



Communications & Corporate Affairs Sub (Policy & Resources) Committee

Date: WEDNESDAY, 24 APRIL 2024

Time: 1.45 pm

Venue: COMMITTEE ROOM 1 - 2ND FLOOR WEST WING, GUILDHALL

Members: Deputy Keith Bottomley, Deputy Chairman, P&R (Chairman) Caroline Haines, Vice Chair P&R
Deputy Christopher Hayward, Chairman, P&R (Deputy Chairman) Deputy Shравan Joshi, P&R Representative
Deputy Rehana Ameer, P&R Alderman Alastair King DL
Emily Benn Deputy Charles Edward Lord
Tijs Broeke, Vice-Chair, P&R Catherine McGuinness P&R
Helen Fentimen Alderman Sir William Russell
Alderman Prem Goyal, OBE, Ruby Sayed, P&R
Jason Groves, P&R Tom Sleigh, P&R
Deputy Madush Gupta Deputy Sir Michael Snyder P&R

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<https://www.youtube.com/@CityofLondonCorporation/streams>

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Ian Thomas CBE
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 OF THE PREVIOUS MEETING**
To agree the public minutes and summary of the meeting held on 28 February 2024.

For Decision
(Pages 5 - 12)
4. **CORPORATE COMMUNICATIONS & EXTERNAL AFFAIRS UPDATE REPORT**
Report of the Executive Director of Corporate Communications and External Affairs.

For Information
(Pages 13 - 34)
5. **RESIDENT ENGAGEMENT UPDATE**
A report of the Executive Director of Corporate Communications and External Affairs.

For Information
(Pages 35 - 42)
6. **DATA LIGHTHOUSE PROJECT UPDATE**
A report of the Chamberlain.

For Information
(Pages 43 - 56)
7. **PARLIAMENTARY TEAM UPDATE**
A report of the Remembrancer.

For Information
(Pages 57 - 64)
8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

10. **EXCLUSION OF THE PUBLIC**

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.

For Decision

Part 2 - NON-PUBLIC AGENDA

11. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 28 February 2024.

For Decision
(Pages 65 - 66)

12. **OVERVIEW OF CITY HOSTED EVENTS**

A report of the Remembrancer.

For Information
(Pages 67 - 92)

13. **INNOVATION AND GROWTH UPDATE**

The Executive Director of Innovation and Growth to be heard.

For Information

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

15. **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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COMMUNICATIONS & CORPORATE AFFAIRS SUB (POLICY & RESOURCES) COMMITTEE

Wednesday, 28 February 2024

Minutes of the meeting of the Communications & Corporate Affairs Sub (Policy & Resources) Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:

Deputy Keith Bottomley (Chairman)	Alderman Sir William Russell
Emily Benn	Jason Groves
Tijs Broeke	Caroline Haines
Alderman Prem Goyal, OBE	Deputy Madush Gupta
Deputy Shравan Joshi	Helen Fentimen
Catherine McGuinness	

Officers:

Zoe Lewis	-	Town Clerk's Department
Emily Tofield	-	Executive Director of Communications and External Affairs
Sam Hutchings	-	Communications and External Affairs
Kristy Sandino	-	Communications and External Affairs
Mark Gettleson	-	Communications and External Affairs
Daniel O'Byrne	-	Innovation and Growth
Paul Wright	-	Remembrancer
Bruce Hunt	-	Remembrancer's Department
William Stark	-	Remembrancer's Department
Rob McNicol	-	Environment Department
Graeme Low	-	City Surveyor's Department

Members observing online:

Deputy Rehana Ameer
Alderman Alastair King
Ruby Sayed

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1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Deputy Chris Hayward. Deputy Rehana Ameer, Alderman Alastair King and Ruby Sayed also issued apologies, but were observing the meeting online.

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 15 November 2024 be approved as a correct record.

4. **OUTSTANDING ACTIONS**

Members received a report of the Town Clerk concerning outstanding actions of the Sub-Committee.

- 2/2023/P was still an outstanding action whilst the campaign was paused, not by the Sub-Committee but other committees responsible for the agreement. Members had received the explanatory note requested at the last meeting. The Considerate Lighting Charter – Operational Property Update report was on the agenda.
- 6/2023/P – A Membership and Subscriptions report was on the agenda.

RESOLVED, that Members note the report.

5. **CORPORATE COMMUNICATIONS & EXTERNAL AFFAIRS UPDATE REPORT**

Members received a report of the Executive Director of Corporate Communications and External Affairs regarding an update on the Department's work.

In the discussion, the following points were made:

- A Member stated that the strategic management of consultation coordination would enable the best stakeholder engagement and return on engagement. An Officer stated that the timeline for the Stakeholder Review was outlined in the Business Plan.
- Due to the timing and scale of the City Plan consultation, specific consideration would be given to methods of stakeholder engagement.
- It could be beneficial to register engagement at ward-based and topic-based events. An Officer stated that where Officers were informed of events, they could then provide support and that once customer relationship management (CRM) software was in place, this would help ascertain which residents were and were not engaging.
- A joined-up approach to economic security should be progressed. An Officer stated that Communications and Corporate Affairs, Remembrancers and Innovation and Growth worked closely together. The police had recently been assisted with their community events. A Member stated it was vital to continue to work in close collaboration with the external bodies and agencies.
- Members welcomed the new media and social media monitoring and evaluation system which would go live in March 2024. A Member suggested that key performance indicators on the new system be included in future reports to help track performance.
- Currently there was not capacity within the film team to promote the City as a film location but expanding the team would provide income generation and mean more promotion could take place. It was suggested that once the team was expanded, consideration could be given to using an agency to help identify opportunities.

- A Member suggested that short informative films could be produced and sent to businesses to encourage them to register voters and encourage voters to vote.
- The Chairman thanked the team for their work, especially on strategic initiatives. He stated that they would transform the way the Corporation planned and managed engagement and communications.

RESOLVED, that the report be noted.

6. DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - CORPORATE COMMUNICATIONS AND EXTERNAL AFFAIRS

The Sub-Committee considered a report of the Executive Director, Corporate Communications and External Affairs outlining the high-level business plan for the Corporate Communications and External Affairs Department for 2024-2025.

In the discussion the following points were made:

- The department was in a period of transition and this was a high-level plan. There would be more measured outcomes reported in future plans.
- A Member commented that it would be helpful to have some indicative targets included when the report was submitted to the Policy and Resources Committee.
- Following a Member's query, Officers advised of the process for approving the sport investment options appraisal that stemmed from the launch of the new Sport Strategy for the Square Mile. Given the significant costs involved this would need to go to the Resources Allocation Sub-Committee Away Day in July before proceeding to relevant committees in September. A Member expressed concern at the timetable and advised that issues at Golden Lane Leisure Centre needed to be resolved more expediently. The Chairman agreed to take the matter offline and consider whether a decision on this could be expedited.

RESOLVED, that the report be noted.

7. ENHANCED POLITICAL AND STRATEGIC ENGAGEMENT

The Sub-Committee considered a report of the Executive Director of Corporate Communications and External Affairs which set out the City Corporation's proposals to significantly increase strategic planning and engagement with key partners and stakeholders in 2024/2025 due to the certainty of a General Election taking place before January 2025.

In the discussion the following points were made:

- This was a critical year for engaging with politicians across the spectrum and work was taking place with all parties.
- Some funds associated with party conferences had already been committed e.g. hotel rooms. If a general election took place during the party conference time and the party conferences did not take place as currently planned, a clause would be sought to deliver interventions during the calendar year.

- A Member asked if Members could be kept up to date on the US election from a neutral perspective as this affected confidence in the market in the City. An Officer stated that all elections were being monitored and Members requested that intelligence be shared with Members of the Sub-Committee. A Member suggested that a virtual round table could also be arranged for Members and stakeholders.
- A Member asked for clarification on the oversight for international offices and an Officer stated that a written response would be provided.

RESOLVED, that Members

1. Endorse the City Corporation's engagement approach as outlined in the Officer report;
2. Request Officers share intelligence on the US Election with the Sub-Committee; and
3. Request Officers arrange a virtual round table on the US Election with Members and stakeholders.

8. ELECTION ENGAGEMENT CAMPAIGN 2025

The Sub-Committee considered a report of the Executive Director of Corporate Communications and External Affairs which set out the proposed election campaign.

In the discussion the following points were made:

- Over 6,000 workplaces could nominate voters. This presented an infrastructure challenge and work was taking place on business engagement.
- There were over 250 businesses with over 200 staff who were not registered to vote and many of those who were registered, did not register their full allocation of voters.
- Members could help with engagement in their wards and at ward events. Members could also use their networks and notify Officers of the details of those they were aware were not registered, with Members being given the name of an Officer they could contact. Members could also approach institutions in their wards asking them to hold hustings after the close of nominations. As an administrator of the election, the Corporation was unable to arrange hustings directly.
- It was important that concierges and property managers were notified that an election would be taking place and election activities of candidates should be allowed.
- The Lighthouse Project was welcomed. A Member requested a timeline and an Officer stated that a written response would be provided.
- Businesses could be given clearer information on how to request postal votes, encourage them to provide the email addresses of staff so information could be sent to them.
- It was suggested that campaigns should not need to be funded from the Policy Initiatives Fund (PIF) or the committee contingency as election engagement was core.

- Engaging communications managers was critical and this had been taking place through the City Belonging Project.
- The City Belonging Project and Destination City provided soft touch introductions and further engagement could then take place regarding elections.
- Some community-based events could help engage those who were hard to reach.

RESOLVED, that Members

1. Endorse the proposed campaign plan as set out in the Officer report in relation to meeting its engagement objectives; and
2. Request that Officers look into whether funding should be BAU funding rather than from the Policy Initiatives Fund (PIF) or the Policy and Resources Committee's Contingency.

9. **MEMBERSHIPS AND SUBSCRIPTIONS**

The Sub-Committee considered a report of the Executive Director of Communications and External Affairs, Executive Director of Innovation & Growth (IG) and the Remembrancer which provided a broad overview of corporate memberships and subscriptions.

In the discussion the following points were made:

- The report linked to both the partnership organisations work and work on outside bodies.
- The list was kept under review to try and ensure it was apolitical and that engagement was taking place with the most influential organisations. This monitoring would continue. Traditionally the list was reported to the Sub-Committee in the autumn.
- Areas had been identified where certain organisations could be engaged further if funding was approved.

RESOLVED, that the report be noted.

10. **PARLIAMENTARY TEAM UPDATE**

The Sub-Committee considered a report of the City Remembrancer which updated Members on the main elements of the Parliamentary Team's previous and planned activity in support of the City of London Corporation's political and parliamentary engagement since the last formal update to the Sub-Committee on 15 November 2023.

In the discussion the following points were made:

- The City of London Corporation taking over as administrator for the All-Party Parliamentary Group (APPG) on financial markets and services, was welcomed.
- A Member raised concern at dockless cycles and dockless scooters not being included in the Pedicabs Bill and stated that there was no adequate means for the Corporation, as a local authority, to penalise, to control and regulate dockless cycles. He stated that this was a missed

opportunity and asked if there was a way to provide feedback. Another Member endorsed the comments made. The Officer stated that he would discuss options with the two Members.

- A Member suggested that information on the Freehold and Leasehold Reform Bill and the Renters (Reform) Bill could be of interest to the Committees. The Officer stated that he would liaise with the Member on this matter.
- The establishment of the new Financial Services Regulation Committee was welcomed and it was suggested that updates be included in future reports.

RESOLVED, that Members

1. Note the report;
2. Request that Officers arrange a meeting with the two Members who had raised concerns about dockless cycles and dockless scooters; and
3. Request that Officers explore Member suggestions relating to reports on the Freehold and Leasehold Reform Bill and the Renters (Reform) Bill being considered by other committees.

11. DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - REMEMBRANCER'S OFFICE

The Sub-Committee considered a report of the Remembrancer presenting the high-level business plan for the Remembrancer's Office for 2024-2025.

Members were informed that this report had been approved by the Policy and Resources Committee but was being submitted to the Sub-Committee for consistency as some Members of the Sub-Committee were not Members of the Policy and Resources Committee.

RESOLVED, that the report be noted.

12. CONSIDERATE LIGHTING CHARTER - OPERATIONAL PROPERTY UPDATE

The Sub-Committee considered a report of the City Surveyor & Interim Executive Director Environment which informed Members of the likely steps needed for implementing the Charter in identified City of London Corporation operational buildings and the implications of the Charter to lead by example.

Members discussed communications being essential to encourage sign-up to the Charter.

RESOLVED, that the report be noted.

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

There were no questions.

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

15. **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.

16. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 15 November 2024 be approved as a correct record.

17. **MEMBERSHIPS AND SUBSCRIPTIONS - NON-PUBLIC APPENDIX**

The Sub-Committee considered the non-public appendix to the Membership and Subscriptions report considered at Agenda Item 9.

RESOLVED, that the non-public appendix be noted.

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

Questions were raised in respect of the City of London (Markets) Bill.

19. **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 3.45 pm

Chairman

Contact Officer: Zoe Lewis
zoe.lewis@cityoflondon.gov.uk

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Committee(s): Communications and Corporate Affairs Sub Committee	Dated: 24 April 2024
Subject: Corporate Communications & External Affairs Update Report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Emily Tofield, Executive Director of Corporate Communications and External Affairs	For Information
Report authors: Kristy Sandino, Assistant Director, Corporate Affairs, Mark Gettleson, Head of Campaigns and Community Engagement, John Park, Assistant Director of Media (Public Services), Kay Abdilahi, Assistant Director of Media (Financial Services), Sheldon Hind, Head of Publishing	

Report Summary

This overarching update report covers the full remit of the central Corporate Communications and External Affairs Division and includes the following:

- a. Transformation Programme update [Annex A]
- b. Corporate Affairs [Annex B]
- c. Campaigns and Community Engagement [Annex C]
- d. Sports Engagement [Annex D]
- e. Media [Annex E]
- f. Internal Communications [Annex F]

Recommendation

Members are asked to:

- Note the contents of this report.

Annex A - Corporate Communications and External Affairs Transformation Programme

2. The Corporate Communications and External Affairs transformation programme continues with good engagement and support from across the City Corporation. Engagement with members of this sub-committee is underway and input will continue to be reflected in the work that is being taken forward.
3. The (first) high-level Business Case for Corporate Communications and External Affairs was approved by Policy and Resources Committee in March and workstreams are progressing. The Communications Strategy is being drafted and will be shared with members of the sub-committee for comment in due course.
4. This will be the first strategy in ten years and will draw on a significant amount of input and information generated as part of the Capability Review into the function. The strategy will describe the core strategic communications and external affairs functions that will be delivered across the Corporation and align activity with the outcomes in the recently published five-year Corporate Plan.
5. As reported previously, a number of in-depth reviews are being carried out to inform the future design of the Corporate Communications and External Affairs function and strategies.
6. The City of London Corporation's first comprehensive review of its stakeholders and how they are engaged and managed is underway. This includes interviews with Officers and sub-committee members' workshops. A survey will also be circulated to a range of stakeholders the City Corporation works with. The review is gathering quantitative and qualitative data to inform how we improve future communications and engagement and will be shared with this sub-committee.
7. A strategic branding review has also begun, and this will lead to the creation of a master brand strategy and brand identity guidelines for the City of London Corporation as a whole (for the first time). This will enable our partners and stakeholders to navigate the wide range of institutions; avoid confusion and reduce costs; provide proposed guidelines on the relationship between the 'master brand' and the organisations we fund; and critically help enhance awareness and understanding of the role of the City Corporation and the work that we do.
8. The branding review also involves engagement from a wide range of Officers and workshops and discussion with members of this sub-committee.
9. As previously reported to this sub-committee, a new media and social media monitoring system has been procured to improve insight and evaluation capabilities. This new system, provided by Meltwater, has been implemented and training commenced across the team.

Annex B - Corporate Affairs Summary

Strategic Communications and Messaging Development

10. As part of our strategy to improve strategic planning, we have concluded recruitment for a new post, a Strategic Planning and Insights Manager, who joined the team in early April. This is a critical post that will continue to build out the infrastructure needed to work across the City Corporation and the institutions to drive forward coordinated, strategic ways of working on communications and external affairs.
11. The Corporate Affairs Team has also led the integration of cohesive narratives through strategic communications and message development in the following areas:
 - a. **Dynamic Economic Growth.** Across a range of speakers and mediums, advancing our 'Dynamic Economic Growth' narrative has been a core focus. Key highlights include:
 - i. Supporting the Investment Committee Chairman with his 'Planning for Prosperity' committee dinner speech, addressing how joint venture opportunities in our property portfolio can support economic growth within the City.
 - ii. Showcasing our *Vision for Economic Growth* roadmap via a Policy Chairman speech at the Labour Party's financial services review launch, which was attended by the Shadow Chancellor, her shadow Treasury team, and senior business leaders. This messaging on the importance of the City and financial services and its relationship with the Labour Party was later supported by a subsequent Policy Chairman City A.M column reflecting on Rachel Reeves' Mais Lecture.
 - iii. Supporting Policy Chairman visits to Northern Ireland and Scotland, where we showcased how unlocking investment through our *Vision for Economic Growth* could support regional growth.
 - iv. Supporting the Policy Chairman in his speech at the Centre for Policy Studies' fiftieth anniversary gala dinner. To a senior audience that included the Prime Minister, cabinet members, Conservative MPs, and senior business and media figures, the Policy Chairman reiterated the need to flip trade policy to focus on services – repeating the call he made at the Policy and Resources dinner – given the importance of services, including financial services, to our economy.
 - b. **Diverse Engaged Communities.** In recent weeks, multiple speakers have addressed different themes within this Corporate Plan outcome. Key highlights include:
 - i. Supporting the Investment Committee Chairman with his 'Planning for Prosperity' committee dinner speech, highlighting how attracting a more diverse range of people to the City – and investing particular – is crucial for future success. This included

- showcasing the City Corporation's support for the Chairman's Catalyst Education programme.
- ii. Supporting the Policy Chairman in his engagements with HM Treasury's Women in Finance Charter. Across both a written foreword and a speaking engagement, the Policy Chairman highlighted the need for greater gender diversity, particularly at the most senior levels within the City. The Policy Chairman also highlighted our own City Belonging Project as a positive example of the work being done to strengthen our diverse engaged communities, supporting our messaging of the need for the City to be a place where everyone belongs.
 - c. **Vibrant Thriving Destination.** Supporting the Environment Department and the Policy Chairman with the annual MIPIM conference, we engaged a range of senior audiences across multiple events. This included core messaging on the vitality and health of the City as a place to invest, record number of City workers, quality of floorspace in the planning pipeline, and strategically important messaging on our Destination City policy and our role as the fourth largest funder of arts and heritage in the country.

Political Engagement

12. Since the last sub-committee meeting in February 2024, the Corporate Affairs Team has prioritised:

- a. Working alongside Innovation and Growth (IG) colleagues as part of the regional engagement programme, Corporate Affairs:
 - i. Secured highly successful meetings for the Policy Chairman with the First and deputy First Minister of Northern Ireland, as well as the Chairperson of the Northern Ireland Assembly Committee for the Economy.
 - 1. As part of this work, a visit to the City of London by the First and deputy First Minister later in the year was agreed, as well as further visits to Northern Ireland.
 - 2. This engagement with the First Minister represents the first time the City Corporation has had high level engagement with Sinn Féin.
 - ii. Provided political advice and support to the Policy Chairman, Trade and Investment Director and other colleagues for the Northern Ireland visit.
 - iii. Organised and confirmed C-suite business attendees for dinner with the Policy Chairman as part of the visit programme.
- b. Collaborating and supporting Guildhall School of Music and Drama in hosting the Labour Creatives Conference, attended by the Leader of the Opposition, Shadow Chancellor, Shadow Secretary of State for Culture, Media and Sport and more. This included discussions about key avenues to negotiate to ensure City Corporation messaging was shared such as securing a speaking slot for the Principal.
- c. Proactively proposing and hosting Labour's review of Financial Services thank you reception, with key senior representatives from the FPS

industry. Speeches were given by the Shadow Chancellor and Shadow City Minister, with more of the Shadow Cabinet in attendance.

- d. Working alongside Community Engagement, providing a lunch time briefing for Members and officers on the upcoming US election with an external pollster.
- e. Political outreach to Bridget Phillipson, Shadow Secretary of State for Education with an offer to visit one of our academies, such as the City of London Academy Highgate Hill, to see the current work in action and to meet with Policy Chairman and Mark Emmerson, CEO of City of London Academies Trust.
- f. Supported IG colleagues by securing a meeting for the Chair of the Transition Finance Market Review with the Shadow Climate Change Minister.
- g. A further round of political outreach on Vision for Economic Growth to:
 - Laura Trott MP, Chief Secretary to the Treasury
 - Gareth Davies MP, Exchequer Secretary to the Treasury
 - Andrew Griffith MP, Minister of State for Science, Research and Innovation
 - Peter Kyle MP, Shadow Secretary of State for Science, Research and Innovation
 - Chris Evans MP, Shadow Minister for Tech and Digital Economy
 - Graham Stuart MP, Minister for Energy Security and Net Zero
 - Sarah Jones MP, Shadow Minister for Industry and Decarbonisation.
- b. A round of political engagement across London to share the new Corporate Plan 2024 – 2029 and the six strategic outcomes.

13. The Corporate Affairs Team maintains a proactive strategy of engagement with politicians that regularly delivers a series of meetings and opportunities for Members. The Team has provided briefing and support for:

- a. Provided briefing material for a Vice Chair of Policy and Resources for a roundtable with the Shadow Chief Secretary to the Treasury and Labour in Tech on tech skills.
- b. Provided briefing material for the Deputy Chair of Policy and Resources for a CBI dinner with the Shadow Chief Secretary to the Treasury.
- c. Hosted the Centre for Policy Studies' 50th Anniversary dinner which was attended by the Prime Minister, Secretaries of State, and dozens of MPs.
- d. Provided briefing for:
 - i. Bilateral engagement with the City Minister. The meeting covered a variety of topics including Mansion House Dinner, State of the Sector, the Mansion House Compact work, and HMT updates.
 - ii. Bilateral engagement with the Minister for London and Trade Policy. Topics included major projects across London, the role of the City of London Police, Transport for London funding, VAT free shopping, trade policy and London's competitiveness.

Pan-London Engagement

14. The Corporate Affairs Team continues to engage with pan-London stakeholders and provides support, advice and inputs to the Policy Chairman and Members. This has included:

- a. Provided briefing and advisory support to the Policy Chairman and Deputy Policy Chairman for engagements with London Councils; the London Partnership Board; London and Partners; Central London Forward and the Minister for London.
- b. Drafted representations to the Secretary of State for Transport on dockless bicycles, as well as e-scooters.
- c. Worked with internal colleagues to seek a long-term solution to Barbican tube noise issues, liaising with Transport for London and the Deputy Mayor for Transport.
- d. Continued to provide ad hoc responses to casework issues from several Members of Parliament.
- e. Monitoring Mayoral and Westminster constituency election developments, providing insights and intelligence where relevant.
- f. Supported the development of the Centre for London's latest report, *Rebooting London's Economy* – providing insights, advice and editing where appropriate.

Forward Look and Future Engagement

15. The Corporate Affairs Team continues to plan for future engagement with political stakeholders. Priorities for the Corporate Affairs Team until the end of the calendar year include:

- a. Monitoring the upcoming local elections and planning for engagement across London and the regions with successful candidates.
- b. Working in close collaboration with the Remembrancer's Team, continuing a flexible agenda of engagement in the build-up to an election, including identifying key moments for political outreach across the rest of 2024, scoping engagement with prospective parliamentary candidates and consulting with REMs on themes and planning for the APPG for Financial Markets and Services.
- c. Continuing to actively plan for the upcoming General Election, including mapping out possible City Corporation policy priorities and key moments across 2024 for political outreach. This also includes working alongside the Remembrancer's team to identify engagement priorities for the Policy Chairman, drafting template letters of welcome to incoming MPs, analysing if City Corporation assets have changed constituencies given boundary changes, scoping possible events shortly after an election, and preparations to analyse the legislative agenda of an incoming government.
- d. Proactively seeking political representation across upcoming high level activity such as Net Zero Delivery Summit and Competitiveness Conference.

- e. Scoping out possible partnerships with various stakeholders on areas of priority for the organisation, such as fraud, capital markets and trade.
- f. Holding Onward's Chairman Dinner at Guildhall in July with a speech from a Senior Cabinet Minister and the Policy Chairman.
- g. Working with IG colleagues to organise and host a visit to the City of London by the First and deputy First Minister of Northern Ireland.

Party Conferences

16. The Corporate Affairs Team is leading preparations for the political party conference season in September and October, provided that the conference season goes ahead. Clauses will be discussed to negotiate the best options available. This has included:

- a. Negotiating and discussing proposals with potential partner organisations about collaboration opportunities for roundtables and open fringe events.
- b. Preparing a prospective plan for party conferences for the Policy Chairman, including suggested policy areas for events and speakers for dinners.
- c. Booking hotel rooms and event space for City of London Corporation dinners.
- d. Scoping out possible Member attendance.

Kristy Sandino

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Annex C – Campaigns and Community Engagement Summary

Resident Engagement

17. The Resident Campaigns and Communications Manager has met with a large number of internal and external stakeholders to further develop their resident engagement plan, details of which are in a separate report for discussion by this sub-committee. In particular, there is a recognised need to create a cross-departmental residential offer, streamlined communications and a wider variety of events and activities.
18. The date of the next City Question Time has been set for 4th June, and will be held in the east of the City. A residents summer event is also under consideration.

Worker Engagement: City Belonging Project

19. The Holocaust Survivor and LGBTQ+ History Month events outlined in the last report were held successfully through the City Belonging Project, delivered through corporate partnerships. These gave a wide range of people from across our community and beyond access to two fascinating events at minimal cost to our organisation, with the Policy Chairman making the introductory remarks at the Holocaust Survivor event. Additionally, the City Belonging Project has been used to expand the range of people invited to recent events, including the International Women's Day breakfast, Eid reception and Open Iftar event. The latter saw 235 tickets issued through City Belonging channels. Ahead of June's Pride reception at Guildhall, we are also in discussion with an external partner to cover the cost of a larger celebration – and will be reaching out to networks across the City to encourage them.
20. We engaged City Guides to put on five LGBTQ+ History walking tours in February and thirteen Women's History walking tours in March – with 119 and 237 tickets issued for each respectively, with participants including City workers, residents and members of the Livery. The feedback from these walks has been overwhelmingly positive and we are working with City Guides on plans to roll these out at greater scale, including new starter walking tours for those recently arrived in the Square Mile.
21. We are increasingly working to ensure partners are brought into the City Belonging Project, with a joined-up approach with the City of London Police increasingly prioritised. The Head of Campaigns and Community Engagement has assisted COLP with staff recruitment in this area and a regular call has been set up. Similar alignment, especially around events, is being explored with the Barbican and the Business Improvement Districts (BIDs).

Election Engagement and Ward List communication

22. The engagement campaign ahead of our 2025 elections is beginning to take shape, in line with the paper approved at the last meeting of the Sub-Committee. The recruitment process for an Election Engagement Campaign Manager has begun, with applications due to close on 18th April. In particular, work is underway

to identify businesses not currently listed on the City Occupiers Database, as well as research on key decision-makers at unregistered businesses to be engaged directly. New promotional and explanatory material, relating both to registration and candidature, will be developed as a priority soon after the arrival of the new postholder.

23. The ward-based insert included in the wardmote letter was felt to be a cost-effective activity, with zero additional postage cost, as the communication was already being sent out by the Electoral Services team. The leaflet created by the Resident Campaigns and Communications Manager was attractive and interesting, with all but three wards choosing to contribute material. Many members reported increased turnouts at their wardmotes, potentially aided by this communication.

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Annex D – Sport Engagement Update

Sport Strategy

24. The City Corporation's sport strategy for the Square Mile – *A Global City of Sport* – was approved by the Policy and Resources Committee in June 2023. It sets out the vision and priorities for the organisation in relation to sport over the next seven years and beyond, which include:

- a. Investing in facilities
- b. Activating public spaces
- c. Celebrating impact
- d. Attracting events and federations
- e. Supporting community groups

25. The new Sport Strategy Officer started in post in January this year and is helping to drive forward plans to invest in sport facilities and activate public spaces. In addition, recruitment is underway for a Community Sport Officer to hopefully be appointed in early summer. This position will help deliver on community focused sport events and activations including support for the upcoming Summer of Sport campaign taking place across the Square Mile by several local Business Improvement Districts (BIDs).

26. In accordance with Phase 1 of the new sport strategy, an options appraisal on future sport facility investment has been undertaken by external consultants. The outcome of this work will be presented to the Resource Allocation Sub Committee at its Away Day in July. Prior to this, Members on the Sport Sounding Board will be given the opportunity to express their views on the proposals.

Sport Engagement

27. Since the last update provided to Members in February, the following sport engagement has taken place:

- a. International Sport Diplomacy Working Group – this group of sport and government representatives meets quarterly and is chaired by the Department of Digital, Culture, Media and Sport. The group discusses key trends and developments in international sport diplomacy, looking at specific areas such as the Middle East. Its second meeting took place on 21st February at Guildhall and provided an opportunity for Past Lord Mayor, Sir William Russell, to speak on the importance of sport and diplomacy to the City Corporation.
- b. UK Sport International Leadership Graduation – UK Sport hosted their annual international leadership graduation event at Guildhall on 14th March involving mentees and mentors from the programme. The Member Policy Lead for Sport hosted a roundtable following the ceremony, involving guests such as the previous past President of

the Commonwealth Games Federation and the current Vice Chair of the British Olympic Association.

- c. London Sport Awards – at the end of March the City Corporation hosted the London Sport Awards at Guildhall for the fourth consecutive time. Alderwoman Jennette Newman welcomed guests to the event which was well attended by various grassroots sport organisations. The Vice Chair of Policy, Caroline Haines, handed out the Business Contribution to Grassroots Sport award, which is sponsored by the City Corporation. The event received widespread social media attention which reached a broad and diverse audience.
- d. SportAccord – The Head of Sport Strategy & Engagement attended SportAccord World Sport & Business Summit in Birmingham from 9th to 11th April alongside the Member Policy Lead for Sport. This conference brings together International Sport Federations with organisations involved in the business of sport to discuss shared issues. It also provided an excellent forum to develop networks ahead of engagement in the Paris Olympic and Paralympic games.
- e. Opening of Parliament Hill Athletics Track – the Lord Mayor officially opened the refurbished athletics track at Parliament Hill on Hampstead Heath following the investment by the City Corporation in a new surface.

Forward Look

28. Paris 2024 - Plans for the City Corporation’s strategic engagement in Paris for the Olympics and Paralympics have been developing since the approval of the Policy and Resources Committee to allocate funding towards this objective. The Head of Sport Strategy & Engagement has been involved in several discussions with relevant partners, including UK Government and the Greater London Assembly, to ascertain potential engagement opportunities. The current proposed engagement programme for this period is as follows:

Date	Competition	Event Topic	Venue	Partner
28 th July	Olympics	Destination London	Team GB House	Mayor of London, L&P and BOA
31 st July	Olympics	Host City Business Networking Event – Legacy of London 2012	UK Ambassador’s Residence, Paris	Department for Business & Trade
1 st Aug	Olympics	Financial Services Roundtable	Team GB House	BOA and UK FCDO

2 nd Aug	Olympics	National Sport Governing Body Networking Event	UK Ambassador's Residence, Paris	UK Sport
29 th Aug	Paralympics	Promoting the UK's Sport Economy	UK Ambassador's Residence, Paris	Department for Business & Trade
5 th Sept	Paralympics	Global Sport Agora Networking Event	Para GB House, Clichy	Toyota & World Academy of Sport
6 th Sept	Paralympics	International Relations Event	Para GB House, Clichy	Para GB

29. All of the above events will be hosted by either the Policy Chair or the Deputy Policy Chair and supported by the Head of Sport Strategy & Engagement. It is also likely that, at some of the events, the Town Clerk & Chief Executive and the Member Sport Policy Lead will also be in attendance. The Lord Mayor may also attend the Opening Ceremony of the Olympic games, subject to MVAC approval processes. It is also worth noting that the Head of Sport Strategy & Engagement is part of a UK government led forum to discuss plans for engaging in the Paris games this summer.

30. Champions League Final 2024 - in addition to the above, the Head of Sport Strategy & Engagement has been working with the GLA, the FA and UEFA on plans to celebrate the Champions League Final which will be held at Wembley Stadium on 1st June. The celebration event prior to the Final will be held at a venue in the Square Mile the night before. As well as assisting with logistical arrangements, some modest support has been offered towards costs associated with the event in return for brand asset logo recognition and some invitations to the event and final. This will be a great opportunity to showcase the City of London as a venue to celebrate this high-profile occasion and also support a major sport event taking place in London and the UK.

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Annex E – Media Team Summary

31. In this short reporting period (10 February to 05 April 2024), the City Corporation's Media Team has delivered a significant number of proactive media strategies to support the delivery of key organisational priorities, aligned to the new Corporate Plan.

Priority moments have included:

32. The Media Team achieved exclusive coverage in City A.M. on the City Corporation's new Corporate Plan. The piece carried core messaging and positioned the City Corporation as a leader in delivering a world class City and services. Both the Policy Chairman and Town Clerk were prominently quoted, with the newspaper endorsing the City Corporation's plans to make the Square Mile net zero by 2040, entice workers back to the office, and maintain its crown as a "world-class" financial centre.

33. The Policy Chairman's response to the Spring Budget confirmed further implementation of the Mansion House Compact and a new British ISA to increase investment in British businesses. His remarks were covered by the Financial Times, CNBC, Sky News, Evening Standard, Daily Mail, LBC, and over 200 other outlets.

34. Ahead of HSBC's move back into the City, Financial Times interviewed the Policy Chairman on how major companies are relocating to the Square Mile. The article reported that the City's efforts to attract major firms comes as the commercial property market battles the effects of remote and hybrid working. This received further coverage in Sky News.

35. The Evening Standard and City A.M. reported on the Policy Chairman's speech at the Policy and Resources Committee Dinner where he urged the UK to radically transform its trade policy to prioritise the services sector and flip our trade policy to promote services as much as goods.

36. The Evening Standard ran a front-page splash on the strength of City of London's office market, carrying the City Corporation's CGI of the 2030 future skyline, and a separate positive editorial endorsement. The piece was proactively secured by the Media Team to champion the City as an investable place, following MIPIM, where the Policy Chairman and Planning and Transportation Committee Chairman were interviewed by several publications. Coverage reported the City Corporation's plan to build 1.2 million sqm of office space by 2024, under its City Plan 2040. Social media posts generated 7,127 engagements and a reach of 11,657. A special video animation created for the event with the key messaging around the event was viewed 6,617 times.

37. Proactive media work on the Policy Chairman's regional visits which included:

- a. Northern Ireland – in an interview with BBC Radio, in which the Policy Chairman highlighted the opportunities for partnership between the City and Northern Ireland including fintech, RegTech and sustainable finance. Further coverage in Derry Journal, Ireland Live and Derry Daily.

- b. Scotland – with coverage in The Times, The Scotsman, and LBC Radio on his meetings with First Minister Humza Yousaf, the Scottish Financial Enterprise, and the University of Edinburgh. He discussed the need for certainty and consistency from the Government on net zero policies to boost investment into green projects in Scotland. He also discussed the impact of Scotland's income tax on the finance sector's top talent.

38. This media summary is aligned to the new Corporate Plan and focused on our role in creating a vibrant and thriving City, supporting a diverse and sustainable London, within a globally successful UK.

39. The below summary is intended to provide a short, high-level overview of media impact, alongside highlights of the most successful proactive media interventions.

Main Report

Media Impact Analysis: Overview

Measurement					
Volume	1,027 articles	777 domestic	250 international		
Media types	895 online	48 broadcast	54 print	30 blogs	
Sentiment	346 positive	10 negative	671 neutral		
Key media	22 Daily Mail/This is Money 10 BBC News/BBC News 24 11 The Times 10 Daily Telegraph 7 The Scotsman 5 Financial Times 4 Daily Express	8 CNBC 2 Politico Europe	29 City A.M. 10 Evening Standard 8 BBC Radio London 8 Londonist 5 BBC London News (TV) 5 BBC Foyle 4 Time Out London 2 LBC	25 Ham&High 25 City Matters 5 Epping Forest Guardian 2 Maidenhead Advertiser 2 Newham Recorder	4 Construction Index 3 Architect's Journal 3 Bloomberg 3 Building 3 Property Week 2 Art Professional
Mention position	261 lead paragraph				

Social Media Impact Analysis: Corporate feeds overview

40. We have initiated the transition to Meltwater, our new media monitoring and social media management tool, as part of our Transformation Project. This shift consolidates several social media tools into a unified platform which should deliver a significant enhancement in monitoring, team collaboration, strategic planning, content creation and editing, approvals and posting efficiency, as well as analytical and reporting capabilities. An immediate benefit foreseen is the improvement in message consistency and scheduling for better engagement, achieved through the

centralised management of all feeds and posts within this more sophisticated system.

41. Our content creation ability continues to grow and deliver benefits. For example, the most popular posts from this year’s MIPIM and around the launch of the new Corporate Plan were generated by bespoke video animations we produced for each event. Future content is planned that builds on these successes and includes shorts for City Plan 2040 and a series of posts explaining the new Corporate Plan’s six outcomes in more detail.

42. Since the last report, our main feeds on X, LinkedIn, Facebook and Instagram gained 4,744 followers, bringing the total to 147,820. 395 posts sent from these feeds generated 65,766 engagements with a reach of 1,044,588 views (impressions).

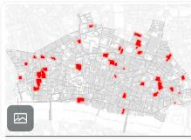









Profile	Audience	Net Audience Growth	Published Posts	Impressions	Engagements	Engagement Rate (per Impression)
Reporting Period Feb 10, 2024 – Apr 5, 2024	147,820	4,744	395	1,044,588	65,766	6.3%
City of London Corpora...	58,748	2,642	132	579,437	49,893	8.6%
@cityoflondon	74,908	1,896	133	375,790	11,861	3.2%
City of London Corpora...	13,401	68	85	70,692	3,177	4.5%
cityoflondoncorp	763	138	45	18,669	835	4.5%

(Due to technical issues at our Meta, Facebook and Instagram data may be subject to change. We are advised these should be minor.)

43. LinkedIn has now replaced X as our main feed by most metrics despite having fewer followers. The feed generated our most engagements (clicks), impressions (amount of people seeing posts) and follower growth. It also generated all our top posts bar one statistical outlier on X about the Tipperary Pub reopening.

44. Instagram continues to gain new followers and at an increasing pace. It is up 32% this reporting period compared to 23% in the last report. Our move to Meltwater should see this trend accelerate further as we gain more actionable insights and benefit from much easier re-purposing and cross-posting of content.

Top ten individual posts

<p>City of London Corporation Wed 2/21/2024 7:30 pm GMT</p> <p>The City of London Corporation has revealed a new 'heat map' showcasing the scale of construction work taking...</p>  <p>Total Engagements 6,796</p> <p>Reactions 951</p> <p>Comments 21</p> <p>Shares 44</p> <p>Post Clicks (All) 5,780</p>	<p>City of London Corporation Thu 2/15/2024 6:02 pm GMT</p> <p>Yesterday evening, we were delighted to host a reception at the Old Bailey to mark LGBTQ+ History Month and the...</p>  <p>Total Engagements 4,812</p> <p>Reactions 88</p> <p>Comments 2</p> <p>Shares 5</p> <p>Post Clicks (All) 4,717</p>	<p>City of London Corporation Wed 3/27/2024 9:59 am GMT</p> <p>The Tipperary pub on #FleetStreet has reopened to the public after three years of closure, following repairs and...</p>  <p>Total Engagements 4,676</p> <p>Reactions 1,003</p> <p>Comments 57</p> <p>Shares 23</p> <p>Post Clicks (All) 3,593</p>	<p>@cityoflondon Tue 3/26/2024 2:06 pm GMT</p> <p>We're delighted to announce that The Tipperary pub on Fleet Street has reopened to the public after three years...</p>  <p>Total Engagements 4,351</p> <p>Likes 1,042</p> <p>@Replies 24</p> <p>Retweets 132</p> <p>Post Link Clicks 911</p> <p>Other Post Clicks 2,231</p> <p>Other Engagements 11</p>	<p>City of London Corporation Tue 3/12/2024 4:11 pm GMT</p> <p>Step inside the hidden world of St Dunstan-in-the-East Church Garden. Originally built around 1100AD, this...</p>  <p>Total Engagements 2,975</p> <p>Reactions 482</p> <p>Comments 17</p> <p>Shares 19</p> <p>Post Clicks (All) 2,457</p>
<p>City of London Corporation Fri 2/23/2024 1:37 pm GMT</p> <p>The Lord Mayor held the annual Archbishops and Bishops dinner in Mansion House last night welcoming th...</p>  <p>Total Engagements 2,792</p> <p>Reactions 143</p> <p>Comments 2</p> <p>Shares 6</p> <p>Post Clicks (All) 2,641</p>	<p>City of London Corporation Tue 2/27/2024 5:24 pm GMT</p> <p>Last night, alongside our co-host Oliver Wyman the City of London Corporation welcomed key industry stakeholders to...</p>  <p>Total Engagements 2,735</p> <p>Reactions 174</p> <p>Comments 2</p> <p>Shares 5</p> <p>Post Clicks (All) 2,554</p>	<p>City of London Corporation Tue 2/27/2024 10:47 am GMT</p> <p>The Investment Committee held its inaugural dinner hosted by chairman Andrien Meyers CC who used his keyno...</p>  <p>Total Engagements 2,410</p> <p>Reactions 92</p> <p>Comments 3</p> <p>Shares 5</p> <p>Post Clicks (All) 2,310</p>	<p>City of London Corporation Wed 2/14/2024 7:30 pm GMT</p> <p>The City of London Corporation Planning Applications Sub-Committee has resolved to grant permission to adapt parts of th...</p>  <p>Total Engagements 1,480</p> <p>Reactions 205</p> <p>Comments 8</p> <p>Shares 9</p> <p>Post Clicks (All) 1,258</p>	<p>City of London Corporation Thu 3/21/2024 7:08 pm GMT</p> <p>The City Corporation has launched a Heritage Buildings #Retrofit Toolkit, at an event at the Merchant Taylors' Great Hal...</p>  <p>Total Engagements 1,330</p> <p>Reactions 244</p> <p>Comments 8</p> <p>Shares 18</p> <p>Post Clicks (All) 1,060</p>

Subject Analysis

Corporate plan priority: Dynamic Economic Growth

Corporate Plan launched to deliver "world class" City Corporation

45. Working to a proactive corporate communications plan, the Media Team achieved exclusive coverage in City A.M. on the City Corporation's new Corporate Plan. The piece carried core messaging and positioned the City Corporation as a leader in delivering a world class City and services. Both the Policy Chairman and Town Clerk were prominently quoted, with the newspaper endorsing the City Corporation's plans to help make the Square Mile net zero by 2040, entice workers back to the office, and maintain its crown as a "world-class" financial centre. Social media posts launching the plan, which included a range of content including several animations, generated 566 engagements and 6,922 video views with a reach of 15,932 views.

Global Fraud Summit

46. The Media Team worked with the Home Office to deliver a proactive communications plan on the Government's Global Fraud Summit. The City Corporation held a pre-event dinner and reception at Guildhall, with the Policy Chairman interviewed by Sky News, opeds running in City A.M. and City Matters, and the Lord Mayor's speech issued to media. Coverage of the event reached a wide national audience including through the Daily Mail and several other major titles. Social media posts generated 316 engagements with a reach of 11,191 views.

Lord Mayor's visit to India

47. On a visit to India to strengthen UK-India financial ties, the Lord Mayor was interviewed by leading Indian broadcaster, NDTV, on his trip to New Delhi, Pune and Mumbai. He discussed his objectives for the trip including bolstering the financial services partnership between India and the UK as well as how the UK and India can work more closely on AI, green finance and science and technology. He was also interviewed on CNBC and Politico. Further coverage in Times of India, Hindustan Times, New Delhi news and 10 other publications. Social media posts generated 7,898 engagements, including nearly 5,000 video views, with a reach of 70,011 views.

Lord Mayor's USA visit

48. Reuters carried an interview with the Lord Mayor as part of a proactive communications plan promoting his US visit. In it he highlighted the strengths of the UK's asset management industry and updated on the Mansion House Compact. In addition, following the announcement of the formalisation of a partnership between the UK, Connecticut, and Hartford in promoting their insurance and financial tech sectors, the Lord Mayor was quoted extensively in local US papers including in Seattle Times, Hartford Business Journal, CT Mirror, and Insurance News. Further coverage ran in ten other international outlets. Social media posts generated 177 engagements with a reach of 3,793 views.

Lord Mayor's Experiment Series

49. Following a proactive sell-in, The Times's front page carried a piece on the Lord Mayor's experiment series as part of his Connect to Prosper initiative showcasing talent in the heart of the capital. A scientific demonstration was undertaken in which an atomic clock was used to show that time passed marginally faster at the top floor of 22 Bishopsgate, the tallest building in the City of London. This also featured in Londonist and nine other publications. Social media posts generated 62 engagements with a reach of 1,120 views.

City Corporation has highest planning approval rate

50. The Chair of the Planning and Transportation Committee was quoted in a report in The Daily Telegraph around the City Corporation's planning approval rating and

strength of the office market. The piece highlighted the healthy pipeline of planning within the Square Mile.

Corporate plan priority: Vibrant Thriving Destination

TfL cuts Friday peak travel fares

51. The Media Team partnered with TfL and the Mayor of London on a proactive announcement on a trial scrapping peak tube and train fares on Fridays, alongside a host of special offers designed to lure commuters back to the city centre. Coverage ran in the Evening Standard and City A.M. with prominent quotes from the Policy Chairman. Social media posts for this and Destination City, generated 9,145 engagements with a reach of 146,284 views.

GSMD hosts Labour's cultural strategy launch

52. The Corporate Communications and External Affairs Team worked with the Guildhall School of Music and Drama (GSMD), and the Labour Party, on the launch of Labour's Creatives Conference held at Milton Court. The Principal of Guildhall Music and Drama gave an opening speech to a major media audience, delivering core messaging on Destination City and the City Corporation's role in providing arts and culture for the public good. Coverage was secured in LBC, the Independent, The Guardian, BBC News, and 18 other media outlets who reported on Sir Keir Starmer's keynote speech. Social media posts generated 2,735 engagements with a reach of 7,419 views.

Masterpiece returns to Guildhall Art Gallery

53. Following a proactive announcement, The Times and the Evening Standard reported on the return of Rossetti's masterpiece La Ghirlandata to Guildhall Art Gallery, following its loan to Tate Britain and Delaware Art Museum for two major exhibitions on the life and work of the artist and poet. Social media posts generated 2,132 engagements with a reach of 30,199.

Smithfield market set to become a creative hub for future fashion designers

54. BBC London reported that the Smithfield area is undergoing a transformation into a vibrant creative hub, thanks to a new initiative aimed at nurturing the City's next wave of fashion talent. The Fashion Residency at Studio Smithfield, supported by the fashion designer Paul Smith's Foundation, the Mayor of London, and Projekt, offers free studio space and mentoring to emerging designers. The City Corporation was referenced as a supporter. This was also covered on BBC Radio London.

Corporate plan priority: Flourishing Public Spaces

Natural Capital Report

55. Working to a corporate communications plan, the Media Team achieved significant local and trade coverage of the Natural Capital Report which found that the network

of internationally important open spaces managed by the City Corporation are worth £282.6 million each year in benefits to society, and £8.1 billion over 50 years. This is in addition to the major London-wide coverage reported at last sub-committee. Articles were secured in the Ham&High focussing on Hampstead Heath; Epping Forest Guardian, South Bucks and Slough Express, and Maidenhead Advertiser focusing on Epping Forest and The Commons; the Newham Recorder focusing on West Ham Park, and multiple pieces in Horticulture Week covering these sites. Social media posts generated 276 engagements with a reach of 7,287 views.

Keats House in the spotlight

56. The Financial Times ran a photo-led feature about the City of London Corporation-owned Keats House in Hampstead, which included an interview with the City Corporation's Head of Heritage and Museums and a link promoting the organisation's website. The piece endorsed Keats House as "a veritable shrine to Romanticism" where "lyrical imaginings come easily, in the emotionally charged rooms and displays of the poet's life and work."

Corporate plan priority: Providing Excellent Services

City Academy backs Government guidance banning phones

57. The Principal of City of London Academy Southwark was interviewed by Sky News after the Government issued guidance on the use of mobile phones during school hours. The Principal told the outlet that the academy backs the guidelines and spoke about the rules he enforces. The school is part of the City of London Academies Trust, which runs the City of London Corporation's sole sponsored academies.

Corporate plan priority: Leading Sustainable Environment

Clean City Awards celebrates Square Mile's sustainable firms

58. In an exclusive story, coverage was secured in City A.M. on the City Corporation's Clean City Awards which celebrates City businesses who go above and beyond to make the Square Mile an even cleaner and more sustainable place. Announced as part of a proactive communications plan, the piece carried core messaging on the City Corporation's Climate Action Strategy and prominently quoted the Chair of the Port Health and Environmental Services Committee. Social media posts generated 319 engagements with a reach of 9,362 views.

59. After pitching the story as an exclusive, City A.M. reported that some of the City Corporation's most iconic landmarks will turn off their lights for an hour in support of Earth Hour – a worldwide campaign to raise awareness for climate change. The piece carried a quote from the Chair of the Port Health and Environmental Services Committee and core messaging on the Climate Action Strategy. Social media posts generated 420 engagements with a reach of 9,358 views.

City Corporation supports launch of Transition Finance Taskforce

60. Bloomberg and Politico reported on the City Corporation's call for feedback on how to make London a global centre for financing the transition to a greener, net-zero economy. A call for evidence was opened, under the government's Transition Finance Market Review, led by the lawyer Vanessa Havard-Williams, and hosted by the City Corporation. Social media posts around this and the Net Zero Delivery Summit have so far generated 1,097 engagements and 2,451 video views with a reach of 32,557 views.

Corporate plan priority: Diverse Engaged Communities

61. Exclusive coverage was achieved in the Evening Standard on the City of London Corporation's Guildhall headquarters being designated a 'Safe Haven' for women and girls in the Square Mile. The Chairman of the Community and Children's Services Committee, the Chair of the Police Authority Board, and the Lady Mayoress were quoted. Safe Havens are a UK network of businesses and other organisations who help any member of the public who feels unsafe, harassed, or in a vulnerable situation. Trained staff support people by contacting emergency or specialist services on their behalf, and providing water, Wi-Fi, telephones, toilets, and other facilities. Social media posts generated 726 engagements with a reach of 15,939 views.

Looking Ahead

62. The Media Team will continue to focus on delivering significant positive coverage on a range of forthcoming priorities in the next six months, including:

May

- Policy Chairman visit to Germany
- Net-Zero Delivery Summit at Mansion House
- Tax Take Report
- Lord Mayor visit to Japan and Singapore

June

- Policy Chairman visit to Leeds and Dublin
- Lord Mayor visit to Gulf
- Windrush Day
- Pride Flag raising ceremony and early evening reception
- State of the Sector Report
- Financial and Professional Services Dinner
- Lord Mayor visit to Channel Islands

July

- Policy Chairman visit to Birmingham
- Lord Mayor visit to Netherlands

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Annex F – Internal Communications and Staff Engagement Summary

Main Report

63. The Publishing Team's major effort during the past months has been to support the launch of the new Corporate Plan and first People Strategy. This included the commissioning of fresh imagery (with a particular emphasis on staff members from different areas of the organisation for the People Strategy); creating a new and dedicated section of the corporate website, with specially-commissioned templates, for the content of the Corporate Plan and ensuring accessibility for all audiences; an introductory video featuring members of the Executive Leadership Board reinforcing the messages behind the Plan and Strategy and their importance moving forward; and an introductory 'hub' on the intranet for staff to find out more on both.
64. Internal Communications also headed a cross-team effort around the launch event in the Livery Hall which was 'sold out' for in-person attendance (250 staff members) with almost 400 staff joining via Teams and another 1,426 views of the event page. This involved organising the venue, support equipment and refreshments, scripting introductions and running order, and arranging filming and hosting duties on the day itself.
65. The focus now will be on incorporating elements of the collateral produced in ongoing output such as Town Clerk, Know.Act.Inspire and Team Briefing emails – helping to embed the key outcomes and objectives across the organisation.
66. A wraparound for City Matters newspaper scheduled for mid-April is currently being put together to help promote the Corporate Plan.
67. There has also been ongoing internal communications messaging to support the Digital, Information and Technology Services (DITS) digital strategy events to get buy-in for the new strategy as well as the briefing for the new City Plan and weekly content for the Town Clerk's social media channels.
68. At the time of writing, Internal Communications was working with HR on the communications rollout of the Staff Survey, the first full survey for two years, with a target set by the Town Clerk of a 70% completion rate. A variety of communications channels are being considered to ensure completion by as many staff as possible and will include a 'You Said, We Did' article ahead of the launch highlighting areas that have been addressed since the last survey to show the impact of the results on the organisation's culture.

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Committee(s): Communications and Corporate Affairs Sub-Committee	Dated: 24 April 2024
Subject: Resident Engagement Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Diverse Engaged Communities, Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Executive Director of Corporate Communications and External Affairs	For Information
Report author: Mark Gettleson, Head of Campaigns and Community Engagement Grace Sagar-Shotbolt, Resident Campaigns and Communications Manager	

Summary

This report provides an overview of recent progress made and next steps in our resident engagement activity. The appointment of the new Resident Campaigns and Communications Manager in October 2023 provided a focal point for this area of activity across the organisation. They have delivered key events, including two City Question Times and a residents’ social event, and have worked with key external and internal stakeholders to develop a resident engagement strategy.

In this work, it is recognised that the “Resident Reset” is about far more than communications and touches every part of our organisation and the way in which it involves and delivers services within the Square Mile. This said, improving communications – whether to better consult and listen, involve residents in interesting activities and events, and foster a sense of community – will assist with every aspect of a wider reset.

The report outlines the stakeholder engagement work undertaken across the organisation, events, communications and the need for a distinct City of London resident offer.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background: Wider communications and organisation transformation

1. This report sits in the context of a wider communications and organisational transformation programme, including looking at how we communicate with all our audiences and stakeholders. The current 12-month programme, funded through the Policy Initiatives Fund, represents a bridge to a new permanent model of improved resident communications and engagement. The relationship between the communications and engagement with residents being undertaken outside of the communications team, including by Housing, the Department of Children and Community Services (DCCS), Destination City and others will need to be defined and better tied into a fully joined up approach.
2. Key to this will be the work being undertaken by the IT Directorate to develop a single organisational CRM, able to track all the relationships we hold across departments. All our engagement work, including with our resident community, continues to be held back by the lack of a single view of who is taking part in events and activities, responding to communications and sharing concerns. Above all, without such information, it's difficult to identify where we have residents where engagement is weaker.

Stakeholder meetings

3. In their first five months in post, the new Resident Campaigns and Communications Manager has had numerous conversations with key internal and external stakeholders – including elected members, officers across departments, residents' association representatives and community partners to better understand how they are engaging with residents, where improvements could be made and how this work can be best enabled by the City Corporation.

a) **Elected Members.** There is overwhelming enthusiasm from elected members to improve our engagement with their resident constituents – and to be more directly involved in that engagement. Wards such as Cripplegate and Aldersgate have begun a programme of regular public ward meetings and advice surgeries, with direct officer support for such activities proving beneficial. We should make it clear to members how we can support them in this kind of work, sharing relationships and insight wherever possible, in a way that works beyond residential wards. In particular, members have been keen to ensure a joined-up approach to the way in which different departments and officers communicate with residents, especially around specific projects such as repairs, leisure, Destination City and planning, all of which sit in separate teams.

b) **Residents Associations.** The Resident Campaigns and Communications Manager has met with Golden Lane Estate RA, Middlesex Street RA, Petticoat

Square Leaseholders' Association and Queens Quay RA. Meetings are being set with both the Barbican Association and Tudor Rose Court. There was overall positive feedback on the need for more communications and better engagement with residents, including through a new physical newsletter, improved email bulletin and broader events programme. All the associations spoken to were happy to use their channels to share relevant information we provide with their residents. There was a marked difference however between private housing (Queens Quay) and those where we are the landlord. While the former had few concerns relating to the City Corporation, those on Middlesex Street in particular felt that without improvements in our service delivery as landlords, improvement in our communications would have limited impact. More broadly, Residents Associations want us to show that we value the “residential City” as much as the “business City”, and that we value all residents equally – while recognising the need for different approaches within some audiences, it is crucial that we express and act on those values in everything we do.

c) **City Corporation Departments and Institutions.** All parts of our organisation with a remit within the Square Mile have a need to engage with our resident community, though most do so in isolation in a way that leads to duplication and less joined-up customer experience. As previously outlined, some of this work, especially in DCCS, is direct service provision, though even there communications plays a key role. We have increased interdepartmental co-ordination and are moving towards a more cohesive approach, with teams across the organisation – including Destination City and Planning – working with the Resident Campaigns and Communications Manager to improve their events and consultations. Content has been provided to the Housing Team to be shared in their emails and social media, though how this work ties in with that of the central Communications team will be looked at as part of the wider communications transformation review. We have also met with institutions such as the Barbican Centre, for whom resident engagement around their renewal programme will be a major priority, to ensure co-ordination. Removing these institutional silos will take time, but are key to an approached centred on providing our residents with the information and support they need in a timely and useful manner.

d) **Business Improvement Districts.** The Resident Campaigns and Communications Manager has so far met with two Business Improvement Districts (BIDs): Culture Mile and Fleet Street Quarter. While BIDs explicitly exist to serve their business levy-payers, both placed importance on engaging their resident community. Culture Mile BID, in particular, is home to the Barbican, Golden Lane and residential areas of Farringdon Within and places particular importance on resident engagement. They have set up a Community Fund, offering grants to local projects, and have begun to build relationships with key stakeholders in the resident community. They are keen to work with us

to develop this further and it will be important for us to jointly articulate how BIDs and City Corporation engagement fit together.

City Question Time

4. Regular City Question Time events are a key way in which the organisation is delivering on the Policy Chairman's pledge to make himself more regularly accessible and available to residents. These have evolved from the City-wide Resident Meetings, and are designed to allow maximum time for questions rather than presentations – and being member rather than officer-led gives the greatest opportunity to those attending to hold their representatives to account.
5. An important part of the remit of the Resident Campaigns and Communications Manager is to deliver these events, and we have held two successfully since their arrival. In December 2023 at the Old Bailey and in January 2024 at Guildhall – they received 303 and 182 registrations respectively, showing significant interest in this kind of activity. Residents were invited through paid leafleting, digital communications and through members' own channels. As well as introducing more residents to City Question Time, this has also helped us to build up a database of resident contacts which we can use to spread the word about other relevant events and initiatives.
6. Feedback from attendees shows that 70% rated these events as 'excellent' or 'good', with 60% agreeing that the events met their expectations. 100% of respondents said that they are likely to attend future City Question Time or similar events.
7. Future City Question Time events are planned for 4 June in the east of the City and 22 October in the Barbican area. The Resident Campaigns and Communications Manager has worked with the Office of the Policy Chairman to develop a project plan so that we can organise these events jointly.

A wider events programme

8. While City Question Time events continue to be well-attended, these events are likely to always attract those who are already the most engaged. Generally speaking, the audience for this event is very similar on each occasion. This is also true of the Citizens Forums, set up by Brendan Barns in January in his capacity as the resident representative on the City Envoy Network run by Destination City. We have assisted in promoting these events, which alongside ward events, City Question Time and ad-hoc departmental consultations form a crowded field of relatively similar forms of engagement that need bringing together in a coherent way. This will require significant work across teams.

9. Overall, if we are to expand the range of residents we effectively engage, we must also offer a wider range of events and activities for them to attend – with objectives beyond holding their local representatives to account, including socialising and networking with other residents, entertainment and education.
10. Recognising this, we created a “Festive Party” element to the December City Question Time event, giving attendees an opportunity to meet each other and elected members more informally following the event, with a live band and refreshments. 48 people signed up for the party element only. It was felt by some however that mixing a formal and informal event limited the effectiveness of the latter, and it is worth trying purely social events in the future. The Resident Campaigns and Communications Manager plans to organise a late summer party and another festive celebration later this year.

City Belonging Project and City events

11. The City Belonging Project is a new initiative designed to bring together the staff networks and D&I and HR leaders of City firms to create a greater sense of community among the transient worker population of the Square Mile. While still in its early stages, the programme has already met with significant success, putting on a number of interesting events for particular communities.
12. Residents have been included in some City Belonging Project events on an ad-hoc basis, such as “Accessibility in the City” and a recent Holocaust survivor event at St Lawrence Jewry. However, a more strategic approach is needed in the longer term. While recognising the unique needs of City workers, including residents within aspects of this programme will help foster a sense of community and prove an important vehicle of bridging the divide between the working and residential City. The “Finding Jewish Cripplegate” group, a heritage project which has involved City residents, workers and clergy, likely presents a model for this kind of activity – and members of the group were invited to the City’s Chanukah reception in December.
13. While most local authorities have resident networks for particular communities, our small residential population means these are rarer (exceptions being an active Parents and Carers network and Access Group). This makes it more difficult for our organisation, and partners such as the City Police, to know which residents to invite to participate in events and consultations relevant to those communities. In order to address this, we should survey our residents to identify individuals who might be interested in particular community events and help networks among our resident community to form. We should ensure that, once identified, more residents are able to attend more of our Guildhall community events on an equal basis to business figures.

Resident communications

14. Through resident engagement activities, signups to the CityResident email newsletter have grown incrementally over recent months. We have also been using the estate-specific emails overseen by the Housing team to share relevant information and events. However, as part of the communications transformation programme, this work will need to be better joined together, ensuring that every resident receives timely, engaging and relevant communications on an equal basis. The CRM programme will enable a lot of this work, allowing the organisation to see exactly where it lacks an email address for residents at a particular property.
15. In the absence of a holistic email list, and following feedback from elected members, it was felt important to reintroduce a regular physical newsletter for our resident community. This newsletter will be A3, with four localised versions for clusters of wards in different parts of the City, allowing for relevant updates and information from members. We are currently developing a brief for this newsletter and speaking with graphic designers with a plan to send the first edition of the new publication in June 2024. This will be delivered through a door-to-door delivery service at a significantly lower cost than previous publications.
16. While not purely a resident engagement exercise, members were also asked to contribute to a leaflet insert in the wardmote letter, which went to both residents and workers on the Ward List. This exercise was extremely cost-effective, due to the fact the communication needed to be sent anyway, and should be repeated in future non-election years.

Our Resident ‘Offer’

17. The City Corporation has no centrally-defined resident “offer” of the benefits people who live in the City receive from our organisation. The comparatively small size of our resident community and strong relationships with local institutions make this more achievable. We want to ensure that our residents are given privileged status wherever possible and feel direct benefits of living in a predominantly business City. Each public-facing team and institution should be asked to define this offer as it affects their work.
18. While only one aspect of this work, we are in the process of developing a programme of discounts and free access at cultural institutions in and around the City, and in local retail, hospitality and leisure venues. We are working with our colleagues across the City Corporation and the BIDs to secure these agreements. An early example of this will be two-for-one tickets to the Tower of London, which we will be launching in early Spring on an initial three-month trial period. We plan for a range of offers to be ready in time for the June resident newsletter.

19. Other local authorities have a physical or digital residents' card, giving discounts and preferred access. We will investigate a similar system in the future, depending on the infrastructure available to support such an initiative.

Consultation

20. There is clear support from members and officers across departments for a more effective and staged approach to consultation with our Square Mile communities – to avoid respondent fatigue or duplication. While better communications and engagement assists significantly with promoting individual consultations, there is a significant body of work to be done in horizon-scanning and bringing consultations together in a comprehensive and intelligible way, so far as compliance allows. This work will be looked at as part of the communications transformation programme and affects multiple departments.

Long-term funding

21. This work has been funded through the Policy Initiatives Fund: £150,000 over a 12-month period, of which £72,350 has funded one Resident Campaigns and Communications Manager for one year on a fixed term contract, with the remaining £77,650 funding City Question Time and other events and communications activity.
22. Engagement with our resident community is however core business for the organisation and will need to be funded on a long-term basis, as part of the communications transformation programme. Through this work, the relationship between this central activity and resident engagement and communications work being undertaken in other parts of the organisation will need to be defined and better co-ordinated with the work of the Communications Team.

Corporate & Strategic Implications

23. Strategic implications – Improving engagement with our resident community helps contribute to Corporate Plan objectives Diverse Engaged Communities and Providing Excellent Services.
24. Financial implications – None.
25. Resource implications – Additional support may be called upon from officers across the organisation with a resident-facing remit to assist with the activities outlined in this report.

26. Legal implications – Information collected on City residents as part of an engagement must be stored securely and only shared within the organisation in a way that is compliant with the GDPR and other data protection legislation.
27. Risk implications – Failing to better engage with our residents risks making our consultations and communications less meaningful and impactful, leading us to be less effective and open to criticism in the way we operate as an organisation.
28. Equalities implications – By engaging more of our residents in our activities on a fair and equal basis, especially those not currently involved in our consultations and decision-making processes, the proposals contained in this report help to support our equalities duties and aspirations.
29. Climate implications – None.
30. Security implications – Any information held on residents as part of this programme must be stored safely.

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Committee(s): Communication and Corporate Affairs Sub Committee – For Information	Dated: 24/04/24
Subject: Data Lighthouse Project Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	4,5,6,7,9
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N
Report of: The Chamberlain	For Information
Report author: Sam Collins, Chamberlain’s Department	

Summary

This paper provides an overview of the Data Lighthouse Project which commenced in November 2023. The findings of the project support the need for a Corporate Customer Relationship Management (CRM) system as a key priority for the Corporation. The Digital, Information and Technology Service are proposing a proof of concept utilising Microsoft Dynamics 365 Customer Insights to start in April 2024. The proof of concept is funded, however there is no agreed funding to progress further at present. The proof of concept will be used to support the business case for future funding, but will also look to identify any benefit realisation and efficiency savings but most importantly will support one of the new Digital, Data and Technology Strategy strategic outcomes to be more ‘data driven’. Further information is provided in the accompanying presentation.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. In April 2023 the Digital, Information and Technology Service (DITS) initiated a Data Maturity Assessment for the City of London Corporation. The assessment was supported by Hitachi Solutions and consisted of 16 separate workshops covering various data related topics including data governance, data quality, data

architecture and data security. There were over 40 participants from across the City of London Corporation.

2. The findings from the Data Maturity Assessment were presented to Digital Services Committee in July 2023 and included immediate, intermediate and strategic recommendations. One of the immediate recommendations was the initiation of a 'Data Lighthouse Project' to demonstrate best practices and the 'art of the possible with data'.
3. The management of customer data and the requirement for a Corporate Customer Relationship Management (CRM) system was identified as a key priority for the organisation and was chosen as the focus for the Data Lighthouse Project.

Current Position

4. The Data Lighthouse Project commenced in November 2023 and focussed on the management of customer data across 7 areas of the City of London Corporation. For each area the project sought to identify the customer experience, the purpose and use of the data collected, the systems used to manage the data and the type, quality and format of the data collected.
5. The chosen areas included Electoral Services, Innovation and Growth Marketing Team, the Destination City Programme, the City Belonging Project, the Small Business Research and Enterprise Centre (SBREC) and the Planning Engagement Team. The selected areas were intended as a sample only, recognising that a Corporate CRM has the potential to be used much more widely, across all departments.
6. The project highlighted that there were multiple disconnected tools and applications in use across these areas and a significant amount of manual effort was required in managing and making use of the data available. The project also conducted an analysis of the 81,000 records held across the services and found that 45% data was duplicated across one or more services.
7. The project concluded with a strong recommendation to investigate and implement a single, user friendly application which could be utilised across multiple areas of the organisation for effective and efficient management of customer interactions through a single shared platform.

Options

8. Given the existing skills and knowledge within the City of London Corporation, the Data Lighthouse Project recommended a solution based on Microsoft Dynamics 365. Microsoft Dynamics 365 Customer Insights is a customer data platform that supports the management and unification of customer data onto a single platform, to provide a holistic view of customers and their interactions across all services and communication channels. Customer Insights can be used a single platform for managing all interactions with customers, as well as ingesting customer information from other sources to provide a single view of the customer.

Proposals

9. As part of the new Digital, Data and Technology Strategy, and in order to support one of the strategic outcomes to be more 'data driven' – DITS is taking forward a proof of concept for Dynamics 365 Customer Insights, which will commence by the end of April 2024. The proof of concept will include the migration of data collected through the Data Lighthouse Project into Customer Insights as well as ingesting data from the existing Strategic Engagement and Events Management solution (SEEMS), which is also built on Dynamics 365.
10. The Proof of Concept seeks to evaluate the functionality of the Customer Insights solution and understand whether it meets the requirements of the organisation. Customer Insights will be demonstrated to the services involved in the Data Lighthouse Project and other interested parties to seek their views and assess the viability of the product.
11. If successful, the proof of concept will support the development of a business case, highlighting the benefits realisation, potential efficiency savings and if required to secure funding for the implementation of Microsoft Dynamics 365 Customer Insights as the Corporate CRM tool for the organisation. It is anticipated that a single shared platform used across multiple departments would deliver significant efficiency savings through a reduction in manual effort to gather and manage multiple, duplicated data sets. A single platform would also support a more consistent experience for our stakeholders, providing a holistic view of their interactions with the Corporation and highlighting opportunities for further engagement.

Key Data

12. The Data Lighthouse Project commenced in November 2023 and included a sample of 7 different areas of the City of London Corporation.
13. The Project analysed 81,000 customer records and found that 45% of the data was duplicated across two or more of the areas within the project.
14. A Proof of Concept for Microsoft Dynamics 365 Customer Insights will be initiated by the end of April 2024.

Corporate & Strategic Implications

Strategic implications – The efficient and effective management of customer data and a better understanding of customer interactions across the City of London Corporation would help to support the successful delivery of the new Corporate Plan 2024-29, supported by the new Digital, Data and Technology Strategy. A well- managed Corporate CRM is a necessity for any large organisation, offering significant opportunities to collaborate more effectively across services, support cross functional working removing any duplication and provide better understanding and insight into the organisation's stakeholders.

Financial implications – There is funding in place for the proof of concept, however without further work to understand the benefit realisation and efficiency savings, additional funding

may be required to progress further. Licence costs for the proposed solution (Microsoft 365 Customer Insights) start from £20k per annum, but could increase significantly based on usage. The proof of concept will support the development of the business case to either repurpose or secure future funding. The ongoing licensing and internal support costs are estimated to start from £250k per annum.

Resource implications – For the Corporate CRM, consideration should be given to the future support model which is likely to require 2-3 additional roles to provide functional and technical support. The proof of concept will determine whether existing resources can be repurposed and presented within the business case.

Legal implications – The proposed Corporate CRM would support compliance with the Data Protection Act 2018 in seeking and recording consent from customers to store their data and ensuring compliant retention periods for customer data.

Risk implications – There is an ongoing risk that customer data is not being managed effectively, or consistently in compliance with the requirements of the Data Protection Act 2018.

Equalities implications – It is not considered that the proposed Corporate CRM would have any equalities implications, however an Equalities Impact Assessment will be conducted to ensure that any impacts are considered.

Climate implications - None

Security implications - None

Conclusion

15. This paper provides a summary of the findings of the Data Lighthouse Project and the proposal for a proof of concept in the use of Microsoft Dynamics 365 Customer Insights as the corporate CRM for the City of London Corporation, which supports one of the key strategic outcomes under the new Digital, Data and Technology Strategy. The proof of concept is funded, however further work is required to understand implications of further funding going forward. The proof of concept will be used to support the benefits realisation, efficiency savings and much needed transformation required across the Corporation. Further information is provided in the accompanying presentation.

Appendices

- Appendix 1 – Presentation – Lighthouse Project Discovery Playback

Background Papers

None

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Lighthouse Project Discovery Playback City of London Corporation

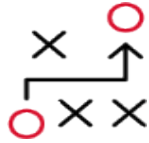
The Objective

For each service area Hitachi Solutions looked to understand...



Customer Experience

Current "As-is" High Level customer journey of the system
 Issues with UX/UI of current system
 Pain points



Purpose and Use

Intended purpose and use of system and data within it
 Security and restriction requirements
 Consent, GDPR



Systems

Description and vendor
 Technology used
 Cost and maintenance



Data

Type
 Quality
 Format
 Duplication
 Retention

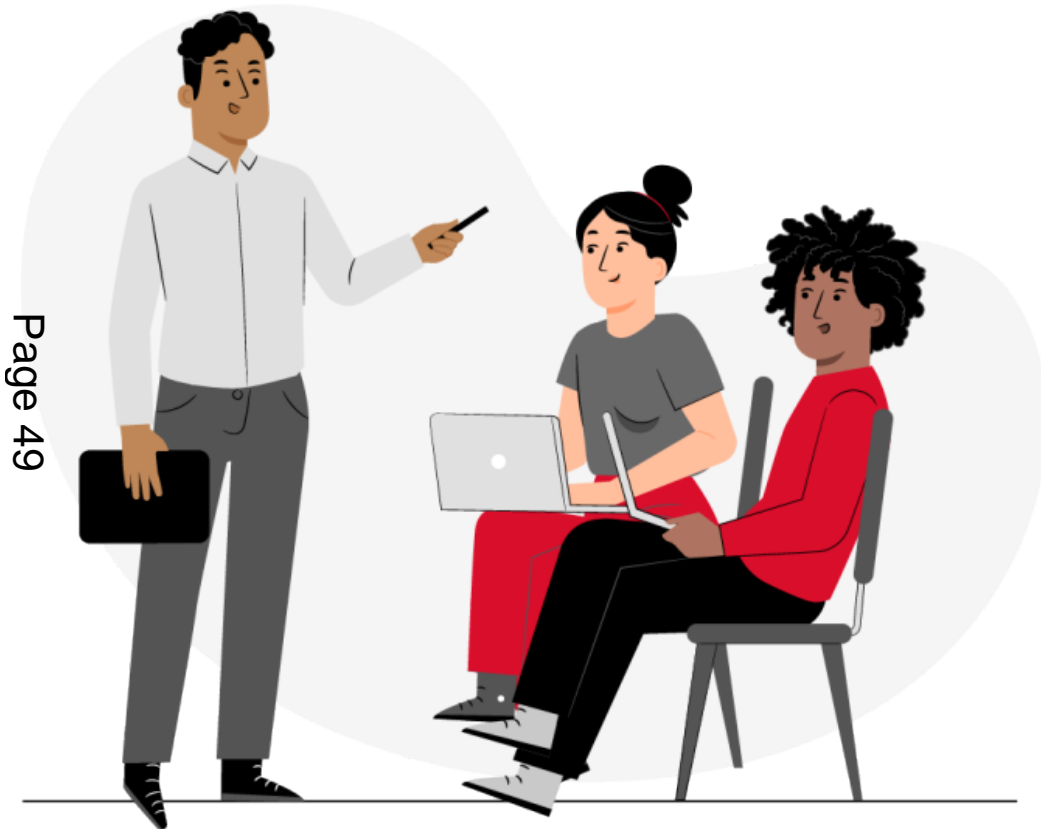
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Recommendations:

1. How can the City improve the customer journey?
2. How best can the systems be consolidated towards a single version of the truth?
3. How can efficiencies and savings be achieved against the Corporation's objectives?
4. What change support and/or training could help?

Analysis Summary

Summary



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- ✔ 9 workshops / stakeholder interviews
- ✔ 19 people involved
- ✔ 24 data sources considered
- ✔ We considered:
 - Customer & user experience
 - System purpose and cost
 - Data quality & structure

Observations Summary

PROCESS

- ✔ Multiple **disconnected tools** and **applications** are used to support key processes.
- ✔ Significant amount of **manual, time-consuming tasks** and **workarounds**.
- ✔ Areas and functions across the Corporation **operate independently in silos** and tend to not share information as the areas do not know what information is available.
- ✔ Certain information relies on individuals' knowledge and memory, indicating a **risk in knowledge retention**.
- ✔ Individuals and organisations are contacted multiple times by disparate areas and functions without visibility, leading to potential **irritation/frustration** with the Corporation.

DATA

- ✔ Some areas **lack established processes**, raising concerns about compliance with GDPR principles.
- ✔ **Historical contacts** lack documented evidence for consent, posing potential risks.
- ✔ 81k records were included in our data profile
- ✔ The overall quality of data could be improved, to reduce duplication, population and update outdated information.
- ✔ Up to **45% data duplicated** between systems.
- ✔ Certain information, such as electoral data, cannot be shared due to regulatory restrictions.

Key Activities vs Technology Touchpoints

	Electoral services	SEEMS		Innovation and Growth Marketing	Destination City Programme	City Belonging Project	Small and Medium Enterprise	Contact Programme (Planning delivery)
		Strategic Engagement	Events					
Activities	<ul style="list-style-type: none"> Electoral registration Annual canvass Ad hoc request from Court, Political Parties, Credit Rating Agencies 	<ul style="list-style-type: none"> Recording key Organisations and Contacts Composing stakeholders' briefings Managing strategic partners and recording relevant activities 	<ul style="list-style-type: none"> Event organisation and management Managing event guests Email templates creation Creating Account and Contact records Planning table sitting 	<ul style="list-style-type: none"> Newsletters Analysing email communication performance 	<ul style="list-style-type: none"> Event organisation and management Promoting City as a and attracting visitors Newsletters & ad-hoc communications CHARN (City Hotel Attraction and Retails Network) City Culture Network Amplification management Organising photo shots and recording consent to use photos 	<ul style="list-style-type: none"> Promoting more inclusive and connected Square Mile Event organisation Supporting electoral services and encouraging organisations to register for voting 	<ul style="list-style-type: none"> Managing membership network Managing partners' network Running business advice sessions 	<ul style="list-style-type: none"> Attracting new organisations & businesses to the City Contacting new business and presenting the Programme Supporting existing business & organisations Help with rental leases
Tools & Apps								

Case for Change

CHALLENGES TO RESOLVE

- ❑ No unified single source of truth to inform decision-making
- ❑ Consent cannot be tracked across service areas risking GDPR compliance.
- ❑ The extent of manual processes is limiting operational efficiency and productivity.
- ❑ Lack of data governance exposes the Corporation to reputational damage risk.

IMPROVEMENT OPPORTUNITIES

- ❑ Enhance the customer journey and satisfaction.
- ❑ Stakeholders agree on the need to a corporate CRM system
- ❑ Align Business and IT strategy to support Corporate Plan 2024-2029.
- ❑ Empower forward-thinking and collaborative atmosphere.



Recommendations Summary

PROCESS

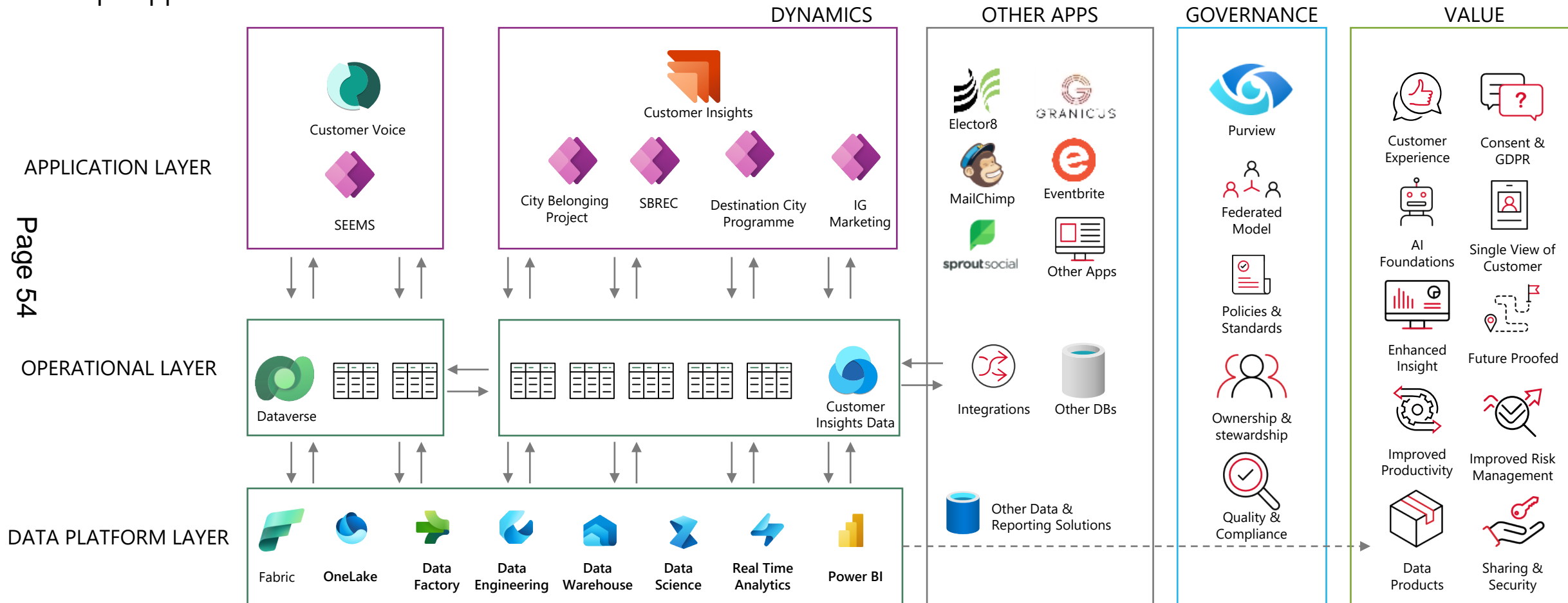
- ✓ Replace spreadsheets with a **single, user-friendly application**.
- ✓ Aligning **roles** and **responsibilities** as well as permissions and tasks within a new tool to simplify and **streamline the processes** making them **more efficient** and **saving time**.
- ✓ Introduce a **single platform for requesting** and **storing consent** and agree on a Corporation-wide process how **subject access requests** are dealt with.
- ✓ Design a **joined-up, end-to-end customer journey** and **consistent approach** for “welcoming” new businesses and organisations to City of London.

DATA

- ✓ Integrate data from multiple source systems to provide a **single “customer” view** across the Corporation.
- ✓ **Cleanse and deduplicate** data where necessary.
- ✓ Agree on **roles and responsibilities** for the data quality assurance and develop policies and **standards for data management**.
- ✓ Provide appropriate training and create guidance resources.
- ✓ Setup a **Centre of Excellence (CoE)** to support the Corporation on the new CRM platform.
- ✓ Automate repetitive data tasks.
- ✓ Enhance **analytics and reporting**.

Future Vision – Marketing Automation & Data Mesh

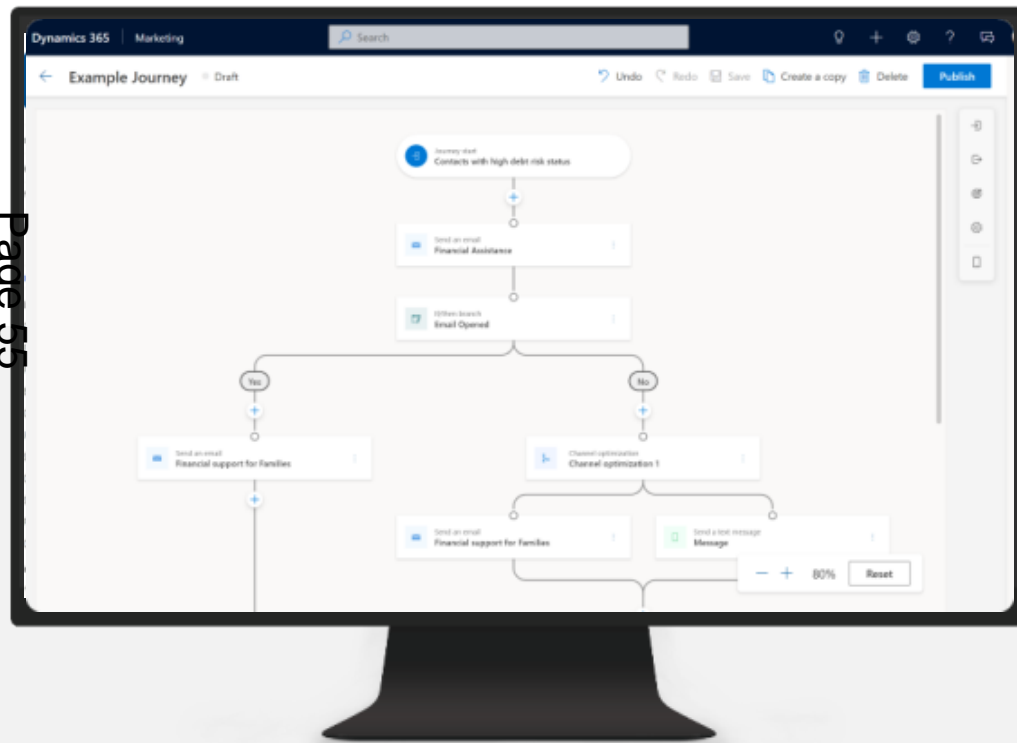
In Scope applications



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Customer Insights **Overview**

Turn shared data into personalised actions



360 degree profile

- Single view of all the information we have about that company and their activities. Including all the key stakeholders and contact details
- Apply third party enrichments (company data, location data etc)
- Create intelligent segments based on actions or company information

Engagement

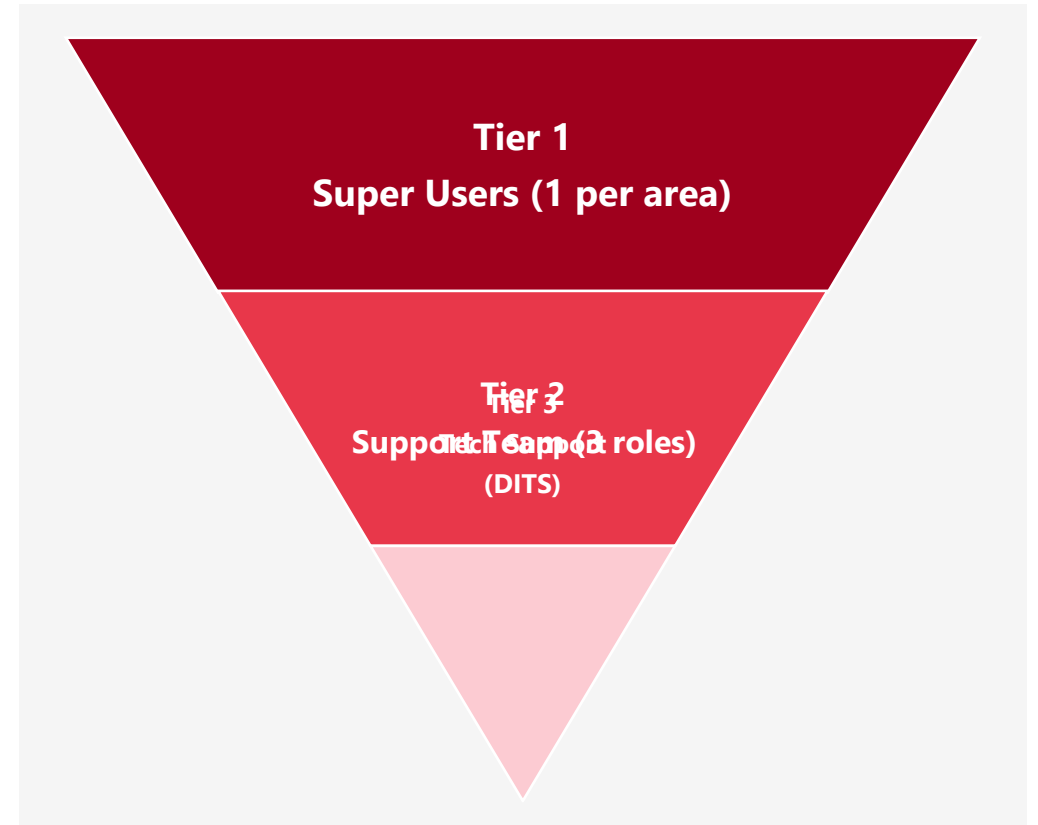
- Automatically manages consent
- Automate communications based on real time actions
- Use information to create intelligent segments
- Dashboards to understand engagement across all departments
- Event management and outreach
- Copilot to support efficiency

Corporate CRM **Estimated Costs**

Estimated Costs

- **Development** – £120k utilising existing contract resource
- **Licencing** – Customers Insights (starting from £18k per annum)
- **Support** – Tier 2 support – 2 additional roles (£140k per annum), Tier 3 support – 1 additional role (£90k per annum)

- **One Off Cost (CAPEX)**- c£120k
- **Ongoing Cost (OPEX)** – c£248k per annum (cost will increase based on usage)



Committee(s): Communications and Corporate Affairs (Policy & Resources) Committee – For information	Dated: 24/04/2024
Subject: Parliamentary Team Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	6,7,8,9,11
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Paul Wright, City Remembrancer	For Information
Report author: William Stark, Senior Parliamentary Engagement Officer	

Summary

This summary updates Members on the main elements of the Parliamentary Team’s previous and planned activity in support of the City of London Corporation’s political and parliamentary engagement since the last formal update to the subcommittee on 28 February 2024.

Recommendation(s)

Members are recommended to note the report.

Main Report

Legislative Programme Update

1. Speculation about the date of the next general election is rife in Westminster, with its timing having considerable consequences for the legislative agenda. As noted in the last report to this Sub Committee, when an election is called the Government has a limited period in which to “wash up” and pass Bills. Those not passed will fall. An early poll would kill off any outstanding government Bills. The later an election is called, the greater chance a Bill will have an opportunity to pass. The long-stop position is that Parliament will dissolve automatically on 17 December 2024 (and consequently a general election will be held on 28 January 2025).

2. There has been some debate about the Government’s utilisation of legislative time. Financial Times analysis of how long the House of Commons has sat claimed that the “working day for MPs in the House of Commons chamber has been shorter on average this parliamentary session than in any other in the past quarter century”, leading to accusations from Shadow Leader of the House Lucy Powell that the government’s legislative agenda was “out of steam”. In the

Commons, Leader of the House Penny Mordaunt rejected claims of a “zombie parliament” arguing the opposition was struggling to put forward speakers for debates. However, eyebrows have been raised in the media as to why parliamentary “ping pong” on the **Safety of Rwanda (Asylum and Immigration) Bill** has not been brought forward, as well as claims that backbench pressure has influenced changes to the **Renters (Reform) Bill** and backbench criticisms of changes to the **Leasehold and Freehold Reform Bill** (further details of which are set out below).

3. **Economic Activity of Public Bodies (Overseas Matters) Bill** - This is a carry-over Bill from the last session. The Bill fulfils the commitment in the 2019 Conservative manifesto to ban public bodies from imposing their own direct or indirect boycotts, divestment or sanctions campaigns against foreign countries. The Bill is cast in terms of preventing regard to territory-specific considerations if political or moral disapproval of overseas public authorities would be signalled as a result as regards certain economic decisions. Those economic decisions are “procurement decisions” (decisions about a contract for the supply of goods, services or works to the decision-maker) and “investment decisions”. Investment decisions are defined as decisions about (a) the acquisition by the decision-maker of an asset wholly or principally for purposes of investment, or, (b) the management, retention or disposal by the decision-maker of an asset held wholly or principally for such purposes. The Remembrancer submitted evidence at Committee Stage in the House of Commons as regards the definition of public body and the meaning of an “investment” decision in terms of what decisions are in the scope of the Bill. The Bill is currently part way through Committee Stage in the House of Lords (second house). The Remembrancer does not intend to make any further submission in respect of the Bill in the Lords.
4. **Pedicabs (London) Bill** – The Bill has passed all its parliamentary stages and awaits Royal Assent. The Bill reflects a long campaign by City MP Nickie Aiken to control pedicabs in London. The Bill gives TFL powers to regulate pedicabs and provides that ministers may issue guidance to TFL on how to regulate. The Bill applies only to pedicabs operating within the TFL area.
5. **Trade (Comprehensive and Progressive Agreement for Trans-Pacific Partnership) Act** – This technical Act to facilitate UK accession to CPTPP received Royal Assent on 20 March.
6. **Victims and Prisoners Bill** - The Bill, which was carried over from the previous session, places the key principles of the Victims’ Code in primary legislation and sets out the minimum level of service victims can expect from criminal justice agencies, among other related measures. The Bill is nearing its final stages in the Lords, having already been through the Commons. Discussions with the Ministry of Justice over the application of the Bill to the City Police in its capacity as National Lead Force are ongoing.
7. **Leasehold and Freehold Reform Bill** - This large Bill is currently in the House of Lords, its second House, and has reached Committee Stage. It is primarily of interest to the Corporation in its role as a local authority and as a freehold

owner (in its private capacity). It is receiving a less than warm welcome in the House of Lords and peers have at Second Reading heavily criticised aspects of the Bill for failing to deliver on promises made in the Conservative's 2019 manifesto. The Lords now looks set to vote on a number of amendments to the Bill at Committee Stage, raising the prospect of an extended period of ping-pong given the level of discontent caused by the perceived backtracking. The discontent focuses in particular on a failure to properly effect a "ban on the sale of new leasehold homes" given that the Bill only bans leasehold houses, not flats. Frustration was also expressed about the Bill failing to deal with the issue of forfeiture and what has been termed "fleeceholds".

8. The Bill has been flagged to relevant Children and Community Services colleagues and will be reported to the relevant Committee once the Bill receives Royal Assent (assuming it is not timed out by a General Election). The Remembrancer has also engaged with DHLUC, the relevant Government department for the Bill, to ensure that reference in the Bill to the Common Council appropriately catches it only in its role as a local authority and housing authority.
9. **Renters (Reform) Bill** - This large Bill is currently in its first House, the House of Commons, and it completed Committee Stage in December 2023 with no further progress made since then, and a date for Report Stage is awaited. The individual policies in the Bill on introduction had included the abolition of 'no fault' evictions and fixed term tenancies. It has been widely reported however that Housing Secretary Michael Gove is now proposing to amend the Bill to enhance protections for landlords and will be watering down the "no fault" evictions prohibition. As a result, groups such as the Renters' Reform Coalition have accused the government of making "major concessions to landlord groups and pro-landlord Conservative MPs". The delay to Report Stage of the Bill is therefore likely to be to allow time for the Government to prepare amendments to the Bill to reflect the revised policy. It is worth noting that clause 18 of the Bill, at least as it currently stands, makes consequential amendments relating to accommodation for homeless people/duties of local authority by amending Part 7 of the Housing Act 1996 to reflect the repeal of fixed term tenancies and the removal of no fault evictions. It does this by amending sections 193B and 193C of the Housing Act 1996 which deal with what happens when a person, who is owed either the prevention or relief duty, deliberately and unreasonably fails to cooperate with the local housing authority. The Bill was flagged to relevant officers in Children's and Community Service but it is not of direct concern to the Corporation as it primarily concerns reforms for private renters. However, the Remembrancer has engaged with DHLUC, the relevant Government department for this Bill, to ensure that reference in the Bill to the Common Council appropriately catches it only in its role as a local authority and housing authority.
10. **Automated Vehicles Bill** -The Bill awaits Report Stage in its second House, the House of Commons. The Bill will provide the framework for the safe deployment of self-driving vehicles and deliver one of the world's most comprehensive legal frameworks for self-driving vehicles, with safety at its core. Under the Bill, local authorities will be required to send the legal orders they

make (for example, to set speed limits, close roads and designate parking bays) to a central publication platform. This data will be used to create a digital map of the road network to support the safe operation of self-driving vehicles. The Bill will therefore impose some new duties on the Corporation in its role as a local authority and will be flagged to relevant officers in the Environment Department on Royal Assent.

11. **Digital Markets, Competition and Consumers Bill** – The Bill has completed its passage through the House of Lords and awaits “ping pong” in the House of Commons. The Bill picked up a number of backbench amendments in the Lords, mostly of a technical nature, though notably a measure was added regarding requirements on “secondary ticketing” websites to reduce fraud. However, as a backbench amendment, it is unlikely to be accepted by the House of Commons.
12. **Data Protection and Digital Information Bill** – The Bill is progressing through Committee stage in the House of Lords, its second House. Officers are in contact with colleagues in IG regarding the Bill’s wider policy implications for financial services and with the IRSG’s data workstream, engaging with relevant government departments.
13. Private Members’ Bills face particular challenges in progressing through the Commons. As well as many hurdles to overcome in the Commons Chamber, only one Public Bill Committee may consider a Private Members’ Bill at any one time, resulting in a bottleneck. Private Members’ Bills of interest which have Government support include Julie Elliott’s (Lab) **Building Societies Act 1986 (Amendment) Bill**, which would enable building societies to raise more funds from sources other than member savings and bring some administrative rules in line with those which apply to banks. The Bill will have its Report Stage on 19 April, having passed through Committee quickly and without amendment.
14. Wayne David’s (Lab) **Strategic Litigation Against Public Participation Bill** aims to tackle the misuse of litigation and threats of litigation that are collectively and commonly known as strategic litigation against public participation (“SLAPPs”). The City’s interest in the Bill relates to London’s position as a provider of legal services. The Bill, which has the support of the Government, reflects the outcome of a government call for evidence on the matter in 2022. The Bill mirrors provisions in the Economic Crime and Corporate Transparency Act 2023 which set out a statutory definition of a SLAPP and provided for a power to strike out claims at an early stage and protect the defendant from paying costs. Due to the scope of that legislation, the measures only apply to claims relating to economic crime, such as fraud. The Bill will replace those provisions, allowing them to apply beyond the scope of economic crime. Despite Government support, however, the Bill awaits a date of Committee Stage.
15. Jonathan Lord’s (Con) **Space Industry (Indemnities) Bill** is also supported by the Government. The Bill would require operator licences authorising the carrying out of spaceflight activities to specify the licensee’s indemnity limit. The Bill seeks to address the potential barrier caused by the possibility of unlimited

liability of a spaceflight operator licence holder to indemnify the Government and a number of named public bodies. The issue of how insurance requirements and products are relevant to the growth and sustainability of the spaceflight sector is aligned with the Lord Mayor's Space Protection Initiative which would make the purchase of Space Debris Retrieval Insurance Bonds (SPADRIBS) a condition of launch for satellites. The Office intends to engage with Mr Lord on this matter. The Bill awaits Committee Stage.

16. Former pensions Minister Baroness Altmann's (Con) **Alternative Investment Fund Designation Bill** is still awaiting a date for Committee Stage.

City Corporation Private Legislation

17. The **City of London (Markets) Bill** received its Second Reading on 6 February 2023 without debate, and was subsequently carried over into the current parliamentary session. The London Borough of Havering lodged a petition objecting to any retail trade at the new site and contending the new market infringes their market rights. There has also now been a petition against alteration (essentially objecting to the amendments requested by Havering) which will also need to be addressed.

Forward Look and Engagement Update

18. Preparations are underway for political engagement following a general election. While the timing and outcome of the election is unknown, there will be considerable turnover in MPs, with 99 MPs saying they will not stand at the next election. As such, engagement plans seek to reflect a considerably changed House of Commons.
19. Working in close collaboration with the Corporate Affairs team, plans include identifying engagement priorities for the Policy Chairman, drafting template letters of welcome to incoming MPs, analysing if Corporation assets have changed constituencies given boundary changes, scoping possible events shortly after an election and preparations to analyse the legislative agenda of an incoming government. This is supported by a flexible agenda of engagement in the build-up to an election, including identifying key moments for political outreach across the rest of 2024, scoping engagement with prospective parliamentary candidates and taking forward events with the APPG for Financial Markets and Services.
20. The City's MP, Nickie Aiken, has announced she will step down at the next general election. Candidates for the Cities of London and Westminster seat selected so far are: Timothy Barnes (Conservative), Rachel Blake (Labour), Edward Lucas (Liberal Democrat), Ranjiv Sinha (Green) and Luke Wates (Reform UK).
21. The 2024 London Mayoral election will take place on 2 May, alongside elections to the London Assembly. In collaboration with the Corporate Affairs team,

letters of congratulation will be sent to winning candidates where appropriate upon the result.

22. The AGM of the All-Party Parliamentary Group on Financial Markets and Services took place on 19 March. As previously noted, the Office successfully bid to take over the administration of the APPG, securing the future of the group, which has been the leading cross-party voice for wholesale financial markets and services in Parliament for over 20 years.
23. At the AGM, Alun Cairns (Con) was elected as chair of the group, and their office will support the administration of the group in Parliament. Sir Stephen Timms (Lab), Sir Robert Neill (Con) and Lord Teverson (Lib Dem) were elected as vice-chairs. The group will continue to be led by its Industry Advisory Group (of which the Corporation has been a member for a number of years) and its parliamentary members. However, the City's new position provides an excellent opportunity to add weight to the Corporation's role as convenor of the UK's FPS sector. The Corporation will play a closer role in constructing the APPG's agenda of events which will initially follow a format of monthly breakfast meetings. The first meeting will take place in May on the topic of the UK and EU's relationship in financial services.
24. Following an introductory letter from the Policy Chairman, the new House of Lords Financial Services Regulation Committee invited a Corporation representative to brief the Committee in private as they prepare their upcoming schedule of work.
25. Sir Stephen Timms MP, Trade Envoy to Switzerland, was briefed ahead of a trip to Switzerland by Nick Collier, Managing Director of the Brussels office and Duncan Richardson, Assistant Director Global Trade Policy and Markets. The briefing followed Sir Stephen's attendance at a recent Guildhall event on the Berne Financial Services Agreement between the UK and Switzerland. It is hoped that the briefing and further engagement will ensure consistent messaging on financial services priorities in ongoing free trade agreement negotiations, complementing the Policy Chairman's April visit to Switzerland.
26. The Policy Chairman wrote to Dame Harriett Baldwin (Con) in her capacity as Chair of the Treasury Sub-Committee on Financial Services Regulations regarding an FCA consultation on listings. Dame Harriett invited the Corporation to share its views following evidence given by Alderman Lyons to the Treasury Committee on this matter during his mayoralty.
27. AC Nik Adams and Service Delivery Director Chris Bell of the City of London Police wrote to Dame Diana Johnson, Chair of the Home Affairs Committee, following their appearance before the Committee on 28 February. The evidence session covered the impact of technology on fraud, skills to tackle fraud amongst policing, how the City Police works with other law enforcement agencies and the rollout of the replacement to the Action Fraud service.

28. The City Police was back in front of the Home Affairs Committee again on 17 April for a follow-up evidence session on violence and abuse toward retail workers. Superintendent Patrick Holdaway, lead for the National Business Crime Centre at City of London Police, gave evidence. The evidence session was intended to follow up on the Committee's initial inquiry into the matter in 2021, where Holdaway appeared in front of the Committee, alongside the then-Commissioner.
29. In collaboration with colleagues in IG and Comms, engagement plans are being developed for the launch of the joint Corporation/TheCityUK report on the tax contribution of the financial and professional services sector. As well as engagement upon launch, the report also provides a helpful resource for future briefings to parliamentarians.
30. The Director of the London Museum spoke at a City of London/Industry & Parliament Trust meeting on 'Unlocking Economic and Social Growth: Investing in Culture and Creatives for Vibrant Towns and Cities'. Mark Williams, DCEO, Heart of London Business Alliance, also spoke. The meeting was chaired by Baroness Thornton, Labour's shadow on culture, media and sport, and attended by members of the Lords and Commons as well as representatives of the British Museum and other museums, the music industry, and national cultural organisations. Several politician guests are considering ways in which the discussion can be continued, perhaps through arts debates in Parliament.

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