the Tower of London to the London Eye, with free museums focusing on everything from ancient history to modern science, there is something for everyone.

This differentiated London from other cities was motivating for tourists but lacks relevance for business and student audiences.

c) LONDON: CITY OF DISCOVERY:

London is a city that surprises at every turn. Whether it’s your first visit or you’re a longstanding Londoner, there is always more to discover: from the established sights and big-scale attractions to the diverse neighbourhoods, local restaurants and bars, emerging fashion and trends, or the huge range of theatre, art and music venues throughout the city.

This conveys the richness of London culture for visitors but lacks relevance for business and student audiences.

12. The strongest message which appealed to all audiences was the one which captured the richness, dynamism and variety of the city and brings a more progressive, modern side to London for those less familiar with the city.

This was:

LONDON: CITY OF CREATIVE ENERGY:

London has an exciting history as a centre for creativity and free thinking, from Shakespeare to the birth of punk and the catwalks of today. This

creative energy and cultural vibrancy can be felt in every aspect of London life: food, fashion, arts, exhibitions, shops, night life as well as innovations in science and business.

13. According to the research, it was stronger for many reasons:
 - Creative Energy has a timeless quality; it has always been a factor in London's success and growth. As such it is a value inherent in the city and true for centuries; rather than something more transient which could be threatened by Brexit.
 - It also feels credible and ownable; few cities are spontaneously seen as more aligned to this message than London; and there are a vast range of evidence/symbols that could be used to support the story.
 - It reminds people of the excitement and range of experiences available, capturing some of the strengths of the other three stronger messages.

14. For business, it captured what was seen as an entrepreneurial and innovative environment and access to ideas, inspiration and connections. Examples: the access to talent in London, silicon roundabout, the start-up culture and the lack of red tape.
 - a) The research company stressed there were caveats in using the messaging. They were:
 - It's important to keep 'creative' and 'energy' together: creative on its own can risk being too 'artsy'
 - Messaging needs to make explicit reference to innovation in science and business: to counter ideas that this is a 'creative industries' message and broaden the perceived reach of this energy.
 - Messaging should use examples of London's creative energy over time, and capturing the interplay of history and modernity to reinforce the longevity of the idea. This is what makes it distinctive to London

 - b) There were market differences in the way audiences reacted to the messages.
 - Creative Energy plays out particularly well in China, especially amongst students; and in London itself, where it felt like it captured the atmosphere of the city in a unique and appealing way.
 - The most notable difference was that audiences in India were keener to hear the Quality of Life and Warm Welcomes messages;

15. Members are asked to:

Support the recommendation that we use the strongest messages found by the research in all our communications.

Appendix: Integrated Quantative and Qualitative Debrief from Humankind Research

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HUMANKIND
RESEARCH

London Message Testing

L&P, City of London and GLA

INTEGRATED QUAL QUANT DEBRIEF, November 2017

THE PROJECT OBJECTIVE: to evaluate and optimise potential messages to be weaved into London comms

Within this there were two key questions for research:

REACTION TO MESSAGE AREAS

- How do people react to current messages?
- Which message best convince them that London is one of the best cities in the world?
- How can these messages be optimised?

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WHAT DRIVES CITY CHOICES

- What are their criteria for 'best city worldwide'?
- What do they think / know about London *now*? What makes London great for them?
- How do they perceive London vs Great Britain

Starting with a large set of messages and values derived from past communications from the GLA, City of London, L&P and Freuds

The research was conducted with 4000 people: a mix of TOURIST, STUDENT and BUSINESS targets in 5 countries



LAUNCH

4 messages & 39 values from
GSA, City and L&P

Stakeholder workshop



OPTIMISE

12 messages with 5 values
each and an image board

Focus groups & interviews



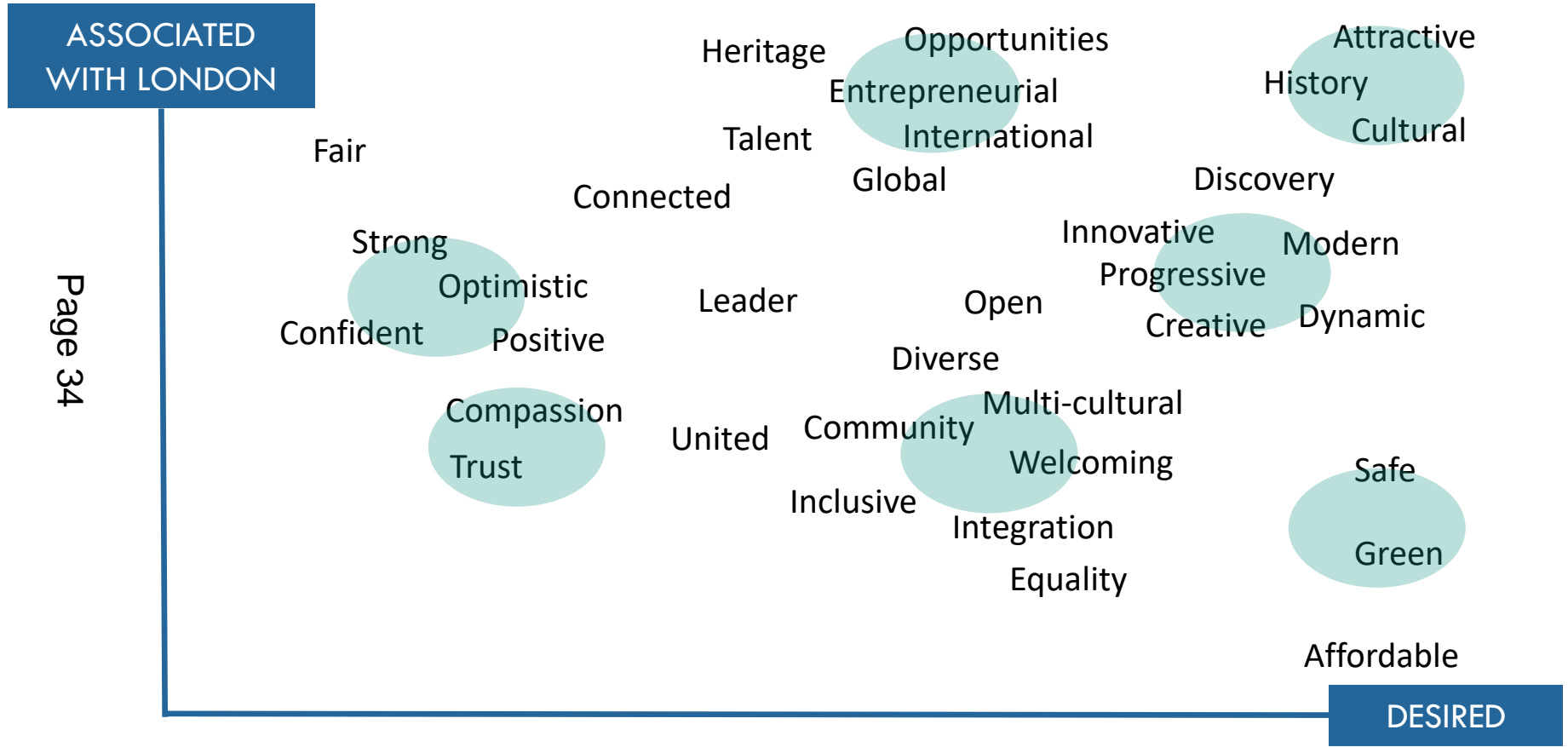
VALIDATE

8 messages & 10 values

Online quantitative survey

Research conducted in Sept 2017 in France, USA, China, India & UK

Looking broadly at the attributes people look for in a city, we can see the context for the response to the messages:



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Across audiences and markets the same values were important

TOP 3 VALUES PEOPLE SOUGHT

HYGIENE FACTORS

Safe

Attractive

Welcoming

Absence of these is a reason not to visit

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NEXT 3 MOST IMPORTANT VALUES

CITY DIFFERENTIATORS

Cultural

Historical

Dynamic

These are the factors that drive interest

Conveying cultural richness, history and dynamism leads to more compelling and motivating messages – reflected in our stronger messages



Perceptions of London gave us some interesting context

- Other major cities (NY, Shanghai, Singapore, HK, Paris) all have a clear values-based narrative
- But there is little consistency around London's story
- Instead it was often reduced to cliches or TV based imagery
- Respondents were not as divided by audience type as one might expect
- Instead knowledge/experience of the city has a big influence on attitudes towards London
- Those that know London see it as a rich, vibrant city balancing modernity and history
- But for those less familiar, perceptions are stuck in old historical London, lacking energy and vitality

A clear need to establish a stronger narrative for London with a progressive, modern vision for the city

Of 12 qual messages, we tested 8 in quant:

CITY OF OLD AND NEW:

London is a city of amazing experiences old and new – it has been an icon of culture from Shakespeare’s time to Harry Potter’s. From the Tower of London to the London Eye, with free museums focusing on everything from ancient history to modern science, there is something for everyone.

CITY OF DISCOVERY:

London is a city that surprises at every turn. Whether it’s your first visit or you’re a longstanding Londoner, there is always more to discover: from the established sights and big-scale attractions to the diverse neighbourhoods, local restaurants and bars, emerging fashion and trends, or the huge range of theatre, art and music venues throughout the city.

CITY OF WARM WELCOMES:

London is Open. Londoners welcome everyone from all parts of the world whether you come to study, work or visit. It’s a city with an open spirit, where all people, cultures, beliefs and lifestyles are valued.

CITY OF MANY CULTURES:

Londoners don’t simply accept each other’s differences, we celebrate them. London brings the vibrancy of so many cultures, which means never-ending opportunities for new experiences and inspiration.

CITY OF CREATIVE ENERGY:

London has an exciting history as a centre for creativity and free thinking, from Shakespeare to the birth of punk and the catwalks of today. This creative energy and cultural vibrancy can be felt in every aspect of London life: food, fashion, arts, exhibitions, shops, night life as well as innovations in science and business.

CITY OF OPPORTUNITY:

Whether visiting, studying or building a business, London is a place where everyone can pursue their dreams. London’s open, dynamic culture gives everyone the chance to be who they want to be. It provides access and connections to everything you need to grow either personally or professionally.

A WORLD LEADER:

London is one of the best cities in the world in which to live, work, study, visit or invest. It has a world class culture, universities and schools, and finance. All of this makes it the beating heart of the UK and a proud financial, social and cultural capital.

A CITY WHERE YOU GET THE BEST QUALITY OF LIFE:

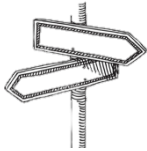
London is a city that uniquely combines a modern, vibrant energy and culture with a huge amount of green spaces and parks. This means that everyone, whether here as a tourist, student or resident, can benefit from London’s dynamism alongside the opportunity to take time out and achieve a great work-life balance.

The final 8 messages were evaluated against 3 KPIs

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Love: Establishes emotional salience and connection



Uniqueness: Differentiation against other cities



Impact: How much it makes them want to chose London for business, travel or education

See footnotes for questions

No single message 'won' overall – but several scored well with at least some audience segments



It is only when we look at response by audience, a picture emerges as to which message performs best overall

		OLD & NEW	DISCOVERY	CREATIVE ENERGY	WARM WELCOMES	OPPORTUNITY	QUALITY OF LIFE	MANY CULTURES	WORLD LEADER
TOURISTS	Love	111↑	109↑	104	102	97	94↓	94↓	89↓
	Uniqueness	124↑	107↑	113↑	101	83↓	89↓	95↓	89↓
	Impact	111↑	114↑	106↑	100	87↓	98	92↓	92↓
BUSINESS	Love	101	103	103	95↓	105	101	99	95
	Uniqueness	105↑	91↓	105↑	96	101	105↑	101	96
	Impact	93↓	100	105	89↓	105	103	98	107↑
STUDENTS	Liking	106↑	104	106↑	102	96	100	90↓	96
	Uniqueness	115↑	102	106↑	94↓	98	94↓	94↓	98
	Impact	97	99	102	99	106↑	102	93↓	102

↓ Sig lower than avg.*
 Lower than avg.
 - Same as avg.
 Higher than avg.
 ↑ Sig higher than avg.*

Base: n=3776 total

LOVE = B1. Overall, how do you feel about this statement? (Top Box)

UNIQUENESS = B5. How different does it make London sound, compared to other major cities? (TB)

IMPACT = B7. How much does this statement make you want to choose London for... (business, tourism, studying)? (TB)

*Significance defined as 4% point deviation from average 90% CI at the mid-point (50%)

For TOURISTS the 'OLD & NEW' message was strongest

CITY OF OLD AND NEW:

London is a city of **amazing experiences old and new** – it has been an icon of culture from Shakespeare's time to Harry Potter's. From the Tower of London to the London Eye, with free museums focusing on everything from ancient history to modern science, there is something for everyone.

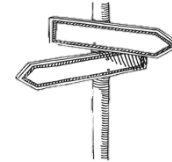
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Index on KPIs
Tourists – Old & New



Love
111



Unique
124



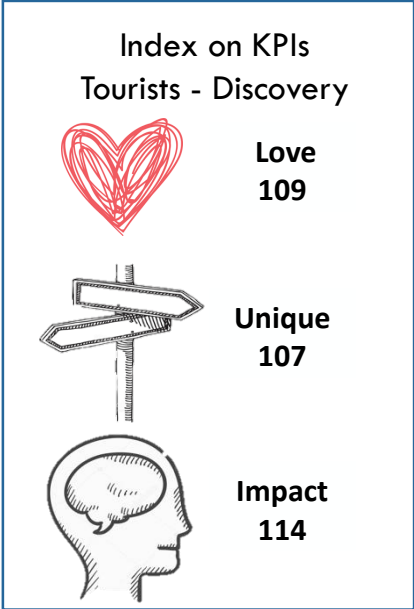
Impact
111

Very strong on all 3 KPIs, giving tourists a unique and compelling reason to visit London, and bringing a sense of modernity to the city

'DISCOVERY' has similar strengths for TOURISTS – motivating to both previous visitors and potential first-timers

CITY OF DISCOVERY:

London is a city that surprises at every turn. Whether it's your first visit or you're a longstanding Londoner, there is always more to discover: from the established sights and big-scale attractions to the diverse neighbourhoods, local restaurants and bars, emerging fashion and trends, or the huge range of theatre, art and music venues throughout the city.

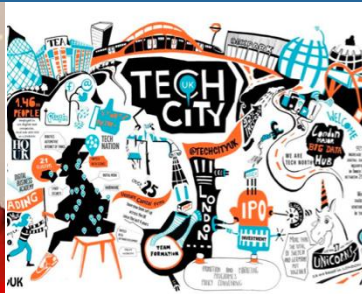


Conveys richness of experience, but lacks uniqueness to London – many cities could tell a story about getting 'under the skin' to discover more

For STUDENTS 'CREATIVE ENERGY' strongest across measures

CITY OF CREATIVE ENERGY:

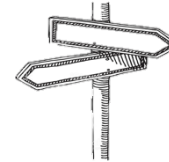
London has an exciting history as a centre for creativity and free thinking, from Shakespeare to the birth of punk and the catwalks of today. This creative energy and cultural vibrancy can be felt in every aspect of London life: food, fashion, arts, exhibitions, shops, night life as well as innovations in science and business.



Index on KPIs
Students – Creative Energy



Love
106



Unique
106



Impact
102

Creative Energy wasn't however the strongest on each individual KPI; Old & New was more appealing, and Opportunity more motivating




'OPPORTUNITY' and 'CREATIVE ENERGY' work for BUSINESS

CITY OF OPPORTUNITY:

Whether visiting, studying or building a business, London is a place where everyone can pursue their dreams. London's open, dynamic culture gives everyone the chance to be who they want to be. It provides access and connections to everything you need, to grow either personally or professionally



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Index on KPIs Business – Opportunity	
	Love 105
	Unique 101
	Impact 105

Less of a clear cut winner for Business audiences: Opportunity more appealing than Creative Energy, but felt less unique to London

4 of the messages stood out – albeit with different levels of appeal and impact across audiences

OLD & NEW:

The strongest message for tourists, esp first-timers; genuinely differentiates London

DISCOVERY:

Rich experiences motivate tourists; but with low impact for other audiences; and weaker on uniqueness

OPPORTUNITY:

Motivating story of personal and professional growth for business and students; but very low appeal and impact for tourists

CREATIVE ENERGY:

Vision of a dynamic, innovative city has consistent appeal and impact across all audience types; and scores well for uniqueness

Creative Energy had appeal, uniqueness and impact for all 3 audiences; but the other messages scored higher with specific audience types

'CREATIVE ENERGY' and 'OLD AND NEW' both work to update perceptions of London whilst building on its history

BEFORE: rigid, hierarchical and traditional

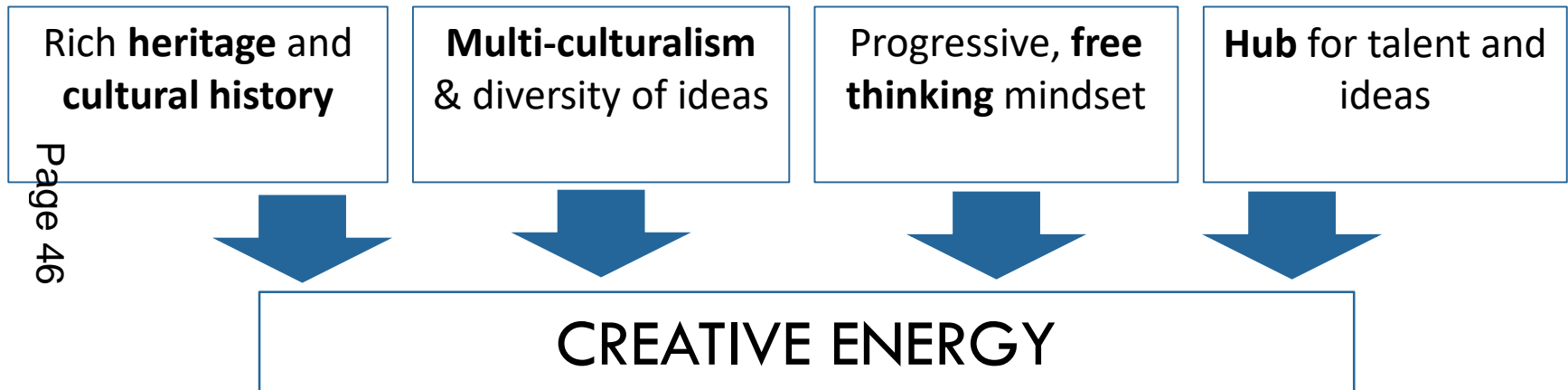


AFTER: modern, dynamic and progressive



Both offer the chance to update the view of London for more distant targets – building on London's timeless values and strengths

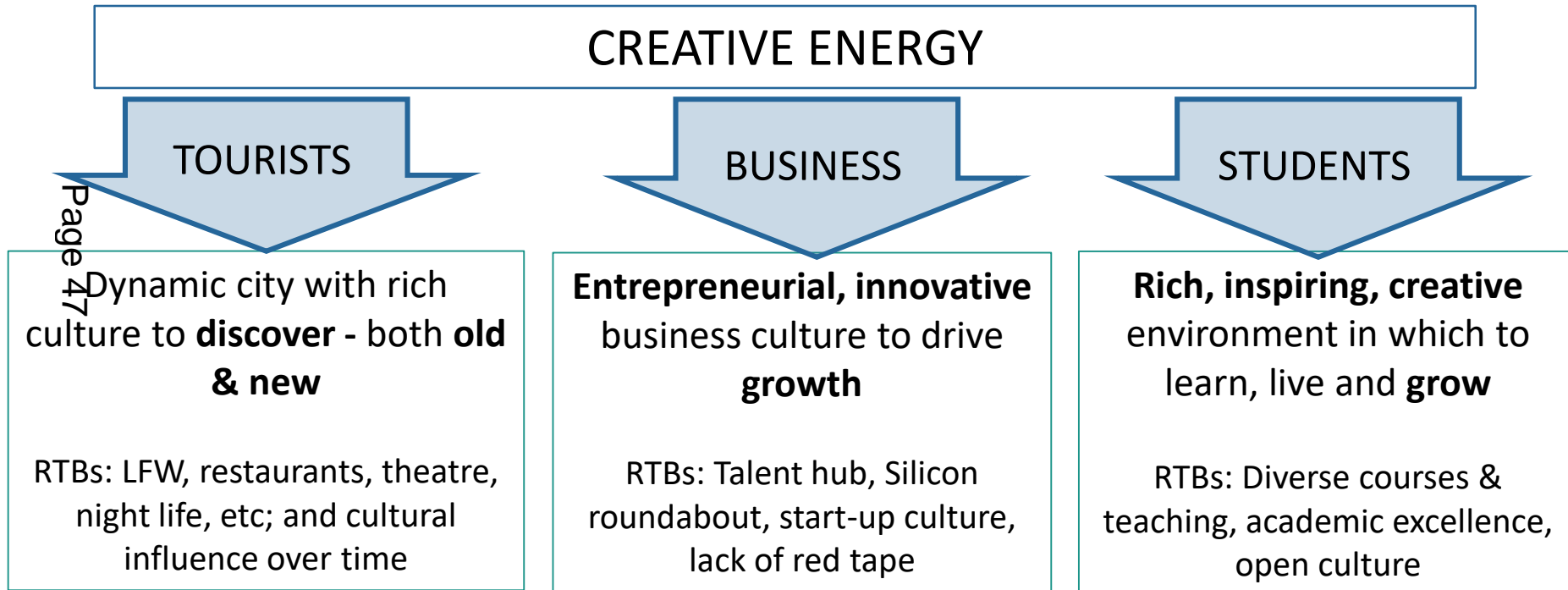
There is overlap between many of the ideas;
'CREATIVE ENERGY' in particular is a broad territory with a range of values
and ideas that act as 'inputs'




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London's Creative Energy builds on many of the attributes and values that showed strength in other messages

And the benefits of 'CREATIVE ENERGY' create a compelling story for each of our target audiences, capturing elements of the other preferred messages



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There were also some messages and ideas that worked less well: care should be taken before using these explicitly as headline messaging

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Claims of being NUMBER 1 provoked negative responses



How on earth can they say they are number 1?? If they want us to go back they need to be more humble about things – especially when comparing it to a country like our own. I mean, it is us Parisians who have the reputation for being arrogant!

Paris, Cool, Business

Page 49

Only business audiences were somewhat motivated by a WORLD LEADER message but it needs to be carefully contextualised (e.g. best in a field)

Explicit SAFETY messages risked raising anxiety not reassurance

Less effective at communicating safety

“London is one of the safest big cities in the world”



Image ref: GLA website

More effective at communicating safety

Implied safety – worry free, relaxed, happy lives



Safety is a ‘hygiene factor’ for a city: people want to know it is *not unsafe*, but this is best conveyed through imagery of life as normal

We did not explicitly set out to test sentiment around Brexit – and although we did get some spontaneous discussion it was surprisingly less top of mind than we expected

“

I wasn't really thinking about [Brexit] but when you said 'continues to welcome' I suddenly realised that Brexit might mean that's not the case...

Leeds, Warm

Low awareness/understanding of Brexit outside Europe

In France, knowledge that London voted Remain garners sympathy

So highlighting risks of Brexit in messages can be counter-productive



Focusing on enduring, unchanging values of the city seems to be the best response to Brexit

Talking about DIVERSITY also risks being misconstrued

SAYING IT – feels top down and politicised



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SHOWING IT – feels more relevant and 'open'



Multi-culturalism is an important value, but lacks impact as a standalone message – more effective as a support to a wider story

SUMMARY

Four stronger messages, though differing by audience types:

Old & New and Discovery:

- strongest for tourists
- Old & New highlights unique qualities of London, and upweights modernity
- Discovery conveys the richness of experience in a compelling but less unique way

Opportunity:

- A motivating story of personal and professional growth for business and student audiences; but does suffer from lack of differentiation vs other cities

Creative Energy:

- The message with broadest cross-audience appeal and impact
- A broader territory with potential as an overarching story that brings in elements of the other strong messages

SUMMARY

Other key take-outs from the research:

- Imply **safety** through images of everyday life; rather than messages that tackle the issue head on, and risk highlighting concerns
- **Brexit** is best addressed with enduring London values that will survive change; as with safety, explicit mentions tend to highlight the issue rather than reassure
- **'World Leader'** messaging needs to be contextualised in a specific field; simply talking about London as 'Number 1' prompts a negative response
- Show images of **diversity** but don't say it; better that it is part of a broader message than a singular, narrow focus



Appendix

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In qual and quant, we saw some differences in prevailing attitudes/beliefs towards London across our 5 markets



- Page 22
- Low knowledge of London
 - Consequently a dated, Downton Abbey vision of the city
 - And some anxiety about acceptance

- London seen as *the* alternative to Paris
- A positive view of London's open, liberal attitude versus rigid Parisian culture

- Almost see London as an extension of the USA, not exotic
- Significantly more focused on safety issues than other markets

- Greater sense that London is the archetypal ideal city, most positive by far
- Quality of life was a particular focus of the discussion

- Knowledge of London can feed cynicism about 'glossy' portrayals
- But also a lot of pride about London's world-leading status

There are 'guardrails' to consider when thinking about or expressing Creative Energy:

At an overarching message level it's important to keep 'creative' and 'energy' together

- ⦿ Creative on it's own can feel too 'artsy' and niche; whilst energy is too generic

Keep explicit reference to innovation in science and business

- ⦿ Broadens the perceived relevance of this energy beyond a 'creative industries' message

Tangible examples of Creative Energy help bring this idea to life

- ⦿ As an abstract concept it can struggle to engage
- ⦿ Needs audience-relevant examples to give it credibility and immediacy

Capture the timeless nature of this quality of London

- ⦿ Giving examples over time, and capturing the interplay of history and modernity
- ⦿ Reinforces the intransience of the idea - important at a time of flux
- ⦿ Makes it distinctive to London and conveys the appealing 'old and new' nature of the city

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Committee Public Relations & Economic Development Sub-Committee	Dated: 14 December 2017
Subject: Support for Lord Mayor's Show 2018	Public
Report of: Bob Roberts, Director of Communications	For Decision
Report author: Jeremy Blackburn, Corporate Affairs	

Summary

The Lord Mayor's Show is currently managed and delivered by the Lord Mayor's Show Ltd. It is a signature event for the City and the City Corporation, celebrating the City of London's culture, commerce and history. In this report, Members are asked to approve measures which could increase City of London Corporation support for the Lord Mayor's Show and allow for officers to look at options for increasing public attendance and appreciation in 2018 and beyond.

Recommendation

Members are asked to approve, that officers and departments:-

- Examine if they can give greater support of the Lord Mayors Show Ltd (LMS);
- Investigate other more diverse and interesting means to increase public engagement with the LMS;
- Look at generating potential activity which utilises the opportunities in the wider City during the day of the LMS, from river procession right through to fireworks;
- Draw on the full range of our strategic relationships and partnerships to reinforce the relevance of the LMS as a metaphor for the role of the City itself.

Main Report

Background

1. Public attendance at the Lord Mayor's Show has been gradually declining over a number of years. This decline has implications for the reputation and public profile of the City of London Corporation, and particularly the Show as the ceremonial and civic start of a new Mayoralty.
2. While the Show is currently managed and delivered by Lord Mayors Show Ltd, it is a signature event for the City and the Corporation, celebrating the City of London's culture, commerce and history. It also fulfils a constitutional requirement, to show the Lord Mayor to citizens, that dates to 1215.
3. The format and arrangements for the Show do present options for adaptation, within the existing security and cost parameters, to create a more diverse and interesting offering to the public.
4. It is proposed to ask Chief Officers to explore what more can be done, across all departments, to widen engagement in the Lord Mayors Show, enhance audience experience and further promote the role of the Show in 2018 and beyond.

Current Position

5. While the Show itself presents entertainment for those lining the streets, the rest of the City remains largely unutilised. It has been suggested that given the City Corporation is secured for the Show and many streets closed, there is an opportunity to widen the Show into a broader event from 10am-3pm.
6. Examples of this widening which can be explored, include:
 - Food stalls in areas like Bow Courtyard;
 - Facilities such as New Change and the NED to cater for the audiences;
 - Exhibitions in Paternoster Square;
 - An 'Open House Weekend' approach to Corporation, churches, livery halls and volunteer private properties, e.g. Dr Johnson's House;
 - Follow the tradition of 'City Poets', who put historical Lord Mayor's messages into poetry and prose for stage performance, as a means of communicating to the public before the advent of newspapers;
 - Utilise the new wi-fi capability across the City as part of the technology related theme *Shaping Tomorrow's City Today*, encouraging the public to communicate the range of activity.

Proposals

7. Members are asked to approve, that all Chief Officers are asked to:-
 - Examine if they can give greater support of the Lord Mayors Show Ltd (LMS);
 - Investigate other more diverse and interesting means to increase public engagement with the LMS;
 - Look at generating potential activity which utilises the opportunities in the wider City during the day of the LMS, from river procession right through to fireworks;
 - Draw on the full range of our strategic relationships and partnerships to reinforce the relevance of the LMS as a metaphor for the role of the City itself.

Conclusion

8. Civic traditions and an audience in excess of 400,000 spectators continue to underpin the relevance of the Show. However, this relevance takes continuous work and insight to maintain. Through this work with Chief Officers we will increase the attendance and appreciation of the Lord Mayor's Show 2018; using it as a means to communicate the wider relevance of the Mayoralty, the City of London and the work of City Corporation.

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Committee(s)	Dated:
Public Relations and Economic Development Sub (Policy & Resources) Committee	14 December 2017
Subject: Six Month Media Update	Public
Report of: Bob Roberts, Director of Communications	For Information
Report author: Tara Macpherson, Media Officer Assistant	

Summary

This report summarises the media output over the past six months from the City of London Corporation Media Team.

It shows there have been 640 articles relating to the City of London Corporation in national and local newspapers with the advertising value equivalent of £4,992,558.

Recommendation

Members are asked to note the contents of this report.

Main Report

Background

1. The Weekly Media Summary has continued to measure and record the main print and digital media coverage and output of the media team.
2. This report collates and summarises the finding of the Weekly Media Summary from July 2017 to the end of November 2017.

Print

3. There have been 640 articles relating to the City of London Corporation in national and local newspapers.
4. Advertising Value Equivalent (equivalent if we paid for coverage) was £4,992,558 (this excludes radio and broadcasting coverage).
5. There have additionally been at least 205 articles in international media which are not collated by the cutting agency which we use or included in the AVE figure.

Digital

6. Our top 34 Twitter feeds have a total of 201,400 followers excluding the Museum of London (107,000) and the Barbican who just reached 1m followers. Posts by

@citylordmayor under Andrew Parmley were top with one for City Giving Day having a reach of nearly 6m and 41,199 clicks.

7. Our 26 top Facebook accounts have been liked 47,483 times. We have increased the number of posts by 23.6%.
8. Our YouTube channel had 115,334 views - we are piloting new formats in this area.
9. The Lord Mayor's Twitter account increased followers by 18.9% to 15,056, the City of London by 9.1% to 35,426 which means it's still the top feed of its kind compared to our neighbours such as Westminster, TCUK and UK Finance. The new Policy Chairman feed increased followers by 100% but is still early days with just over 500 followers.

Film

10. Between July 2017 and end of November 2017 the Film Team has facilitated film/photography shoots that have brought revenue of £277,018 into the City Corporation.

Subject Analysis:

11. Financial and Professional Services - the majority of coverage across FRPS was around Brexit. Both internationally and nationally, the Lord Mayor, Policy Chairman and Special Representative to the EU / Asia are frequently quoted in major print outlets such as *FT*, *BBC*, *City AM*, *Times*, *Telegraph*, *Wall Street Journal* and conduct various broadcast interviews including *Today Programme*, *CNBC* and *Bloomberg TV*.
12. Planning and Transportation – the launch of the superfast 4G Wi-Fi network in the Square Mile and road safety campaigns in the City, both received coverage across print, broadcast and trade outlets.
13. Culture - the City of London Corporation and its key partners (Barbican Centre, Guildhall School of Music & Drama, London Symphony Orchestra, and Museum of London) announced major plans to transform the north-west corner of the Square Mile – stretching from Farringdon to Moorgate – into 'Culture Mile', a leading cultural and creative destination over the next 10 – 15 years, generating widespread London, trade and national coverage. Large-scale national and London coverage achieved for Guildhall Art Gallery exhibitions and City Corporation-led festivals.
14. Education – the expansion of the City of London family of schools, which now includes the City of London Academy Highgate Hill and Highbury Grove, generated positive coverage across neighbouring boroughs.
15. City Bridge Trust - over 130 pieces of coverage in the last six months, usually about the award of grants.

16. Open Spaces – National broadcast coverage on *BBC Countryfile* and *World At One*, and regular London-wide broadcast and print coverage on events and heritage projects. This is supplemented by regular weekly coverage in multiple local newspapers. Jeremy Dagley, Head of Conservation at Epping Forest, also writes frequently in *The Guardian*.
17. Markets and Consumer Protection – National coverage on *BBC Radio 4*, *BBC Politics*, *BBC World* and *BBC Business*, on how Brexit could affect UK ports, as well as London and national coverage on air quality and trading standards. Heathrow Animal Reception Centre featured on *ITV1's Britain's Busiest Airport*.
18. Skills, Employability and Responsible Business – National and London coverage of the launch of the Social Mobility Employer Index and the 2017 Lord Mayor's Dragon Awards, as well as numerous op-eds placed in *City AM*, *City Matters* and trade publications.

Conclusion

19. Members are asked to note the contents of this report.

Appendices

None

Tara Macpherson

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Committee	Dated:
Public Relations and Economic Development Sub-committee – for decision	14 December 2017
Subject: Future EU/UK trading relationship in financial services	Public
Report of: Damian Nussbaum	For Decision
Report author: Dan Turnbull, EDO	

Summary

The International Regulatory Strategy Group has proposed that the UK should seek a deep and comprehensive Free Trade Agreement, including financial services, as the basis for the future trading relationship with the EU after Brexit. This paper seeks your approval to use the Corporation’s key spokespeople, and the efforts of EDO officers, to promote the IRSG’s proposals with key decision-makers during this crucial period.

The proposal respects the position of both the UK and the EU. Taking the UK and the EU’s aligned regulatory regimes as a starting point, access should be based on mutual recognition and regulatory co-operation; it should deliver mutual market access rights as close as possible to those currently available.

In particular, the proposed approach includes:

- Mutual market access to be maintained, subject to ongoing regulatory alignment.
- A Forum for Regulatory Alignment as the EU and UK develop their rules.
- A system for supervisory cooperation, clarifying roles and responsibilities.
- A shared dispute resolution panel, which would rule on whether material divergence had occurred under the FTA (crucially, this would not be the ECJ).
- Material divergence means loss of access only in the affected area, not right across financial services.
- A degree of certainty for firms, with build-in procedures and timelines for withdrawal of access, or complete withdrawal from the FTA.

We now propose to engage with key UK and EU decision-makers, through a full engagement programme deploying the Lord Mayor, Chairman of Policy and Chair of IRSG.

Recommendation

It is recommended that Members note the content of this report, and approve the policy stance and engagement strategy it proposes.

Main Report

Background

1. The UK's vote to leave the European Union, has created considerable uncertainty about how UK-based Financial and Professional Services firms will be able to access the EU market, and vice versa, after Brexit. Currently, UK firms make use of "passports" across a wide range of financial services activities, allowing UK-authorized (i.e. licensed) firms to serve customers in the EU without need for further authorisation in the host country. The consensus view is that membership of the Single Market is a necessary condition for benefitting from passporting; given HM Government's position that we will be leaving the Single Market, the strong expectation is that passporting for FPS firms will fall away.
2. The high level of cross-border business conducted by UK-authorized firms inside the EU means that the question of what will replace passporting is very significant. In a low-access scenario, firms would need to establish subsidiaries inside the EU, and supply them with sufficient capital, liquidity and senior staffing to satisfy local regulators. This fragmentation would impose costs on firms that would need to be passed on to investors and/or customers, making UK-based firms less competitive compared with firms in other global financial centres.
3. The International Regulatory Strategy Group – a senior practitioner-led group co-sponsored by the City of London Corporation and TheCityUK – has considered this issue through a series of three reports, culminating in A New Basis for Access to EU/UK Financial Services Post-Brexit, published on 26 September. This report argues that the UK should seek a deep and comprehensive Free Trade Agreement with the EU-27, including financial services. Taking the UK and the EU's aligned regulatory regimes as a starting point, access should be based on mutual recognition and regulatory co-operation; it should deliver mutual market access rights as close as possible to those currently available.
4. In particular, the proposed approach includes:
 - Mutual market access to be maintained, subject to ongoing regulatory alignment.
 - A Forum for Regulatory Alignment as the EU and UK develop their rules.
 - A system for supervisory cooperation, clarifying roles and responsibilities.
 - A shared dispute resolution panel, which would rule on whether material divergence had occurred under the FTA (crucially, this would not be the ECJ).
 - Material divergence means loss of access only in the affected area, not right across financial services.
 - A degree of certainty for firms, with build-in procedures and timelines for withdrawal of access, or complete withdrawal from the FTA.
5. Engagement that has taken place regarding the IRSG proposal is set out in the Appendix.

Current Position

6. Currently the UK Government and European Commission are engaged in a negotiation around the “Phase 1” issues: the UK’s financial settlement, the rights of citizens and the status of the Irish border. If the European Council on December 14th-15th judges that sufficient progress has been made against these issues, discussions can formally turn to the future EU/UK trading relationship.

Proposals

7. The proposal has been broadly welcomed as the most significant intellectual contribution to thinking on the future EU/UK trading relationship by any sector, although it is recognised that it is an ambitious proposal, which will be politically challenging to achieve.
8. Planned future engagement regarding the IRSG proposal is set out in the Appendix.
9. We therefore recommend that Members adopt the IRSG proposal and associated engagement strategy. This approach is favoured by the IRSG, and reflects the current of opinion within the UK-based FPS sector.

Corporate & Strategic Implications

10. This work is the key project that EDO is pursuing to deliver against its Business Plan objective to achieve the best possible outcome from the Brexit negotiations and can be achieved with existing resources.

Conclusion

11. No issue is more vital to the short-to-medium-term competitiveness and performance of the City’s FPS sector than the post-Brexit access agreements with the EU. We therefore recommend that you support the adoption of this policy, and the use of the City’s key spokespeople and resources to promote it with decision-makers as we enter the most crucial phase of the negotiations.

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