



Policy and Resources Committee (Supplementary – for information items)

Date: THURSDAY, 9 JUNE 2022

Time: 1.45 pm

Venue: MICROSOFT TEAMS

9. *** RECOVERY TASKFORCE - UPDATE**

Report of the Director of Communications and Deputy Town Clerk.

For Information
(Pages 3 - 12)

10. *** INTERIM EVALUATION OF SQUARE SMILE CAMPAIGN**

Joint Report of the Director of Innovation and Growth and Director of Communications.

For Information
(Pages 13 - 26)

11. *** DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY
POWERS**

Report of the Town Clerk.

For Information
(Pages 27 - 28)

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Committee(s): Planning & Transportation Committee	Dated: 7 June 2022
Policy & Resources Committee	9 June 2022
Subject: Recovery Taskforce - update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	2, 5, 6, 7, 8, 9 and 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Bob Roberts, Director of Communications and Deputy Town Clerk	For Information
Report author: Giles French	

Summary

This is an update of the implementation of the recommendations of the Recovery Taskforce report, [Square Mile: Future City](#), published in April 2021. The Recovery Taskforce was initiated by Members of the Policy & Resources Committee and the Planning & Transport Committee in November 2020, to recommend the actions to be taken to ensure the medium-term economic recovery of the City of London.

Members of the Policy & Resources Committee and the Planning & Transportation Committee have received regular updates on the implementation of the Recovery Taskforce. In future, this work will be delivered through Destination City and the ongoing implementation of the Local Plan.

Recommendation

Members are asked to:

- Note the progress made on the implementation of the recommendations of the Recovery Taskforce report, Square Mile: Future City

Main Report

Background

1. The Recovery Taskforce (RTF) was commissioned by the Policy & Resources Committee and the Planning & Transportation Committee in November 2020. Its task was to identify objectives and actions to ensure the Square Mile remains

internationally competitive and locally vibrant. The mission of the RTF is to ensure the Square Mile is the world's most innovative, inclusive and sustainable business ecosystem, an attractive place to work, live and visit.

2. The Policy and Resources Committee and the Planning & Transportation Committee received a report in April 2021 detailing the RTF's recommendations. The final report, [Square Mile: Future City](#), was published on 27 April 2021.
3. The project has been led by a small core team from Innovation & Growth (IG), Department of the Environment, Cultural Services, Corporate Strategy & Performance, and Chamberlain's.
4. The Recovery Taskforce has built on existing work from the City Corporation including the Culture and Commerce Task Force; the Climate Action Strategy; the draft City Plan 2036; the Transport Strategy and the report London Recharged, published in October 2020.
5. The RTF focuses on three dimensions:
 - i. World-class business ecosystem (i.e. thriving businesses with innovation and growth opportunities)
 - ii. Vibrant offer (leisure offer, i.e. retail, hospitality, culture, tourism and recreation)
 - iii. Outstanding environments (i.e. the right workspaces, environment and infrastructure)
6. For each of the three dimensions we identified six 'Big Moves' to guide our priorities:
 - a. World-Class business ecosystem:
 - i. Enable high-potential businesses to start, adapt and grow
 - ii. Open London's opportunities to everyone
 - iii. Curate thriving innovation ecosystems in strategic sectors
 - b. Vibrant Offer:
 - i. Create and sustain a vibrant and engaging City offer
 - c. Outstanding Environments:
 - i. Shape the future City
 - ii. Provide world-class streets and public spaces
7. The recommendations of the RTF are not an exhaustive list of all actions being taken by the City Corporation to ensure the continued attractiveness of the Square Mile. They are the priority actions required to deliver the vision and attract and retain the talented people we want to work in the City.

Business Ecosystem

8. The Government commissioned Socio-Economic Diversity Taskforce, which aims to boost socio-economic diversity at senior levels across UK financial and professional services, launched a new membership body on 20th May. In the financial services sector, employees from lower socio-economic backgrounds progress 25% slower than peers, with zero link to performance. With over 100 employers, the taskforce has championed equity of progression, where job performance is valued over 'fit' and 'polish'. One of the key outputs of the taskforce is a new membership body, a peer network where employers support each other to improve. The Lord Mayor launched the new body on 20th May at Mansion House, with support from organisations such as Aviva, Schroders, Santander, Paragon Bank, Accenture, EY, PwC, Man Group, Allen & Overy, AXA, Fidelity and the FCA.
9. The taskforce has recently completed a baseline survey, asking employees across the financial and professional services sector to share their socio-economic background and level of seniority, on an anonymous basis. Almost 10,000 individuals across the sector completed the survey and this will provide a vital benchmark to monitor the long-term impact of the taskforce.
10. In November 2021 the City Corporation and Financial Conduct Authority (FCA) launched a second iteration of the Digital Sandbox. This phase focused on sustainable finance and specifically solving challenges relating to Environmental, Social and Governance (ESG) data and disclosures. It was also agreed that the City Corporation and FCA would explore other possible uses of the platform outside of this partnership. As a result, in March 2022 the City Corporation and Microsoft announced a Cyber Innovation Challenge being run through the Digital Sandbox platform. This Challenge seeks to develop technology solutions to help assess, continuously monitor, and mitigate cyber security threats across the supply chain.
11. Your Committee received more details of the outcomes of the [ESG Sandbox Challenge](#) at your meeting in May 2022. The Economic and Cyber Crime Committee received an update on the [Cyber Innovation Challenge](#) at their meeting in May 2022.
12. The City Corporation has helped to drive an agenda of innovation and tech adoption through its work in support of the Kalifa Review into the future of FinTech in UK. The Centre for Finance, Innovation & Technology (CFIT) was recommended by the Kalifa Review as the driver for this type of collaboration. A public-supported, but private-led entity, CFIT will provide a coordinated approach to market development that will serve not just financial services, but the broader UK economy. The City Corporation was selected by HM Treasury (HMT) to lead the work on establishing and operationalising CFIT and turning the vision set out in the Kalifa Review into a reality, and this work is now getting underway.
13. In early April 2022, HMT announced the members of a small CFIT Steering Committee (SteerCo) that would lead on developing some initial proposals for

CFIT. The SteerCo is to be chaired by Ron Kalifa and members include Damian Nussbaum, Director of Innovation & Growth, from the City Corporation. At the same time the Terms of Reference for the SteerCo were published, which confirmed the City Corporation's role as its secretariat. To support the work of the SteerCo the City Corporation has, with the support of HMT, appointed EY in a consultancy role.

Vibrant Offer

14. **London Tourism Recovery Board** has received a £50,000 contribution from the Policy Initiatives Fund for an international marketing campaign that seeks to drive visitor footfall from overseas to central London this summer. Together with funds from Government, the Mayor of London and other industry partners, a total funding pot of over £10m has been secured. Targets for this new campaign include delivery of incremental visits to London worth £144m, which would equate to an ROI of 10:1, and an audience reach of 60-70% of potential visitors.
15. **The Square Smile campaign** launched in October 2021, pausing whilst 'work at home' restrictions were reimposed at the end of last year and relaunching in April 2022. The campaign's aim has been to encourage City workers back to the office for some or all of the week by reminding them of the amazing vibrancy of the Square Mile.
16. Highlights have included joint campaigns with Greater Anglia and South Eastern Railways featuring in station and onboard advertising, digital advertising campaigns on LinkedIn, Facebook and Instagram, a 'Square Smile' branded roundel at Bank station and a new partnership with Uber Boat by Thames Clipper showcasing the City's vibrant offer within on board video screens.
17. **VisitEngland – Escape the Everyday** funding has been awarded to your Cultural and Visitor Development Team (£80k) for a joint campaign with VisitGreenwich which will focus on itineraries across both destinations.
18. **An Easter Campaign for families** has been undertaken in partnership with [Primary Times](#), reaching over 50,000 families in East London. The deal saw the [City's Children's Visitor Trail](#) and [Tower Bridge Cat Trail](#) appear in school book-bags in advance of the Easter holiday period.
19. **Central London Alliance London Love Affair** campaign (of which the City is a paying member) has produced a [video](#) featuring mainly City content which has had 47,000 views on You Tube.
20. **In the City app** (an initiative jointly funded by the City Corporation and Cheapside BA/Primera) was launched in February and features special offers, events and activities that encourage increased spend in the City's hospitality, retail and leisure businesses. This was featured in on- train advertising 'It's the City at mate's rates'.

21. **Destination City** is the outcome of a Strategic Review, carried out in 2021 by independent reviewers Danny Lopez and Kate Keating. Based on the feedback of over 70 stakeholders and meetings with staff from across the Corporation, the Review has made ambitious recommendations for targeted interventions that seek to build the City's offer and sustain its position as a world leading financial and business centre.

Leisure Sector Support

22. Your Culture & Commerce Taskforce (C&CT) completed the suite of projects outlined in its action plan [Fuelling Creative Renewal](#) (approved by your P&R and CHL Committees) and ended by undertaking a series of *One Year On* activities to share the impact, learning and legacy. These included a reception for City, London-wide and national stakeholders, a film, a final [One Year On Report](#) (outlining the achievements of the almost £800,000 investment leveraged) and an online Knowledge base of case studies and top tips: [CCT Knowledge Bank](#)
23. The legacy of the C&CT 'Creative Activation' recommendation to repurpose commercial spaces continues to be advanced through Culture Mile, with [Gaia's Garden](#) (the pop-up green space in Holborn Viaduct brokered by Culture Mile for Dominvs Group) winning Time Out London's 2021 Best Green Space Award; a selection of images from Culture Mile's 'Hidden City' exhibition being displayed in Helical's vacant retail spaces in Barts Square; and HARMONY at London Wall Place (where Brookfield Properties and Culture Mile co-commissioned Guildhall School of Music & Drama to create a series of augmented reality artworks and compositions featured in an immersive experience).
24. Supported by founding partner Bloomberg L.P, the C&CT 'Creative Exchange' recommendation to facilitate skills sharing between the creative and commercial sectors has been further progressed through Culture Mile's 'Innovation Studio' (a one-day sprint bringing together cross-sector leaders to design solutions to big issues vital to their organisation, led by renowned innovation experts from [WORKTECH Academy](#)) and 'The Legal Bridge Project' (bringing together law students/ lawyers and freelance creatives to co-design 'user-friendly' tools for sharing legal knowledge, with partners qLegal and ArtULTRA).
25. A new, sustainable model for culture and commerce to work together for mutual benefit is now underway after the launch of Culture Mile Business Partnership in January 2022: [watch the digital launch here](#). A strong board of local businesses is now in place, 4 strategic themes have been set (Cultural Destination, Inspiring Places, Connected Communities and Sustainable Environment) and steering groups of local partners are up and running - designing demonstration projects to be delivered this year as part of the transition to a Business Improvement District in Spring 2023.
26. [Outset Studiomakers](#) were awarded funding from the CIL Neighbourhood Fund to deliver a number of activities to support the creative industry within the City and raise the profile of the City as a cultural hub. Outset will achieve this by

using their established networks to help broker property agreements between the creative and commercial industries, with the intention of securing free workspaces and providing mentorship to creative small and medium-sized enterprises (SMEs) that are currently underrepresented in the City.

27. The City's Business Improvement Districts and Business Partnerships (and those across wider London) have launched [The Commuter Club](#) – providing people that work in London with engaging content including podcasts, playlists and reads to help them enjoy their commute and remind them of everything they love about the capital.
28. The largest global business events trade show – IMEX Vegas – took place during this period. The City's offer was shared by London & Partners with potential buyers and event planners in order to increase awareness and knowledge of what the City has to offer the sector and its range of spaces

Creative Activations

29. **The Outdoor Arts Programme (OAP)** raised £1.1m in co-commissioning partnerships, cash sponsorship and in-kind costs for 2021-22. This represents £3 for every £1 invested by the City Corporation. Audience figures of 99k, slightly exceeding pre-Covid levels.
30. The OAP partnered with 21 different organisations across the events programme, animating 26 City locations and commissioning 16 new works as part of the 63-event programme.
31. **Borealis** welcomed 30,698 people over its 12-evening run in the Yard. The booking site clocked up 157,861 page views. The event sold out on its first day of booking – with 33,663 tickets being booked in the first hour. From the audience surveys 95% of respondents thought events like *Borealis* made the City feel more vibrant and 78% thought the City was welcoming for the whole community. 51% felt more confident visiting the City during the pandemic after having attended *Borealis*.
32. **City Lights** had a ten-night run in the City, welcoming, 22,510 people despite the event being cancelled for three of the ten nights due to adverse weather conditions (including Storm Eunice and Storm Franklin). From the audience survey, 81% said they would visit Central London more often if more events like it were put on and nearly all (97%) agreed that it is a good way to encourage people to visit Central London.

Outstanding Environment

33. Under the Cool Streets and Greening Programme a total of 12 projects have been identified as pilot sites to trial a range of climate resilience measures, such as sustainable drainage and climate resilient planting. Implementation is complete for three projects, scheduled for three projects and designs are progressing for the remaining six sites. A sensor network will assist with evaluation of these sites to inform future design guidance for climate adaptation / resilience of the City's public realm. Identification of future sites will be through

the Cubic Mile below ground mapping project, resilient highways project and City Greening and Biodiversity work which is currently underway.

34. We are continuing to work with the City Corporation's wireless concession partner Cornerstone and with technology partner Freshwave, to develop new 4G/5G shared infrastructure that can be utilised by all four mobile network operators to support existing 4G and new 5G network coverage across the Square Mile. The deployment of a pilot network had been delayed owing to a part change in ownership of Cornerstone requiring further Board sign-off. This has now been achieved and installation of infrastructure for the initial pilot has begun and is expected to be completed in October 2022. If the pilot is successful full deployment across the Square Mile in over 200 locations by Q4 2023.
35. Progress with projects to improve the experience of walking, cycling and spending time on the City's streets includes:
 - Delivering Phase 1 of the pedestrian priority programme, transitioning temporary Covid 19 measures to experimental traffic orders
 - Data collection and preparing options for the St Paul's Gyratory project
 - Continuing to plan for the start of construction of All Change at Bank from the autumn
 - Delivering accessibility improvements at Brackley Street, Playhouse Yard and Mitre St/Creechurch Lane
 - Completing design work for the Greening Cheapside project
 - Installing an experimental cycle lane on Bevis Marks
 - Completing Barts Close public realm works
 - Beginning construction of the Globe View walkway
36. Work has commenced on the Public Realm Design Toolkit, which will include technical guidance on climate resilience measures as well as street furniture and paving materials.
37. Officers are working closely with the City's BIDS to develop a number of partnership projects for greening, seating and activation across the Square Mile. In the City Cluster this will include high quality modular seating and planting installations constructed from natural, sustainable materials and delivered initially across eight sites. A cultural producer has also been appointed to develop an exciting programme of activations and events in the area.
38. Bearing Point consultants have completed a study into the longer-term viability of a sustainable logistics centre, along with short to medium term actions to promote and encourage freight and servicing consolidation.
39. Development of the City of London Street Accessibility Tool has been completed and officers have been trained in its use. The tool will now be used during the design stage of projects to maximise opportunities to improve accessibility.

40. Recent planning decisions for innovative and sustainable development that provides new public, community, and cultural facilities, include resolutions to grant for:
- 115-123 Houndsditch – A BREEAM outstanding and a Well building standard of Platinum that would provide community space at ground and mezzanine level with a focus on urban greening and gardening supporting local needs, learning, sustainability with free access to local communities and school access. Incubator space would be provided including desk spaces at 50% of market rate, together with enhanced public realm. The scheme would also deliver heat rejection to the Middlesex Street Estate to recirculate energy waste.
 - 120 Fleet Street – Proposes the rejuvenation of the Grade II* Daily Express Building as a publicly accessible cultural destination including a landscaped public roof garden, an improved public realm including new pedestrian routes, increased active ground floor frontages providing flexible retail, promotion of active travel through the delivery of a prominently located Cycle House. The scheme would also Integrate green infrastructure and urban greening both within the public realm and on all the building's terraces, significantly increasing the biodiversity on site that would contribute to improvements of the wider area.
 - 14-21 Holborn viaduct – A BREEAM outstanding scheme which would deliver a community outreach programme, extensive public art provision and curation in collaboration with the Museum of London, significant street greening, together with a new accessible route between Farringdon Street and Holborn Viaduct.
 - 61-65 Holborn HV – Would provide a new BREEAM outstanding student accommodation scheme including 230 affordable units in addition to a cultural and community space at ground floor, a public roof garden and a new pedestrian route linking City Thameslink station to the proposed Museum of London.

Corporate & Strategic Implications –

41. Strategic Implications - The RTF is focused on delivering the Corporation Plan (2018-23) ambition of having a vibrant and thriving City. Specifically, it aims to impact the following corporate outcomes:
- Outcome 3: People have equal opportunities to enrich their lives and reach their full potential.
 - Outcome 5. Businesses are trusted and socially and environmentally responsible.
 - Outcome 6. We have the world's best legal and regulatory framework and access to global markets.
 - Outcome 7. We are a global hub for innovation in finance and professional services, commerce and culture.
 - Outcome 8. We have access to the skills and talent we need.
 - Outcome 9. We are digitally and physically well-connected and responsive.
 - Outcome 10. We inspire enterprise, excellence, creativity and collaboration.

42. Resource and financial implications – The RTF has been designed to be delivered within existing resources. However, some potential parts may require additional funding if they go ahead, including promotional activities, events and marketing. Consideration may need to be given to the terms in which commercial workspace is offered to potential occupiers.
43. Legal Implications – No legal implications have been identified.
44. Risk Implications – No risk implications of the RTF project. Risk is if no action is taken and the City fails to remain an attractive place for workers, residents and visitors.
45. Equalities Implications – No equalities risks have been identified in relation to the recommendations in this report. A major strand of work of the RTF will be to widen access to the City.
46. Climate Implications – The RTF is fully in line with the City Corporation’s Climate Action Strategy and provides an additional catalyst to progress this programme of work.
47. Security Implications – No new security implications identified by the RTF. We will continue to work with the City of London Police to ensure safety and security as people return to the Square Mile.

Giles French
External Affairs Director, Innovation & Growth
giles.french@cityoflondon.gov.uk

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Agenda Item 10

Committee(s): Policy & Resources Committee	Dated: 09/06/2022
Subject: Interim evaluation of Square Smile campaign	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	7, 8 and 10
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	A total of £550k was awarded to deliver this campaign from your Covid Contingency Fund and PIF
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Director of Innovation & Growth and Director of Communications	For Information
Report author: Nick Bodger, Cultural and Visitor Development Director	

Summary

This report provides Members with headline interim results for the *Square Smile* marketing campaign, the core purpose of which was to encourage workers back to the City in the wake of the pandemic.

The headlines include:

- a. an overall reach of 5.5m people and 1.3 times more engagements with the campaign than industry level benchmarks.
- b. the target 500k target audience of City workers is estimated to have seen the campaign 8.5 times.
- c. those who saw the campaign during November 2021 were 2.2 times more likely to increase their visits to the City within the next 30 days than those who had not been exposed to the campaign.
- d. renewed and enthusiastic appetite for partnership working by London and local businesses and national travel operators to deliver mutual advantage. This is a strong springboard for Destination City.

Recommendation(s)

Members are asked to:

- Note the contents of this report and appendices

Main Report

Background

2. This report seeks to provide Members with a headline understanding of the activities undertaken and key learnings identified during the delivery of the *Square Smile* marketing campaign. The core purpose of this campaign was to entice workers back to the City in the wake of the pandemic. Residents and business visitors were also targeted.
3. Headline interim results relating to campaign performance are also included in the report, noting a full evaluation is not yet possible due to the lag in receiving spend, footfall and other campaign metrics. It is hoped that a full report that includes this data will be submitted to your Committee in July.
4. The campaign was funded by a total of £550,000 awarded by your Committee from your Covid Recovery Fund and Policy Initiatives Fund, following requests approved at your meetings on 11 March 2021 and 8 April 2021.
5. The campaign was launched on 11 October 2021 and concluded on 29 April 2022 with some PR and influencer activity running over May.
6. The campaign was led by the Directors of Innovation and Growth, and Communications with key officers from these divisions working with appointed consultants and agencies to achieve outcomes.

Current Position

7. Campaign activity is detailed on page 3 of appendix 1. In brief, this included “organic” marketing (blog posts, social media, and other unpaid media opportunities), “earned value-in-kind” media (delivered at no cost to the City Corporation using channels provided by partner organisations (e.g., travel operators)) and paid media (advertising).
8. The marketing mix was supported by a dedicated PR campaign. This included traditional coverage (such as press articles) and coverage achieved through social media influencers, partners (such as Business Improvement Districts (BIDs) and travel operators) and Square Mile employers, who used their regular communications channels (including worker newsletters and intranets) to engage the audiences with whom they are in regular contact with *Square Smile* content.
9. The campaign ran against a backdrop of macro-environmental factors which provided some significant challenges to its success. These can be seen in detail on page 5 of appendix 1. In summary, they are:
 - a. The NHS calling for Plan B during the week the campaign launched (October 2021)
 - b. The Omicron variant being identified in November 2021 and a substantial increase in cases.
 - c. Plan B being initiated by Government in December 2021, including work from home guidance in place from 13 December 2021 to 19 January 2022.
10. The campaign was underpinned by extensive research and worker insights. Interviews with City workers delivered an essential understanding of the barriers

and motivations in relation to a return to the office. These informed the *Square Smile* creative, channels to market and campaign content.

11. Initial research took place ahead of the campaign launch in October. A second phase was undertaken after Plan B work from home guidance was lifted (to understand any shifts in behaviour and motivations).
12. The second stage of research undertaken after Plan B (February 2022) resulted in a slight pivot of the campaign to include a call to action. It also resulted in the promotion of the newly launched “In the City” app with its incentives to drive spend through retail (or other) offers. Previously, campaign work had focussed on raising awareness of the advantages of being “in the office” and driving an intent to return.
13. Delivery of the *Square Smile* campaign resulted in some key learnings that may be applied to future campaigns. Notably, the campaign was delivered in a context hitherto unknown with behaviours of target markets. Potential partners have also shifted on a seismic scale and macro environmental factors enabling or disabling activity.
14. These learnings include **a renewed and enthusiastic appetite for partnership working** by London and local businesses and national travel operators to deliver mutual advantage. Headline partners included:
 - a. **Transport for London (TfL):** this partnership delivered a *Square Smile* roundel at Bank Station which achieved a good level of press and social media coverage (through the sharing of imagery using the campaign hashtag). Both TfL and the campaign sought to encourage people back onto the network, removing barriers to travel through motivational incentives.
 - b. **Southeastern Railway and Greater Anglia:** both partners provided free-of-charge media space across their networks. Southeastern Railway provided 151 posters at 109 locations and a *Square Smile* dedicated email newsletter to a subscriber base of 49,300 contacts, alongside social media postings. Greater Anglia provided 90 premium poster sites at locations across their network and a dedicated email newsletter to 90,000 subscribers. Again, motivation to travel and to come into central London was a shared objective that enabled these partnerships.
 - c. **Uber Boat by Thames Clippers:** this partnership saw a 30-second *Square Smile* video being broadcast free-of-charge across the company’s vessel fleet with the shared objective to motivate and engage audiences to come into and explore London more.
 - d. **Executive Channel Network:** this workplace media provider supported the campaign with free-of-charge digital advertising space across City workplaces. This included office waiting areas, lift lobbies and outside of key business areas. Again, with the objective to drive a more regular return to the office by showing inspirational content.
 - e. **Primera:** the City BID provider worked in partnership with the campaign to maximise the visibility of their new *In The City* mobile app which sought to drive spend in BID areas by encouraging workers to take advantage of offers from local business.

15. A second key learning of the campaign arose from the research undertaken and described in items 10 and 11 above. This showed that, while awareness of the campaign was achieved in the first phase of campaign activity instilling a sense of desire to return, **a clear call to action** was needed to encourage participation and spend. The *In the City* app (item 13e) helped facilitate this, providing clear reasons to “Download. Get Together. Enjoy the savings.”
16. Given the backdrop of an ever-changing climate, the campaign was set up for **flexibility and speed**. This key learning emerged from early contingency planning with use of digital media allowing for updates to messaging and imagery or a pause in the campaign when required (e.g., over Plan B) in a matter of hours rather than weeks.
17. Finally, it was imperative to counteract shifts in worker sentiment against an ever-changing backdrop of macro environmental factors. To achieve this, **research** was conducted twice amongst the worker audience alongside real-time social media listening. This ensured that campaign messaging always resonated with target markets and helped drive the achievements listed below.

Key Data

18. A full evaluation report set against campaign targets is not yet possible due to the lag in receiving spend, footfall and other campaign metrics. It is hoped that this will be submitted to your Committee in July. It will include campaign results against agreed KPIs for footfall; spend; value-in-kind; media and PR value; and engagement. In the interim, the following known metrics are provided.
 - a. The campaign had a planned target (across all paid media channels only) of 21,470,426 impressions (one “impression” is a single digital view or engagement with content related to the campaign). Overall, the campaign achieved a 61% uplift against this figure, achieving 35,100,384 impressions.
 - b. The reach of the campaign was 5.5m (this is the number of people who saw content related to the campaign (unlike impressions which counts the number of views)).
 - c. It is estimated that most of the target 500k target audience of City workers will have seen the campaign 8.5 times.
 - d. At the campaign’s highest impression period (November 2021), those who had seen the campaign were 2.2 times more likely to increase their visits to the City within the next 30 days than those who had not been exposed.
 - e. The campaign had 1.3 times more engagements than industry level benchmarks (that is to say, engagement in the campaign was 1.3 times higher than the average for this type of campaign).
 - f. Videos were the most popular advertising media and received 2.3m views across platforms.

Corporate & Strategic Implications

- **Strategic implications:** the *Square Smile* campaign has supported a return to the office by City workers and a wider return to the City by other communities. In this, it has delivered against key objectives in your Recovery Strategy *Square Mile: Future*

City. It has also paved the way, with learnings and established channels on which to build, for work under the new Strategic Destination Review.

- **Financial implications:** the *Square Smile* campaign was funded by £550,000 awarded by P&R Committee from the Covid Recovery Fund and Policy Initiatives Fund following requests approved at meetings on 11 March 2021 and 8 April 2021. The campaign was delivered within this budget envelope with added value derived through partnerships and co-promotional activities. The value of this will be reported to your July Committee.
- **Resource implications:** the campaign was delivered by a core team of consultants and agencies appointed to work on *Square Smile* exclusively (the cost of which was met from the budget specified above). Officers from the Media and Cultural and Visitor Development Teams have supported this work.
- **Legal implications:** none identified
- **Risk implications:** none identified
- **Equalities implications:** none identified
- **Climate implications:** none identified
- **Security implications:** none identified

Conclusion

19. This report provides interim headline results, key learnings, and a campaign overview for the *Square Smile* campaign. The success of the campaign against agreed KPIs cannot be evaluated until the full complement of data has been received. However, results reported thus far show significant achievements against campaign targets and evidence the campaign's effectiveness in driving a return to the City.
20. Furthermore, the learnings listed help pave the way for the new Strategic Destination Review, providing a firm foundation on which to build, not least through the ongoing development of core partnerships with travel operators, and the delivery of extensive research showing key motivators (and barriers) for audiences during recovery.
21. A full evaluation report will be returned to P&R in July.

Appendices

- Appendix 1 – *Square Smile*: end of campaign interim summary report (May 2022)

Background Papers

- Recovery Promotional Campaign, report to Policy & Resources Committee, 11 March 2021
- Recovery Promotional Campaign, report to Policy & Resources Committee, 8 April 2021

Nick Bodger

Cultural and Visitor development Director
T: 020 7332 3263
E: Nick.Bodger@cityoflondon.gov.uk

S^QMILE



CITY
OF
LONDON

END OF CAMPAIGN
INTERIM SUMMARY REPORT

MAY 2022

SQUARE SMILE CAMPAIGN - OBJECTIVES

Encourage workers of City of London based businesses to return to the Square Mile.

Not only to the office, but also to the **vibrant culture, restaurants, bars, and retail** in the City.

Inspiring them to **experience, participate and spend their time and money** in the Square Mile again.

Driving **economic benefit** for businesses (especially most under threat) by:

CHANGING ATTITUDES & PERCEPTIONS

DRIVING FOOTFALL

DRIVING SPEND

HOW DID WE ACHIEVE THIS?

WITH PRECISE TARGETING:

Young City workers; people who enjoy hybrid working but are missing the sense of belonging and community that comes from being physically together, plus their employers with effective communications.

WE REACHED THIS AUDIENCE:

At their home

On their devices

During their commute

At their workplace

INFORMED AND SUPPORTED BY:

Research - City worker audience focus groups

Marketing communications – organic and paid activity

P R – traditional and social media influencers

Partnerships – TfL, Rail, Uber Boats by Thames Clippers, Outdoor Advertising, Display, Business Improvement Districts (BIDs).

PAID MEDIA:

Sky AdSmart TV, Digital display and social channels including LinkedIn, Facebook and Instagram. Supporting the Square Smile message in Phase 1 and 2, plus In The City App in Phase 2. Outdoor advertising in rail and tube stations and onboard media on trains.

OWNED MEDIA:

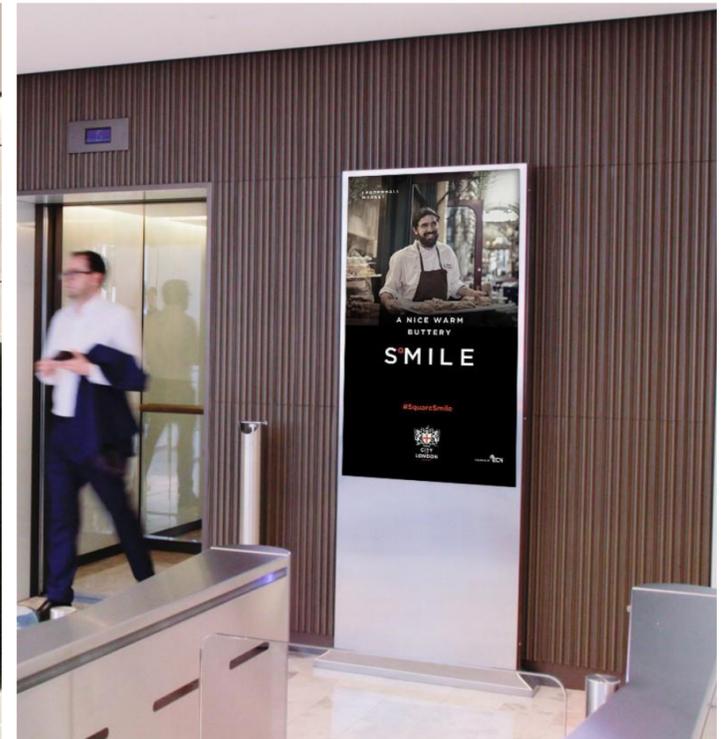
City of London social media channels, website and in-house spaces.

PR:

Including working with 5 top influencers covering a wide sector of the City's offering - food & drink, retail, culture and wellbeing.

EARNED MEDIA:

Including partnerships with TfL to create the Bank SQUARE SMILE roundel, Uber Boats by Thames Clippers, Southeastern Railway, Greater Anglia Rail, and the Executive Channel Network (workplace media owner).



CAMPAIGN RESULTS – PAID MEDIA

5.5M REACH¹

OUR 500K AUDIENCE HAVE
SEEN CAMPAIGN ACTIVITY

(approx.) **8.5x**

(across various touchpoints)

61%

IMPRESSIONS² UPLIFT
FOR PAID MEDIA –
DEMONSTRATING HIGH
PERFORMING CREATIVE³

2.3M

VIDEO VIEWS –
THE MOST POPULAR
ADVERTISING MEDIA FOR
OUR AUDIENCE

1.3x

MORE ENGAGEMENTS³ THAN
INDUSTRY BENCHMARK
LEVELS⁴

THOSE WHO SAW THE
CAMPAIGN AT ITS PEAK WERE

2.2x

MORE LIKELY TO
INCREASE THEIR VISITS TO
THE OFFICE IN THE CITY⁵

¹Reach - The number of people who saw content related to the campaign

²Impressions - digital views or engagements with content related to the campaign

³Engagements - Comments, likes or shares of content

⁴Benchmarks based on an average of industry engagements across all channels. Engagement in the campaign was 1.3 times higher than the average for this type of campaign.

⁵Select Media Survey

CAMPAIGN SOUNDBITES – FROM RESEARCH

"It made me want to be "that person" - happily enjoying the buzz of the city again. As a young professional it really resonated with the plans I make and the different faces I see in the city. It also gave me a feeling of pride for the city I live and work in. Also - I think the timing of seeing this video makes a big difference. We're just exiting the winter months and spring is around the corner. It does feel like 2022 is the year of normalcy - work can now be seen as fun, jobs feel more secure."

"I love the whole campaign it's looking amazing!"

"I would be very interested in an app that provides information and deals. It would provide guidance on what to do which could be really helpful! Offers are always a great way to get a group of people together and potentially something to look forward to after work"

"It reminded me how much fun it can be to be out in the City at lunchtime and in the evenings, meeting friends, drinking and socialising, particularly during the spring and summer months. When you work from home a lot it can be easy to forget this. I would say that the video made me want to go into the office a bit more, although still not every day."

S^QMILE

#SquareSmile



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Committee(s) Policy & Resources Committee – for information	Dated: 09/06/2022
Subject: Decisions taken under delegated authority or urgency powers.	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	See Background Report
Does this proposal require extra revenue and/or capital spending?	See Background Report
If so, how much?	See Background Report
What is the source of Funding?	See Background Report
Has this Funding Source been agreed with the Chamberlain’s Department?	See Background Report
Report of: Town Clerk	For Information
Report author: Chris Rumbles, Town Clerk’s Department	

Summary

This report advises Members of action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and 41(b) since the last meeting.

Recommendation

That Members note the action taken since the last meeting of the Committee.

Main Report

- Since the last meeting of the Committee, approval has been given under urgency procedures or delegated authority arrangements, pursuant to Standing Order No. 41, as follows: -

Urgent Decision: Keynote Address by the Prime Minister of Japan

BACKGROUND:

At the invitation of Her Majesty’s Government, the Prime Minister of Japan, Mr Fumio Kishida, visited the United Kingdom from 4th – 5th May. The City of London Corporation was invited to host a keynote address by the Prime Minister on Japanese economic policy.

The event provided an opportunity for the City Corporation to further strengthen its engagement with Japanese institutions and City businesses with strong trade and investment links with Japan.

The visit was announced on 28th April. It was important to issue invitations immediately following the announcement to enable guests to be advised of the event and for arrangements generally to be put in place.

Approval was therefore sought and granted by the Town Clerk, in consultation with the Chair and Deputy Chairman that: -

- Hospitality be granted for a keynote address by the Prime Minister of Japan and that arrangements are made under the auspices of the Policy and Resources Committee; the costs to be met from City's Cash within agreed parameters.

In accordance with Standing Order 41 (a) and 41 (b), Members are asked to note the recent decisions taken by the Town Clerk in consultation with the Chairman and Deputy Chairman.

Copies of background papers concerning these decisions are available from Chris Rumbles on request.

Contact:

Chris Rumbles

Tel 020 7332 1405

Christopher.rumbles@cityoflondon.gov.uk