



Policy and Resources Committee (For Information – Supplementary Agenda Pack)

Date: THURSDAY, 11 JULY 2024
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

3. MINUTES

- b) * To note the draft public minutes of the Resource Allocation Sub-Committee Meeting on 2 May 2024 (Pages 3 - 8)
- c) * To note the draft public minutes of the Capital Buildings Board meeting on 29 May 2024 (Pages 9 - 12)

12. * TRANSITIONING FROM 1-YEAR TO 5-YEAR BUSINESS PLANNING.

For Information
(Pages 13 - 26)

13. * POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS

For Information
(Pages 27 - 34)

14. * LONDON CAREERS FESTIVAL 2024 EVALUATION

For Information
(Pages 35 - 84)

15. * MIPIM PROPERTY CONFERENCE 2024

For Information
(Pages 85 - 96)

16. * INNOVATION AND GROWTH QUARTERLY REPORT

For Information

20. **MINUTES**

- b) * To note the draft non-public minutes of the Resource Allocation Sub-Committee Meeting on 2 May 2024 (Pages 103 - 108)
- c) * To note the non-public minutes of the Capital Buildings Board meeting on 29 May 2024 (Pages 109 - 114)

27. * **INNOVATION AND GROWTH QUARTERLY REPORT**

For Information
(Pages 115 - 130)

28. * **BARKING REACH POWER STATION COMPANIES - BUSINESS PLAN UPDATE**

For Information
(Pages 131 - 180)

29. * **LIVERY COMMITTEE WEBSITE**

For Information
(Pages 181 - 186)

Ian Thomas CBE
Town Clerk and Chief Executive

RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 2 May 2024

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 2 May 2024 at 2.00 pm

Present

Members:

Deputy Henry Colthurst (Deputy Chairman)	Caroline Haines
Deputy Randall Anderson	Deputy Shравan Joshi MBE
Deputy Keith Bottomley	Deputy Andrien Meyers
Tijs Broeke	Alderman Sir William Russell
Jason Groves	Deputy Sir Michael Snyder

In Attendance

Alderman Timothy Hailes

Officers:

Ian Thomas CBE	- Town Clerk & Chief Executive
Polly Dunn	- Assistant Town Clerk & Executive Director of Governance and Member Services (Interim)
Caroline Al-Beyerty	- Chamberlain
Sonia Virdee	- Chamberlain's Department
Beena Tanna	- Chamberlain's Department
Paul Wilkinson	- City Surveyor
Peter Young	- City Surveyor's Department
Graeme Low	- City Surveyor's Department
John Galvin	- City Surveyor's Department
Paul Friend	- City Surveyor's Department
Peter Collinson	- City Surveyor's Department
Dorian Price	- City Surveyor's Department
Ian Hughes	- Environment Department
Emily Tofield	- Executive Director of Corporate Communications and External Affairs
Dionne Corradine	- Chief Strategy Officer
Johnathan Vaughn	- Principal of Guildhall School of Music and Drama
Robert Bennett	- Guildhall School of Music and Drama

1. APOLOGIES

Apologies were received from Deputy Christopher Hayward and Deputy James Thomson.

The Chairman thanked Tom Sleigh, Catherine McGuinness and Ruby Sayed for their services on the Sub-Committee. These Members were no longer serving on the Resource Allocation Sub-Committee, by virtue of having not been returned to the Policy & Resources Committee following the April Court of Common Council meeting.

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

There were no declarations.

3. **MINUTES**

The Town Clerk advised that the year referenced in the title of Item 4b should read "2024/25".

RESOLVED, that subject to this correction, the public minutes and the non-public summary of the meeting held on 24 January 2024, be approved as an accurate record.

4. ***NOTE OF INQUORATE MEETING**

RESOLVED, that the note of the inquorate meeting held on 11 March 2024, be received.

5. **CAPITAL FUNDING UPDATE**

Members considered a report of the Chamberlain concerning a regular Capital Funding Update.

The Chairman noted that it was helpful to understand the capital funding commitments in the round, should the need for prioritisation arise. However, he requested that the Chamberlain consider revisiting how the information was presented to best facilitate this overview.

RESOLVED, that Members:

- (i) Review the schemes summarised in Table 2 and, particularly in the context of the current financial climate, confirm their continued essential priority for release of funding at this time and accordingly:
- (ii) agree the release of up to £2.6m for the schemes progressing to the next Gateway in Table 2 from City Fund £2.376m (including £2m for OSPR and £0.065m CIL), City Estate 0.208m and note the £0.016m from City Bridge Fund (CBF).

6. ***CITY SURVEYOR'S BUSINESS PLAN 2023-28 QUARTER 3 2023/24 UPDATE**

Members received a report of the City Surveyor concerning an update on the 2023-28 departmental business plan.

RESOLVED, that the report be noted.

7. ***THE CITY SURVEYOR'S CORPORATE AND DEPARTMENTAL RISK REGISTER - APRIL 2024 UPDATE**

Members received a report of the City Surveyor concerning an update on the departmental risk register.

RESOLVED, that the report be noted.

8. ***REPORT OF ACTION TAKEN BETWEEN MEETINGS**

Members received a report of the Town Clerk, setting out the various action taken under urgency procedures since the last meeting.

RESOLVED, that the report be noted.

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

There were no questions.

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

There was one item of urgent business.

Members were advised about a Gateway Report requesting approval to seek planning permission to install an Air Source Heat Pump and Photovoltaic array onto the roof of Mansion House. The estimated cost to reach the next gateway was £50k, and that the total estimated cost of the project was approximately £1.5m.

Unfortunately, due to an administrative error, the report was left off the agenda. The omission was not realised until shortly before the meeting. As such, officers sought a delegated authority the Sub-Committee, so the matter could be progressed before the next scheduled meeting.

Members asked why the cost associated with planning permission was so high. It was confirmed that this cost was largely due to the complexities of dealing with a Grade I listed building.

Members were content to support the matter being progressed under delegated authority, providing the Chamberlain provided assurance that there was £1.5m available from the Climate Action Strategy funding, to support the substantive project.

RESOLVED, that subject to assurances from the Chamberlain's Department, delegated authority be granted to the Town Clerk in consultation with the Chairman and Deputy Chairman, to consider a gateway report relating to the installation of an Air Source Heat Pump and Photovoltaic array onto the roof of Mansion House, including the associated £50k costs to reach the next gateway.

11. **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 1 of the Schedule 12A of the Local Government Act.

12. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 24 January 2024, be approved as an accurate record.
13. **PROPOSED LEASE TO TFL AND REINSTATEMENT OF ARTHUR STREET SHAFT (BANK STATION CAPACITY UPGRADE PROJECT)**
Members considered a joint report of the City Surveyor and Interim Executive Director Environment concerning the proposed lease to Transport for London and reinstatement of Arthur Street Shaft (Bank Station).
14. **GUILDHALL SCHOOL OF MUSIC AND DRAMA REQUIREMENT FOR EXTRA WORKSPACE - NORTH WING, GUILDHALL**
Members received a joint report of the City Surveyor and Principal of the Guildhall School of Music and Drama (GSMD) concerning the requirement for extra workspace at the Guildhall complex.
15. **CENTRAL CRIMINAL COURTS, FIRE ALARM REPLACEMENTS AND ASSOCIATED PUBLIC ADDRESS SYSTEM**
Members considered a Gateway 6 project report of the City Surveyor, concerning the Central Criminal Courts Fire Alarm Replacements and associated public address system.
16. ***CYCLICAL WORKS PROGRAMME (CWP) DELIVERY STRATEGY PAPER**
Members received a report of the City Surveyor concerning the Cyclical Works Programme Delivery Strategy.
17. ***COMMERCIAL STRATEGY - INCOME GENERATION**
Members received a report of the Chamberlain regarding a Commercial Strategy and income generation.
18. ***OPERATIONAL PROPERTY REVIEW**
Members received a report of the City Surveyor regarding a review into the City Corporation's Operational Property.
19. ***WALBROOK WHARF UPDATE ON SOFT MARKET TESTING**
Members received a Gateway 2 progress report of the City Surveyor regarding Walbrook Wharf and soft marking testing.
20. ***DELEGATED AUTHORITY DECISIONS AND ARREARS UPDATE ASSETS ALLOCATED TO THE CITY SURVEYOR TO DIRECTLY MANAGE ON THE OPERATIONAL ESTATE - 1ST OCTOBER 2023 TO 31ST MARCH 2024**
Members received a report of the City Surveyor regarding delegated Authority decisions and arrears update assets allocated to the City Surveyor to directly manage on the operational estate - 1st October 2023 to 31st March 2024.
21. ***REPORT OF ACTION TAKEN BETWEEN MEETINGS**
Members received a report of the Town Clerk regarding action taken between meetings in line with delegated authority and urgency procedures.

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

There were no questions.

23. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There was no other business.

Members did, however, use the opportunity to note a preference for future meetings to start at 1.45pm (if held in the afternoon).

The meeting ended at 3.16 pm

Chairman

Contact Officer: Polly Dunn
Polly.Dunn@cityoflondon.gov.uk

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CAPITAL BUILDINGS BOARD

Wednesday, 29 May 2024

Minutes of the meeting of the Capital Buildings Board held at the Guildhall EC2 at 9.30 am

Present

Members:

Deputy Sir Michael Snyder (Chairman)	Alderman Timothy Hailes JP (Ex-Officio Member)
Oliver Sells KC (Deputy Chairman)	Alderman Tim Levene
Deputy Randall Anderson	Alderwoman Susan Pearson
Deputy Keith Bottomley	Deputy Henry Pollard (Ex-Officio Member)
David Brooks Wilson	Deputy James Thomson (Ex-Officio Member)
Deputy Madush Gupta	Philip Woodhouse

In attendance (observing online)

Deputy Charles Edward Lord

Officers:

Michael Cogher	- Comptroller and City Solicitor, Deputy Chief Executive
Paul Wilkinson	- City Surveyor
Steve Chandler	- City Surveyor's Department
Tim Cutter	- City Surveyor's Department
Mark Lowman	- City Surveyor's Department
Ola Obadara	- City Surveyor's Department
Martin O'Regan	- City of London Police
Sonia Virdee	- Chamberlain's Department
Genine Whitehorn	- Chamberlain's Department
Peter Barlow	- Town Clerk's Department
Chris Rumbles	- Town Clerk's Department

Part 1 – Public Agenda

1. APOLOGIES

Apologies were received from Deputy Christopher Hayward and Deputy Henry Colthurst.

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

David Brooks Wilson declared an interest in respect of all matters concerning Arcadis, Keltbray Group Ltd, City and Provincial Properties Ltd, Wilky Group Ltd and Quinn Estates Limited.

3. **MINUTES**
RESOLVED: That the public minutes of the Capital Buildings Board meeting on 24 April 2024 be approved as an accurate record.
4. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
5. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no additional items of business.
6. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100A 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 1 of Schedule 12A of the Local Government Act.

Part 2 – Non-Public Agenda

7. **MINUTES**
RESOLVED: That the non-public minutes of the Capital Buildings Board meeting on 24 April 2024 be approved as an accurate record.
8. **MUSEUM OF LONDON RELOCATION PROGRAMME UPDATE**
The Board considered a report of the City Surveyor providing an update on the Museum of London Relocation Programme.
9. **SALISBURY SQUARE DEVELOPMENT - RIBA STAGE 5 UPDATE**
The Board considered a report of the City Surveyor providing an update on progress with the Salisbury Square Development.
10. **BARKING REACH POWER STATION - SITE REMEDIATION PROJECT**
The Board received a report of the City Surveyor providing an update on progress on the Barking Reach Power Station Site Remediation Project.
11. **BARKING REACH POWER STATION SITE REMEDIATION PROJECT UPDATE ON LANDOWNER AGREEMENTS RELATING TO OFF SITE INFRASTRUCTURE AND ALL OTHER LICENCE AGREEMENTS**
The Committee considered a report of the City Surveyor providing an update on landowner agreements relating to offsite infrastructure and all other licence agreements.
12. **BARKING REACH POWER STATION - SITE REMEDIATION PROJECT**
The Board received a regular issues update relating to the Barking Reach Power Station Site Remediation Project.
13. **MAJOR PROGRAMMES OFFICE - DASHBOARD REPORT**
The Board received a report of the Chamberlain providing a Major Programmes Office dashboard update.

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

There were no questions.

15. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There were no additional items of business.

The meeting closed at 10.09am

Chairman

**Contact Officer: Chris Rumbles
tel. no.: 020 7332 1405
christopher.rumbles@cityoflondon.gov.uk**

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Committee: Policy & Resources Committee	Dated: 11/07/2024
Subject: Transitioning from 1-Year to 5-Year Business Planning.	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
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: Dionne Corradine, Chief Strategy Officer	For Information
Report author: Barbara Hook, Assistant Director Corporate Planning, Town Clerks Department.	

Summary

Departments and Institutions¹ produce one-year High Level Business Plans aligned with corporate and departmental objectives and outcomes (see appendix 1). Business Plans inform service Committees and enable Members to hold officers accountable for the delivery of outcomes with the resources allocated.

This report summarises the current single-year High Level Business Plan process and signals the intention to transition towards all Departments and Institutions producing five-year business plans that are reviewed annually. The Department of Community and Children’s Services and the Environment Department are to be pathfinders for the process in FY 2025-26, helping to test an approach which may be implemented across the City of London Corporation going forward.

Recommendation

Members are asked to:

- Note the report

Main Report

Background

1. Business Planning is a key part of successful delivery across the organisation. In their High Level Business Plans departments and Institutions set out the workstreams and associated activities that will be delivered to achieve their identified departmental objectives and goals, aligned to the City of London Corporation’s Corporate Plan outcomes. By ensuring these are appropriately planned, resourced, implemented and measured, departments and institutions

¹ The following Institutions use an alternate format for their business plans: Freeman’s School 5-year Strategic Plan, City of London School and City of London School of Girls 5-year Vision and Strategic Aims, Guildhall School of Music and Drama 5-year Strategic Plan, and City of London Police Annual Report.

can manage the planned business activity and understand whether the actions are having the intended impact in year.

2. Business Planning principles strive to deliver consistent, aligned plans that enable performance to be monitored. Members have requested, across the City of London Corporation, an improvement in performance indicators, data and reporting. Our new Corporate Plan 2024-2029 provides an impetus for capturing and reporting outcome performance data, and for transitioning to a Five-Year Business Plan process across the City Corporation.
3. Changes have been implemented in the past two financial years under the direction of the Chief Strategy Officer to strengthen the Business Planning process. Some of these changes are listed in paragraph 7. Improvements are enabling better cross-department collaboration helping to combat siloed-working, consideration of cross cutting themes - such as EEDI - identified in our Corporate Plan, and increased understanding and mitigation of risk.
4. The Department of Community and Children's Services and the Environment Department are moving to producing Five Year Business Plans commencing FY 2025/26. These departments will be pathfinders for the Five-Year Business Plan process; in producing their five year plans they will be helping to test an approach which may be adopted corporately.

Current Position – Annual Departmental High Level Business Plans

5. The Chief Strategy Officer is the Head of Profession for Business Planning, Strategy and Risk and the Corporate Strategy and Performance Team (CSPT), provide corporate management and oversight of the Business Planning process. Each year updated Business Planning guidance is issued to steer the production of departmental and institutional High Level Business Plans, which are presented to service Committees between January-March, usually alongside the departmental budget estimates. A summary is provided at Appendix 1.
6. Institutions have increasingly aligned with and alongside the corporate business planning process. By FY2024/25 this included Barbican Arts Centre, City Bridge Foundation, Guildhall School of Music and Drama and Freemen's School, though the schools follow academic year timings. The City of London Police, City of London Boys and City of London School for Girls also produce business plans but these are not currently included in the Strategic Planning Group and Executive Leadership Group reviews.²

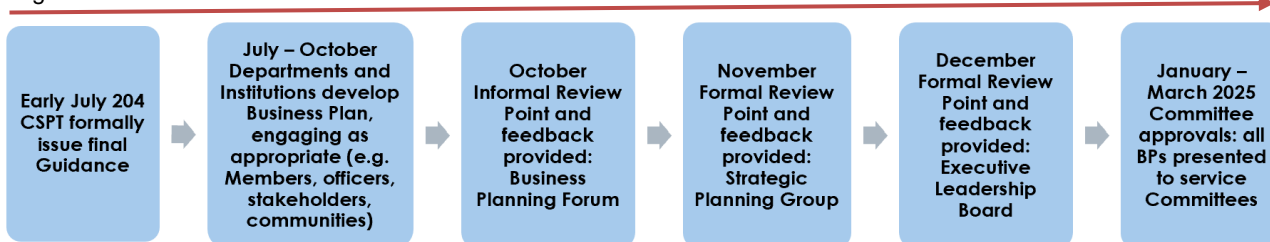
Improved methodology and officer governance

7. For FY2024/25 improvements included:
 - a. Increased consistency and alignment across departments following all parts of the corporate business planning guidance and template
 - b. Resource allocation estimated budget spend and people resource (as a percentage of the whole) articulated for priority workstreams
 - c. Performance metrics aligned to a priority workstreams and relevant data to drive decision-making.
 - d. Recording activities and milestones on a timeline, to monitor delivery progress through quarterly reporting to the Executive Leadership Board during FY2024/25.

² City of London Police Business Plan is presented for approval in May, CLS and CLSG Business Plans are presented for approval in September

- e. Targeted support from Corporate Strategy and Performance Team to identify synergies and dependencies, opportunities for collaborative working and prioritisation of resources to the Corporate Plan outcomes
 - f. Scrutiny and appropriate challenge to ensure the delivery plans throughout the organisation are supporting the cross cutting themes and ways of working outlined in our Corporate Plan and People Strategy, such as Equity, Equality, Diversity and Inclusion, and our statutory responsibilities. These are fundamental to the Corporate Plan's six strategic outcomes
 - g. Establishing a Business Planning Forum for peer-to-peer review and constructive challenge
 - h. Strengthened officer governance with a new Strategic Planning Group, with Heads of Profession providing cross-cutting scrutiny and horizon scanning of risk
 - i. Business Plans submitted to the Executive Leadership Board for Chief Officer oversight, providing assurance prior to submission to service Committees
 - j. Establishing a common timeframe for securing Committee approvals
8. Many organisations create three to five year business plans. Achieving ambitious outcomes can take longer than a single year and rely on multi-component, cross-cutting projects and programmes that span multiple years. City of London Corporation resources are frequently committed over a number of years in high value, high impact and high-profile programmes and public realm improvements, so considering departmental business plan priorities over the same period as the City of London Corporation's Corporate Plan and medium term financial plan will be beneficial.
9. We will need to do this iteratively. For FY 2025/26 most departments will produce a single year High Level Business Plan and CSPT will issue single year Business Planning guidance in July, alongside the annual guidance on producing departmental Budget Estimates (the FY2025/26 Medium Term Finance Plan timetable) issued by Chamberlain's Department. The broad timeline for producing FY2025/26 High Level Business Plans is shown below:

High level timeline:



10. The 2025/26 Medium Term Financial Plan Timetable is at Appendix 2.
11. Some departments and institutions³ already plan over longer than a one year period and so may be in a position to move forward to a new process for producing Five Year Business Plans more quickly than others. Therefore, in the next business planning cycle we expect somewhat of a 'mixed economy' in the type and length of business plans produced in the organisation, and the process will need careful management during the transition. In this transformative period, we will be encouraging different thinking to uplift organisational

³ Five Year plans are currently produced by Freeman's School, City of London School and City of London School for Girls, Guildhall School of Music and Drama.

capability, for example in embedding use of OKRs and other performance metrics, and generating improvements in data and reporting.

Transitioning from Single-Year to Five-Year Departmental Business Plans

12. Our new Corporate Plan 2024-2029, associated strategies and the organisational Transformation Programme provide the context for the development of five-year Business Plans. Business Plans are part of the performance measurement suite, and quarterly reviews conducted by the Executive Leadership Board of all Departmental and Institutional Business Plans have been introduced from FY2024/25.
13. Departments and institutions will transition from a single year departmental plan to a five-year plan reviewed annually and at other set times as applicable. However, in trialling the approach and balancing flexibility, consistency and comparability, we will consider variations - for example transitioning to a three year business plan with options to roll forward for two more years. We will also take into account any need to align with the requirements of external bodies and inspectorates (e.g. central government, Ofsted, etc). To achieve the step change we need in moving our focus from outputs to outcomes, five year plans will set out a vision and strategic intent together with delivery plans, resource considerations and performance measures. Creating compelling narratives and plans will take time and departments may move at different speeds to achieve this. ERP will be an important enabler for agile long-term strategic planning and resource allocation.
14. DCCS and Environment Department will be pathfinders to develop five-year Business Plans commencing in FY2025/26 aligned with Corporate Plan 2024-29 cognizant of associated and cross cutting strategies and the Corporate Transformation. This will inform implementation of the approach organisation wide.
15. The five-year Departmental Plan is likely to include:
 - A picture of future demand for services and the likely financial position
 - Aspirations for the Departmental response to this e.g. actions and spend including funding sources
 - Contributions to the Corporate Plan outcomes
 - Critical workstreams, timelines, interdependencies and risks
 - A range of performance metrics including OKRs (see Appendix 4)
 - Component parts of the current High Level Business Plan template
16. The business planning process and template will evolve and be refined, although it will retain features to enable consistency, and peer review including the Strategic Planning Group and Executive Leadership Board. Departments and Institutions will continue to be agile and will have the ability to pivot their plans to respond to emerging needs by adapting their plans accordingly during the business plan period.
17. Using DCCS and Environment Department feedback, CSPT will work with departments and institutions to prepare and ready them for transition, with the aim of most being ready from September 2025 to produce Five Year Business Plans⁴ that commence FY2026/27. A high level timeline is provided at Appendix 2.

⁴ Or three-plus-two-year Business Plans (or other duration), if during the pilot test period, an alternate approach is considered beneficial.

Corporate & Strategic Implications

Strategic implications – departmental and institutional Business Plans are aligned to Corporate Plan 2024-29 outcomes.

Financial implications – none

Resource implications – none

Legal implications – none

Risk implications – consideration of risk is integral in Business Planning.

Equalities implications – Equalities, Diversity and Inclusion is integral in Business Planning.

Climate implications - climate implications and sustainability is integral in Business Planning.

Security implications – none

Conclusion

The transition to producing five-year business plans that align with the Corporate Plan represents a significant evolution in our strategic planning and organisational management approach, and is expected to bring multiple benefits including better understanding of future trends, challenges, and opportunities and enable proactive decision-making. The steps outlined in this report provide a framework for successfully navigating the transition and realizing these benefits.

Appendices

- Appendix 1 – List of Departmental and Institutional Business Plans
- Appendix 2 – High Level Timeline: Transition to Five Year Business Plans
- Appendix 3 – 2025/26 Medium Term Financial Plan Timetable
- Appendix 4 – How Objective and Key Results differ to Key Performance Indicators

Barbara Hook

Assistant Director Corporate Planning, Town Clerk's Department

T: 07394 573808

E: barbara.hook@cityoflondon.gov.uk

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Appendix 1 List of Departmental and Institutional Business Plans

Department	Where noted, separate plans were presented for FY2024/25 ¹	Committee(s)	Approval Month	Frequency Performance Reporting
Chamberlain’s Department	Chamberlain	Finance Committee Investment Committee	January	Quarterly
	Digital Information Technology	Digital Services Committee	January	Quarterly
	Commercial	Projects and Procurement Sub-Committee	January	None
City Surveyor’s Department	City Surveyor	Resource Allocation Sub Committee Investment Committee	January	Quarterly
	Markets	Markets Board	January	4 monthly
Community and Children’s Services Department		Community and Children’s Services Committee	March	Quarterly
Comptroller and City Solicitor’s Department		Corporate Services Committee	February	None
Environment Department	Natural Environment Division and City Gardens	Natural Environment Board	February	Half Yearly
	Planning and Development Division and City Operations Division	Planning and Transportation Committee	March	Half Yearly
	Port Health and Protection Division (including Licensing) and Cleaning Service	Port Health and Environmental Services Committee Licensing Committee	March February	Half Yearly Annually
Human Resources		Corporate Services Committee	February	None
Innovation and Growth		Police and Resources Committee	March	Quarterly
Remembrancer’s Department		Policy and Resources Committee	January	None

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¹ From the next cycle, whether producing single year of five year business plans, Departments will each produce one encompassing business plan that covers all parts of their department, e.g. the City Surveyor’s Department business plan will include Markets.

Town Clerk's Department	Governance and Member Services, Office of the Policy Chairman, Strategic Security and Resilience, Police Authority, and Corporate Health and Safety	Policy and Resources Committee Police Authority Board Corporate Services Committee	January January January	None None None
	Communications and Corporate Affairs	Policy and Resources Committee Communication and Corporate Affairs Sub Committee	February February	None None
	Corporate Strategy & Performance	Policy and Resources Committee	January	None
	London Metropolitan Archives	Culture Heritage and Libraries Committee	January	None
	Mansion House Office of the Lord Mayor and Sheriffs	General Purpose Committee of Aldermen	February	None
Institution		Committee	Approval Month	
Barbican Arts Centre		Barbican Centre Board	January	
City Bridge Foundation		City Bridge Foundation Board	February	
Freeman's School ²		Board of Governors of the City of London Freeman's School	September	
Guildhall School of Music and Drama ³		Board of Governors of the Guildhall School of Music and Drama	October	
Institution business plans not currently reviewed by SPG and ELB		Committee	Approval Month	
City of London Police ⁴		City of London Police Authority Board	May	
City of London School ⁵		Board of Governors of the City of London School	September	
City of London School for Girls		Board of Governors of the City of London School for Girls	September	

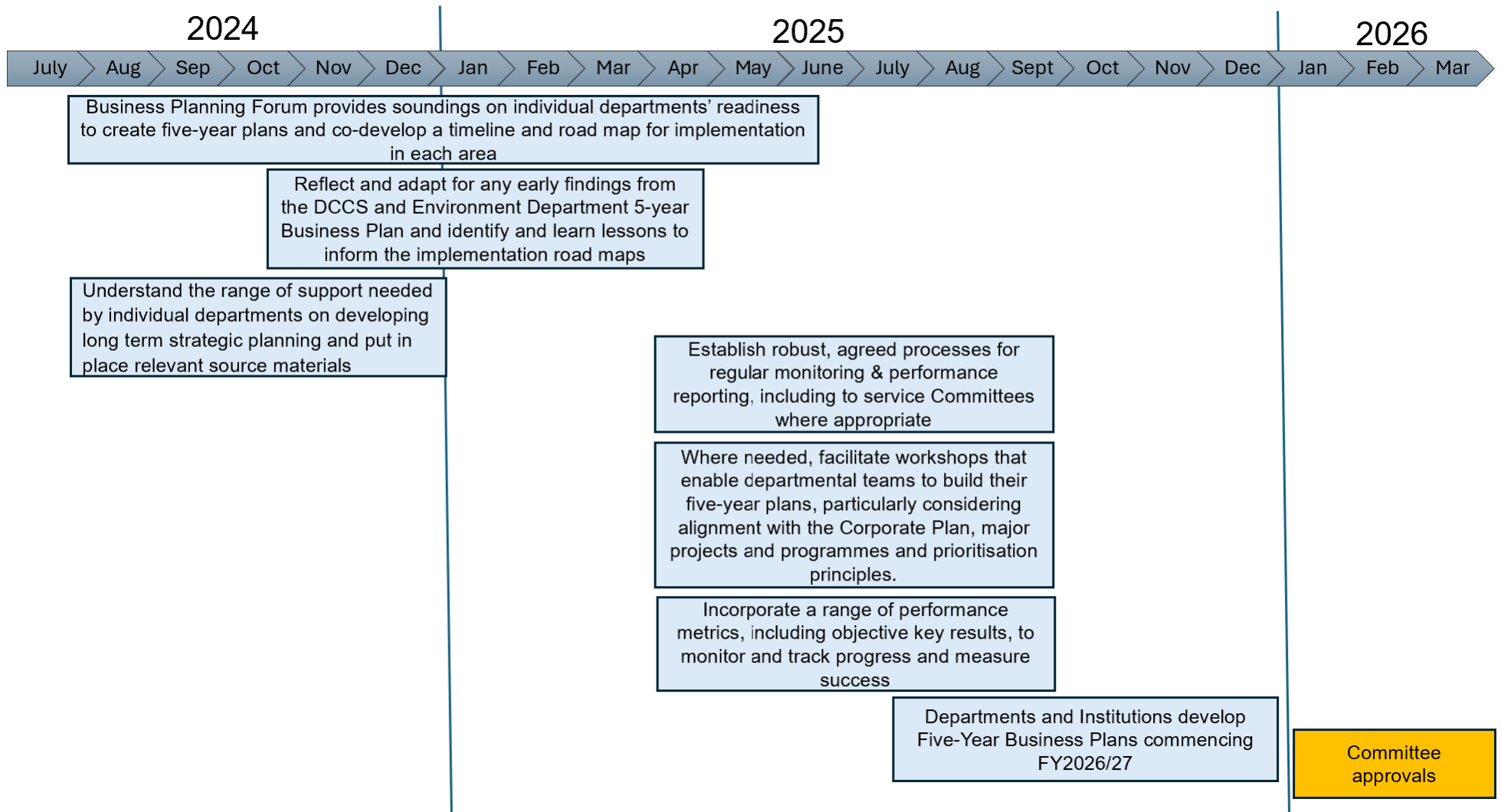
² Alternate format used to produce the Freeman's School Strategic Plan

³ Alternate format used to produce the Guildhall School of Music and Drama Strategic Plan

⁴ Alternate format used to produce City of London Police Annual Report

⁵ Alternate format used to produce the City of London School and City of London School of Girls Vision and Strategic Aims

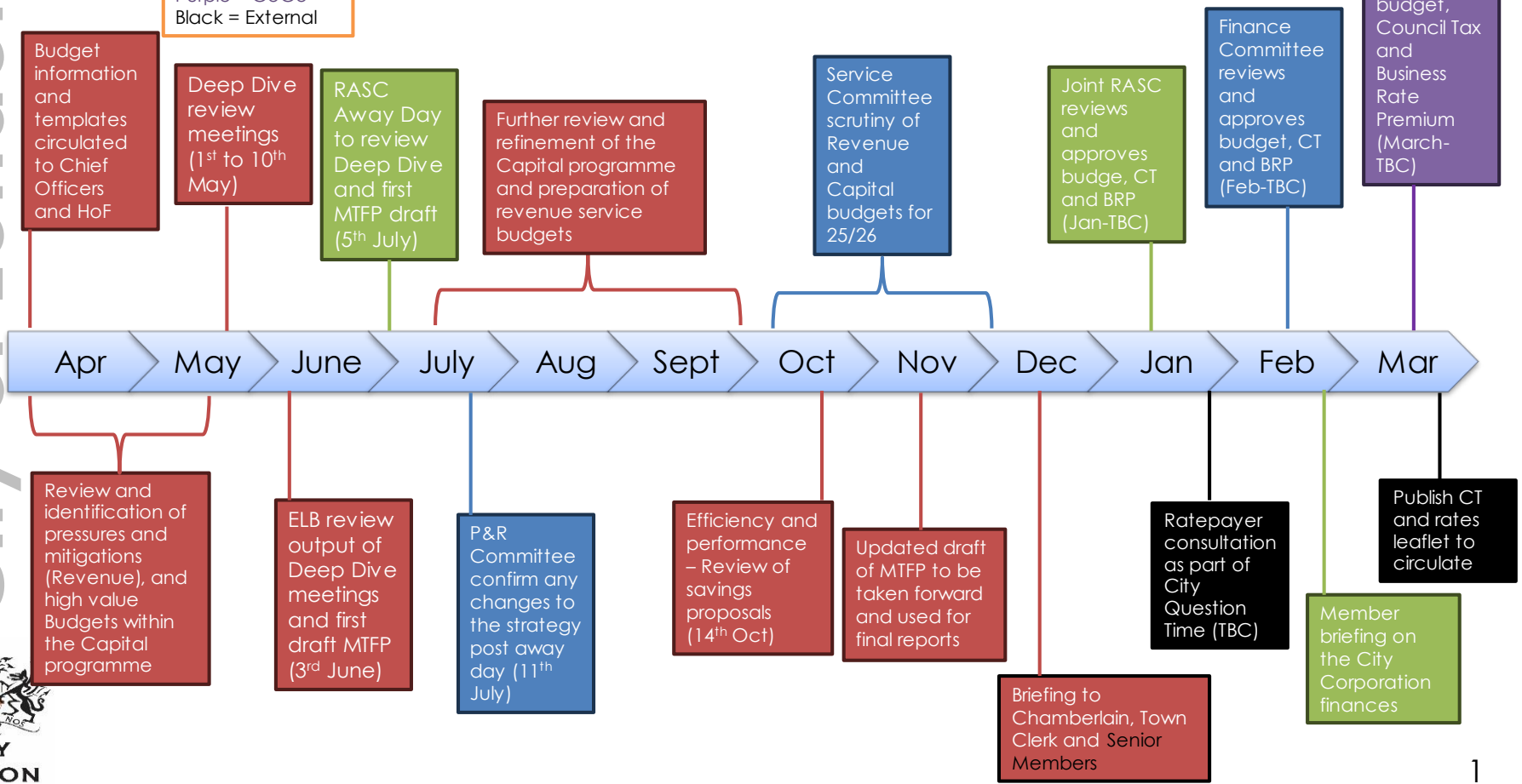
Appendix 2 High Level Timeline: Transition to Five Year Business Plans



Appendix 3 – 2025/26 Medium Term Financial Plan Timetable

2025/26 MTFP Timetable

Key
 Red = Officers
 Green = Members
 Blue – Committees
 Purple = CoCo
 Black = External










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Appendix 4 - How Objective and Key Results differ to Key Performance Indicators

	Objectives and key results (OKRs)	Key performance indicators (KPIs)
 Definition	Actionable goals with measurable components	Numbers that track business goals
 Basis	Based on company missions and aspirations	Based on past results and current projects
 Criteria	Measures bolder, more aggressive goals	Measures steadiness and benchmarks
 Purpose	Motivational tool	Performance evaluation tool
 Duration	Quarterly or yearly	Variable
 Variation	Goals change each cycle	Metrics can stay the same for months or years

 asana

Source Ref: <https://asana.com/resources/okr-vs-kpi>

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Committee(s): Policy and Resources Committee	Dated: 11/07/2024
Subject: Policy and Resources Contingency/Discretionary Funds	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?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Chamberlain	For Information
Report Author: Geraldine Francis - Chamberlain	

Summary

This report provides the schedule of projects and activities which have received funding from the Policy Initiatives Fund (PIF) and the Policy and Resources Committee's Contingency Fund for 2024/25 and future years with details of expenditure in 2024/25. The balances remaining for these Funds for 2024/25 and beyond are shown in the Table below.

Fund	2024/25 Balance Remaining after Approved Bids £	2025/26 Balance Remaining after Approved Bids £	2026/27 Balance Remaining after Approved Bids £	2027/28 Balance Remaining after Approved Bids
Policy Initiative Fund	1,048,846	782,000	1,180,000	1,200,000
Policy & Resources Contingency	129,692	300,000	300,000	300,000

Recommendation(s)

Members are asked to:

- Note the report and contents of the Schedules.

Main Report

Background

1. On the basis of Committee's concerns of the operations of the PIF/Contingency Funds, the Policy was refreshed and ratified by Policy & Resources Committee on 14 December 2023. A policy briefing was held on 17 January 2024 to support regular report authors with these new policy requirements.
2. The Policy Initiatives Fund (PIF) should be used to fund projects and initiatives identified during the year which support the City Corporation's overall aims and objectives, or policy priorities identified by the Policy & Resources Committee.
3. The Committee Contingency Fund is used to fund unforeseen one-off items of expenditure when no specific provision exists within the Policy Committee's budget.
4. There is no specification for the *type* of project in scope but has historically included items relating to a specific initiative, e.g. research, funding for external bodies in support of the City's overall objectives, and membership of national think tanks. All applications should make clear what specific activity funding it will be used for and should set out the standard information specified in the Policy to enable Members to take an informed decision.
5. All applications should be discussed informally before submitting with the Head of the Policy Unit, Office of the Policy Chairman, Town Clerk's Department and the Assistant Director (Strategic Finance), Chamberlain Department.
6. To restrict the depletion of funds in future years, a two-year time limit is in place on multiyear PIF bids, with three years being an option by exception. To ensure prioritisation within the multiyear bids, the PIF from the financial year 2019/20 and onwards has £600k of its total budget put aside for multiyear bids with the rest set aside (£600k) for one off allocations, with the option to 'top up' the multiyear allocation from the contingency balance if Members agree to do so. This will ensure that there should always be enough in the PIF to fund emerging one-off opportunities as they come up.
7. Departments must complete a standardised progress update form biannually and at the end of the Initiative for all awards.
8. When a PIF bid has been approved there should be a reasonable amount of progress/spend on the works/activities within 18 months of approval which allows for slippage and delays. If there has not been enough spend/activity within this timeframe, Members will be asked to approve that the remaining allocation be returned to the Fund where it can be utilised for other works/activities.
9. Where no expenditure has been made within 12 months, a report should be brought back to the Policy & Resources Committee by officers to request reprofiling of funds.

10. If the Department requires funding for the same works/activities again at a later date, the funding must be re-bid for. If there is a legitimate reason, out of the Department's control, which has caused delays, it is recommended that these are reviewed by Committee as needed.
11. Officers must gain the approval of the Policy and Resources Committee prior to repurposing any PIF/Contingency.
12. It is expected that recurrent expenditure is covered by local risk budgets through the budget setting process unless extenuating circumstances.

Current Position

13. Appendices 1 to 2 list committed projects and activities approved by this Committee for the current and future financial years with the remaining balances available for the PIF (Appendix 1) and your Committee's Contingency (Appendix 2).
14. The balances that are currently available in both the Policy Initiatives Fund and Committee Contingency Fund for 2024/25 are shown in the Table below. These amounts include uncommitted balances from 2023/24 of £542,804 and £31,692 for PIF and Committee's Contingency respectively, as agreed by your Committee in March 2024. The 2023/24 unspent allocations Departments have requested to be carried forward for spending in 2024/25 are also included in the figures below. However, carry forwards are yet to be approved.

Fund	2024/25 Opening Balance £	2024/25 Approved Bids £	2024/25 Balance Remaining after 2024/25 Approved Bids £	2024/25 Pending Bids £	2024/25 Balance Remaining after 2024/25 Pending Bids £
Policy Initiative Fund	2,539,782	(1,490,936)	1,048,846	(125,000)	923,846
Policy & Resources Contingency	722,013	(592,321)	129,692	0	129,692

15. The remaining multiyear allocation is shown in the Table below with details, as shown in Appendix 1, prior to any allowances being made for any other proposals on today's agenda. It should be noted that the multiyear allocation for 2024/25 is now depleted.

	2024/25	2025/26	2026/27	2027/28
Balance remaining of Multiyear PIF allocation	£0	£182,000	£530,000	£600,000

Corporate & Strategic Implications

16. Strategic implications – Although each PIF application has to be judged on its merits, the application must include how the item will advance either:
 - a) A policy lead area defined by this Committee
 - b) Another Committee priority
 - c) A Corporate Plan outcome
 - d) Promotion of the City or City's role in London or nationally
17. Financial implications – Each PIF application should be approved on a case by case basis and Departments should look to local budgets first before seeking PIF approval, with PIF requests only being submitted if there is no funding within local budgets available.
18. Resource implications – None
19. Legal implications – None
20. Risk implications – None
21. Equalities implications – None
22. Climate implications – None
23. Security implications – None

Appendices

- Appendix 1 – PIF 2024/25 and Future Years
- Appendix 2 – P&R Contingency 2024/25 and Future Years

Geraldine Francis

Senior Finance Officer, Chamberlain

T: 020 7332 1770

E: Geraldine.francis@cityoflondon.gov.uk

Policy and Resources Committee - Policy Initiative Fund 2024/25 to 2027/28

Budget	2024/25	2025/26	2026/27	2027/28
Initial budget	£ 1,200,000	£ 1,200,000	£ 1,200,000	£ 1,200,000
Uncommitted balance brought forward from 2023/24	£ 542,804	£ -	£ -	£ -
Unspent balances deferred from 2023/24	£ 603,937	£ -	£ -	£ -
Unspent balances - returning to Fund	£ 6,041	£ -	£ -	£ -
Transferred from P&R Contingency to meet Multiyear Bid re: Innovate Finance	£ 145,000			
Transferred from P&R Contingency to meet Multiyear Bid re: Transition Finance	£ 42,000			
Revised Budget	£ 2,539,782	£ 1,200,000	£ 1,200,000	£ 1,200,000

Date	Name	2024/25 Bid	2024/25 Actual	2025/26 Bid	2026/27 bid	2027/28 Bid
05/07/18	Events Partnership with The Strand Group, King's College London	£ 13,787	£ -			
11/06/20	British Foreign Policy Group (BFPG)	£ 12,000	£ -			
06/05/2021 & 08/06/2023	Options to Promote Supplier Diversity	£ 12,309	£ 2,544			
08/07/21	Adoption of Competitiveness Strategy - Development of an 'Asset Under Management' Campaign	£ 983	£ -			
16/12/21	Impact Investment Institute Membership (III)	£ 100,000	£ -			
17/02/22	Sports Engagement - (Re-purposed)	£ 1,103	£ -			
05/05/22	Support for Integrity Council for the Voluntary Carbon Market (IC-VCM) & UK-VCM	£ 286,702	£ 27,500			
23/02/23	Delivering the Residential Reset	£ 89,729	£ 22,411			
23/02/23	Finalising CoL Overseas Presence	£ 100,000	£ -	£ 50,000		
20/04/23	Transition Finance Competitiveness Taskforce	£ 79,922	£ 17,034			
08/06/23	Global City of Sport - A New Sport Strategy for The Square Mile	£ 256,624	£ 27,047	£ 175,000		
08/06/23	Livery Company Website	£ 20,000	£ -	£ 20,000	£ 20,000	£ -
06/07/23	Shining Stars Care Leavers Dinner	£ 2,257	£ -			
21/09/23	City Occupiers and Investment Study	£ 200,000	£ -			
16/11/23	Annual Bus Passes for Care Leavers	£ 23,520	£ 155			
16/11/23	Paris 2024 Games Engagement	£ 100,000	£ 38,140			
22/02/24	Innovate Finance Funding	£ 150,000	£ -	£ 75,000		
06/06/24	Transition Finance Council	£ 42,000		£ 98,000		
	Total Allocations	£ 1,490,936	£ 134,831	£ 418,000	£ 20,000	£ -
	Balance Remaining	£ 1,048,846		£ 782,000	£ 1,180,000	£ 1,200,000

Bids for Committee's Approval: 11 July 2024

- UK Insurance Event	125,000	-	-	-
-	-	-	-	-
-	-	-	-	-
Total Balance if pending bids are approved	£ 923,846	£ -	£ 782,000	£ 1,200,000

Multi Year PIF Bids		2024/25 Bid	2025/26 Bid	2026/27 Bid	2027/28 Bid
Multi Year PIF Allocation		£ 787,000	£ 600,000	£ 600,000	£ 600,000
16/12/21	Impact Investment Institute Membership (III)	£ 100,000			
05/05/22	Support for Integrity Council for the Voluntary Carbon Market (IC-VCM) & UK-VCM	£ 200,000			
23/02/23	Finalising CoL Overseas Presence	£ 100,000	£ 50,000	£ 50,000	
08/06/23	Global City of Sport - A New Sport Strategy for The Square Mile	£ 175,000	£ 175,000		
08/06/23	Livery Company Website	£ 20,000	£ 20,000	£ 20,000	
22/02/24	Innovate Finance Funding	£ 150,000	£ 75,000		
06/06/24	Transition Finance Council	£ 42,000	£ 98,000		
	Total Multi Year Allocations	£ 787,000	£ 418,000	£ 70,000	£ -
	Multi Year PIF Allocation Balance	£ -	£ 182,000	£ 530,000	£ 600,000

Bids for Committee's Approval: 11 July 2024

-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
Total Balance if pending bids are approved	£ -	£ 182,000	£ 530,000	£ 600,000

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Policy and Resources Committee - Contingency 2024/25 to 2027/28

Budget	2024/25		2025/26	2026/27	2027/28
Initial Budget	£ 300,000		£ 300,000	£ 300,000	£ 300,000
Uncommitted balance brought forward from 2023/24	£ 31,692		£ -	£ -	£ -
Unspent balances deferred from 2023/24	£ 577,321		£ -	£ -	£ -
Unspent balances in 2023/24 returned to Fund	£ -		£ -	£ -	£ -
Transferred to PIF to meet Multiyear re: Innovate Finance	-£ 145,000				
Transferred to PIF to meet Multiyear re: Transition Finance	-£ 42,000				
Revised Budget	£ 722,013		£ 300,000	£ 300,000	£ 300,000

Date	Name	2024/25 Bid	2024/25 Actual	2025/26 Bid	2026/27 Bid	2027/28 Bid
08/05/14	City of London Scholarship - Anglo-Irish Literature	£ 19,746	£ 4,590	£ -	£ -	£ -
Urgency	Lord Mayor's Show Arrangements	£ 15,000	£ -	£ -	£ -	£ -
09/06/22	Civic Affairs	£ 24,701	£ -	£ -	£ -	£ -
Urgency	Crossrail Art Programme – Liverpool Street Artworks and Close-Out Matters	£ 15,000	£ -	£ -	£ -	£ -
15/12/22	The Lord Mayor's Show	£ 138,028	£ -	£ -	£ -	£ -
23/02/23	Introducing Electronic Voting	£ 3,597	£ -	£ -	£ -	£ -
23/02/23	Worker Engagement: The City Belonging Project	£ 56,412	£ 3,278	£ -	£ -	£ -
19/10/23	Allocation of Funding to King Edward's Witley School	£ 319,837	£ -	£ -	£ -	£ -
	Total Allocations	£ 592,321	£ 7,868	£ -	£ -	£ -
	Balance Remaining	£ 129,692		£ 300,000	£ 300,000	£ 300,000

Bids for Committee's Approval: 11 July 2024

-	-	-	-	-
-	-	-	-	-
Total Balance if pending bids are approved	£ 129,692	£ 300,000	£ 300,000	£ 300,000

Committee(s)	Dated:
Policy and Resources Committee	11/07/2024
Subject: London Careers Festival 2024 Evaluation	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?	N
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 Community and Children’s Services	For Information
Report author: Dr Deborah Bell, Strategic Director of Education and Skills	

Summary

This report updates Members on the outcomes of the London Careers Festival (LCF) 2024 which engaged primary, secondary, and post-16 pupils and young people aged up to 25 from across London in work-related and skills development activities from week commencing 26th February. An in-person festival week took place at The Guildhall, plus some sessions at partner business locations. The online festival week was hosted by the LCF online festival delivery partner and broadcast live into primary and secondary school classrooms.

The full report in **Appendix One** further examines the achievements of LCF and makes recommendations for subsequent years.

Recommendation(s)

Members are asked to:

- Note the LCF 2024 evaluation report with key outcomes and achievements.
- Note the recommendations for LCF 2025 and onwards.

Main Report

Background

1. Since 2019, LCF has been delivering on the City of London Corporation (CoL) commitment to ensuring learning is linked to the world of work at all stages to enable learners to make informed career choices.
2. The vision for LCF 2024 was for learners, who are pupils, students, apprentices, and young workers to encounter professionals from a diverse set of future-relevant careers in engaging and interactive ways that challenge stereotypes and inspire learners to think positively about their futures.
3. The event was marketed to young people and educators across London and connected boroughs. The programme of events was aimed at school pupils from primary through to post-16 and young people aged up to 25.

Current Position

4. The London Careers Festival 2024 was delivered between 26 February to 8 March 2024.
5. The in-person week (26 February to 1 March) was structured as follows:
 - Monday 26 February – Primary (*Livery Showcase and other workshops*)
 - Tuesday 27 February – Secondary (*Livery Showcase and other workshops*)
 - Wednesday 28 February – Ages 14 to 25 (*Post-16 Pathways and Careers Expo, and other workshops*)
 - Thursday 29 February – On-location day hosted at partner businesses.
 - Friday 1 March – Young Professionals Conference all-day takeover. This event expanded on the evening-only event in LCF 2023 and involved three sessions, morning, afternoon, and early evening, each offering networking and employer information stands. Plus, each session included employer-led insight panels, one for law and the other for finance.
6. Monday 26, Tuesday 27, Wednesday 28, and Friday 1 were hosted at The Guildhall. On-location sessions on Thursday 29 were hosted at 5 partner businesses.
7. The online festival week (4 March to 8 March) included:
 - 4 interactive workshops for primary school classes led by industry professionals. These included 2 skills sessions covering a variety of job roles, plus a specific STEM session, and a special *Jobs Behind the Books* session on World Book Day for which pupils were encouraged to dress up as their favourite book characters.
 - 3 interactive sessions for secondary school classes led by industry professionals. 1 session explored tech, planning, and medical roles in

healthcare, another explored careers in the built environment, and a final session explored the variety of options available post-16.

- A webinar led by the BBC exploring careers in media and journalism for secondary school classes.

Key findings from LCF 2024:

8. The following points provide headline summaries from the full evaluation report contained in Appendix One:
 - An estimated 17,139 young people attended LCF 2024. Of these, 14,252 attended the virtual festival and 2,887 attended in-person. This is a 34% increase on LCF 2023, and a nearly three-fold increase on LCF 2022.
 - Over 134 businesses, training providers, and livery companies participated in the delivery of LCF 2024. They helped provide 29 insight sessions or workshops, of which 5 specialist sessions were available for those differently abled or with special educational needs, and 1 specialist session for those care experienced.
 - 88% of young people rated their experience as excellent or good, a five percentage point increase on 2023, while 92% said LCF helped them think about a range of careers, a two percentage point increase on 2023. 90% of those who attended an on-location insight session said they were likely to apply for a job at the partner business.
 - Pupil feedback from across the online week showed that pupils felt empowered to aspire to any job they want and not be limited by job stereotypes. Teachers also agreed that pupils learned about lots of different aspirational jobs, many of which they hadn't heard about before.
9. Key insights:
 - 9.1 Teachers praised the festival's inclusion of pupils of a variety of ages, from primary-aged through to post-16.
 - 9.2 The festival continues to help young people to discover the broad spectrum of careers and pathways into careers, even in areas they have some existing knowledge of.
 - 9.3 Six industries represented at LCF were well-matched to young people's interests. They were Science, Technology, and Engineering; Architecture and Construction; Arts and Communication; Finance; Law; Business.
 - 9.4 Two industries were underrepresented at LCF but are of interest to young people. They are: Online / Social Media, and Sports.
 - 9.5 The ability to have detailed conversations with employers, industry professionals, and training providers continues to be highly valued by attendees.
 - 9.6 There was high demand for sessions that explored entrepreneurship and how to start a business.

Options

Item for information only.

Proposals

10. After analysing data from the London Careers Festival 2024 and reflecting on recommendations and insights of previous evaluation reports, the LCF team would make the following recommendations for 2025:

10.1 Acknowledging the following two items to be the festival's unique propositions and forming enhancements that are informed by these:

10.1.1 Livery Companies

The involvement of the Livery Companies and their interactive way of exploring key industry skills. Their approach is very popular with primary-aged and secondary-aged pupils.

10.1.2 Careers connected to the Square Mile

The City Corporation and its connected networks of partners, contractors, departments, and Members as industry professionals are uniquely placed to mobilise and galvanise representatives from the wide variety of careers connected to the Square Mile.

10.2 Adopt three festival aims as clear and communicable motifs:

10.2.1 **Inspire:** Inspire young Londoners to consider a Square Mile connected career.

10.2.2 **Support:** Support those facing the most challenge to explore the skills required for Square Mile connected careers.

10.2.3 **Mobilise:** Mobilise organisations operating in the Square Mile to be career advocates, including apprenticeship routes and entrepreneurship.

10.3 Continue to enhance the festival each year by:

10.3.1 Further incorporating youth voice, for example, by continuing to increase representation of industries identified as being of interest to participants while utilising opportunities for co-creation.

10.3.2 Communicating the festival aims and providing clear expectations to session providers and exhibitors to ensure sessions are interactive and continue to be appropriate for the participants.

10.3.3 Adopting initiatives to reduce the impact of no-shows.

10.3.4 Reflecting the wide variety of careers connected to the Square Mile.

- 10.4 Publicising the festival through retaining a pre-booking activity, celebrating festival partners on City of London social media channels, and increasing mailing list subscribers.
- 10.5 Increase attendance in-person by engaging with more schools from boroughs underrepresented in previous years, for example, Enfield, Haringey, Hackney, Lambeth, and the outer West London boroughs.
- 10.6 Review briefs for workshops and insights sessions to ensure they are serving the participants well, in particular, secondary-aged pupils, care experienced, and those who are differently abled, neurodiverse, or have special educational needs.
- 10.7 Revise and enhance the ways in which LCF is evaluated to better measure impact, outcomes, and to inform future enhancements.

Key Data

The data relevant to the report is included in **Appendix One**.

Corporate and Strategic Implications –

Strategic implications

11. LCF aligns with both corporate strategies and education strategies, as follows.

11.1 LCF has aligned directly with key elements of the Education Board's strategies from 2019 to 2023.

11.2 LCF continues to align with the City Corporation corporate plans, including Corporate Plan 2024-2029, contributing directly to Actions 1, 5, and 6 under the theme of Providing Excellent Services and Action 1 under Diverse, Engaged Communities demonstrated by businesses operating in the Square Mile taking part in LCF.

11.3 Furthermore, LCF will make a significant and direct contribution to Outcomes 1 to 4 under Improving Employability in the Draft Education Strategy 2024-2029.

11.4 As outlined in these strategies, the City of London Corporation aims to improve social mobility and reduce inequalities while supporting outstanding education, lifelong learning, and skills. LCF provides improved professional prospects for young people, particularly those facing the most challenge, by helping them to be better equipped to start businesses or to navigate the Square Mile and follow the career path of their choice.

Financial implications

12. The festival continues to be good value-for-money and have impact on its core audiences: pupils, schools, businesses, and livery companies. Furthermore, the festival has successfully attracted and delivered to increased

numbers of young people year-on-year while remaining within its budget envelope. Key to running the 2025 festival will be the continuation and expansion of successful partnerships to support marketing and operational activities. Continued financial support is needed alongside key partnerships to ensure the festival can still deliver on its equalities commitments and to manage inflationary increases in costs for in-person events.

Resource implications

13. As recommended in the full report, the festival will continue to need operational support from external contractors and continued strategic oversight by officers within the Education Strategy Unit.

Equalities implications

14. Over two thirds of the schools who booked for LCF 2024 had a Pupil Premium rate of 31% or higher. Over one third had a Pupil Premium rate of over 60%. 2 in 5 schools were from one of the nine City Corporation target boroughs. Five sessions were run specifically for children differently abled or with special educational needs. One session was delivered for care experienced pupils. The quiet space was retained, as in previous years, ensuring an inclusive environment for those who are neurodiverse.

There are no Legal, Risk, Security or Climate implications identified.

Conclusion

The London Careers Festival has grown into a respected leader among careers initiatives, trusted by teachers and praised by the young participants. The offer is varied, covering a wide selection of industries through in-person workshops, online insight session, on-location taster days, and walkthrough showcases, while also celebrating its unique offer as a place to explore Square Mile connected careers with interactive encounters provided by the Livery Companies.

Continued enhancements would maintain and advance the position of the festival as a leading careers initiative that mobilises organisations to support and inspire young people.

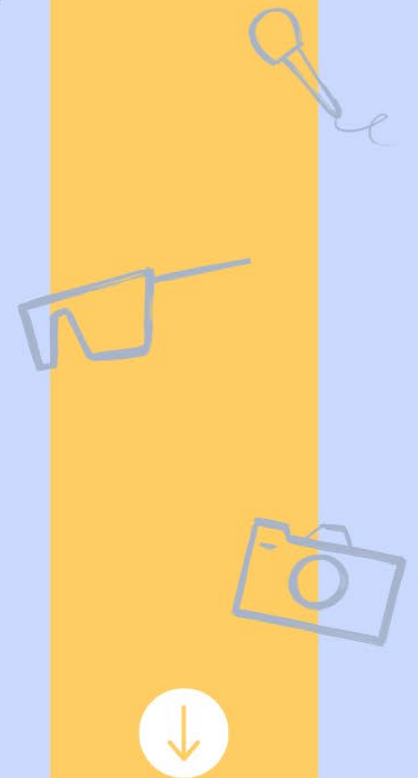
Appendices

- **Appendix One - London Careers Festival 2024 Evaluation Report**



LONDON CAREERS FESTIVAL

2024 Evaluation Report



A full report that includes

- Programme and planning information
- Data analysis and maps
- Feedback and testimonial
- Recommendations

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A note on Recommendations...

The **Items Carried Forward into Recommendations** boxes offer a summary of recommendations for that section or page.

All recommendations are collated, with further explanation where necessary, in **Conclusion and Recommendations** on page 35.

The London Careers Festival

The London Careers Festival (LCF) is an annual event open to primary and secondary schools, sixth forms and colleges, and those aged up to 25. Since its inception in 2019, it has grown into a flagship educational event, bringing young people from across London and neighbouring counties to the City of London Guildhall for industry insight sessions, careers workshops, and expositions that showcase London businesses, learning providers, and Livery Companies and their connected industries. Since 2020, the festival has also included an online virtual festival that sees career-themed workshops streamed live into primary and secondary school classrooms, and from 2022 has continued in a hybrid way with both an in-person week and an online week.

The festival was created to serve the City of London Corporation's Education Strategy (2019-2023) commitment to ensuring ***learning is linked to the world of work at all stages to enable learners to make informed career choices.***

The strategy outcomes from the 2019-2023 policies the festival was designed to meet are listed in the appendices (Page 41).

Going forward, the London Careers Festival will be aligned with the new Education Strategy, 2024-2029, contributing to its goals and long-term impact under the Improving Employability strand and Supporting Education Excellence strand (see next page).

Gatsby Benchmarks

The festival continues to support teachers from participating schools to deliver on five of the eight recommended Gatsby Benchmarks for careers provision. The festival supports directly with the following benchmarks in the ways noted:

#4	Linking curriculum learning to careers	Exhibitors and workshop providers are encouraged to link careers to what pupils are learning in school.
#5	Encounters with employers and employees	At exhibition stalls and in insight sessions.
#6	Experiences of workplaces	Available at on-location sessions.
#7	Encounters with further and higher education	At exhibitor stalls.
#8	Personal guidance	At exhibitor stalls and some sessions, for example, speed mentoring.

Future festivals might also be able increase the level of information about careers connected to the Square Mile, additionally supporting with:

#2 - Learning from career and labour market information

Draft Education Strategy 2024-2029

The London Careers Festival best aligns with Outcomes 1-3 of the Improving Employability priority, and Outcome 4 of the Supporting Educational Excellence priority in the Draft Education Strategy 2024-2029.

Priority Theme: Improving Employability
[1] Learners facing the most challenge have a strong grasp of careers options, are aware of high-quality City-based development opportunities including mentoring and apprenticeships, and build connections with professionals and practitioners.
[2] Learners [...] who are aspiring entrepreneurs are aware of and motivated to engage with the business support services available to them via the City Corporation.
[3] Learners of all ages are more compelled by and inspired to develop green employability skills and are connected with Green Careers pathways.
Priority Theme: Supporting Educational Excellence
[4] More learners engage with the City Corporation's places and spaces through unique enrichment opportunities which offer the chance to build their skills and knowledge, as well as their social and cultural capital.

The aims of the London Careers Festival are based on the above impact statements.

Festival Aims

The following aims will allow the festival to have clear and communicable motifs – Inspire, Support, Mobilise - that festival stakeholders and delivery partners can adopt as shared success factors while ensuring activities contribute to the City Corporation Education Strategy and Corporate Plan.

The London Careers Festival aims to:

London Careers Festival Aims 2025 to 2029	
Inspire	Inspire young Londoners to consider a career connected to the Square Mile by creating interactions and connections with the variety of job roles available in organisations operating there.
Support	Support festival attendees aspiring to a Square Mile connected career to know and explore the skills required, especially those facing the most challenge because of their different ability or barriers to opportunity.
Mobilise	Mobilise organisations operating in the Square Mile or connected to City Corporation to be advocates for Square Mile connected careers, including apprenticeship routes and entrepreneurship.

Corporate Plan 2024-2029

By mobilising Square Mile businesses to inspire and support young Londoners with skills and knowledge around Square Mile connected careers, LCF is promoting participation and enabling social mobility and learning. The Corporate Plan actions that LCF aligns with are listed below.

Outcome: Providing Excellent Services
Action 1 - Support others to provide outstanding education, lifelong learning, and skills.
Action 5 - Promote the health, wellbeing, and quality of life of people of all ages.
Action 6 - Focus on equality, diversity, and inclusion to improve social mobility and reduce inequalities, including health inequalities.
Outcome: Diverse Engaged Communities
Action 1 - Engage with all our communities across the City, working to increase participation in co-creating and delivering services.

Case Study: AECOM

Opportunities in the Square Mile and filling the skills gap

“ AECOM is keen to encourage more young people into our sector and we embrace every opportunity to demystify careers and provide guidance.

The design, engineering and construction sector has a significant skills gap. The London Careers Festival is an impactful way to promote the opportunities.

- 30 students from Leyton Sixth Form
- 1 of 5 on-location sessions from Square Mile connected businesses
- AECOM summer internships and routes into careers demystified
- “It was interesting to see how many different people are required for a project” -pupil

LCF removes barriers between schools and business

“ The festival’s support simplified the process and removed some of the logistical barriers that can make school engagement more difficult.



On-location insight session at the AECOM offices





LONDON CAREERS FESTIVAL



2024 Festival Headlines



134
partner organisations



59
schools in-person
11 primary schools
36 secondary schools
12 post-16 organisations



60
stalls each day at showcase/expo



39
new to the festival schools (in-person)



29
insight sessions or workshops



6 specialist sessions
5 for special educational needs /disabilities and education health care plan.
1 for care experienced.



162
schools online
133 primary schools
29 secondary schools

LCF Programme 2024

The 2024 LCF took place from Monday 26 February to Friday 8 March 2024. The first week was in-person at the City of London Guildhall Complex and on-location at partner businesses, followed by the online festival week with sessions streamed live into school classrooms.

Key	Business partner	Organisation with industry expertise volunteering to take part.
	Delivery partner	Organisation contracted by the LCF team to deliver the session.
	Asterix*	Supported by Cultural and Creative Learning Fund. In previous years, creative industries sessions were provided by Culture Mile Learning.

In-person Festival Week

Mon 26 Feb	AM & PM	<i>Livery Showcase (Primary)</i>	Great Hall
	Multiple slots	Livery Schools Link, LCF stakeholder	Old Library
	10:00 – 12:00	<i>You Can Build This City*</i>	
	12:30 – 14:30	Animate Arts & Keltbray, business partner	
	Drop-in	<i>Skills Through Chess (inclusive SEN)</i>	Ambulatory
Tue 27 Feb	12:30 – 14:30	<i>Design a Robotic Pet, work skills (inclusive SEN)</i> ELSA, delivery partner	Print Room
	AM & PM	<i>Livery Showcase (Secondary)</i>	Great Hall
	Multiple slots	Livery Schools Link, LCF stakeholder	Old Library
	10:00 – 15:00	<i>Entrepreneurial Business Course*</i> Mango Studios, delivery partner	Basinghall Suite
Wed 28 Feb	10:00 – 12:00	<i>Brand Me (inclusive SEN)</i> ELSA, delivery partner	Print Room
	10:00 – 12:00	<i>Inspiring the Future – Skills for the World of Work (KS4).</i> Education & Employers, delivery partner	Livery Hall
	AM & PM	<i>Post-16 Pathways and Careers Expo</i>	Great Hall
	Multiple slots	Co-led by Pathway CTM, delivery partner	Old Library
	10:00 – 12:00	<i>Find Your Future (care experienced)</i> ELSA, delivery partner.	East Crypt
	10:00 – 12:00	<i>Careers in Architecture, Engineering and More</i> New London Architecture, business partner	The London Centre
	10:00 – 12:00	<i>Tech is More Than Coding*</i>	Basinghall Suite
	12:30 – 14:30	Identity 2.0, delivery partner	
	10:00 – 12:00	<i>How to Start Your Own Business</i> SBREC, business partner	SBREC
14:00 – 16:00			
10:00 – 12:30	<i>Routeways into Construction</i> Mace, business partner	Livery Hall	
11:00 – 11:45	<i>The Future of Green Skills, Q&A</i> Business partners: CLSG, City Corporation, AECOM	Print Room	
12:30 – 13:30	<i>Support Networks in the Creative Industries*</i> Creative Access, delivery partner	Print Room	
12:30 – 14:30	<i>Speed Mentoring</i> Generation Success, business partner	Livery Hall	

Thu 29 Feb	09:30 – 15:30	<i>A Day in the Life of a Consultant</i> PwC and Palantir, business partners	PwC office
	10:00 – 12:30	<i>Introduction to Construction</i> Mace, business partner	Salisbury Square site
	10:00 – 14:00	<i>Creating a City One Building at a Time</i> Landsec, business partner	Hill House site
	11:00 – 12:30	<i>Careers at AECOM Engineering</i> AECOM, business partner	AECOM office
	11:15 – 14:00	<i>Technology Careers Insight Session</i> Natilik, business partner	Natilik office
Fri 01 Mar	3 sessions 10:00 / 13:00 / 17:00	<i>Young Professionals Conference (6th formers)</i> Young Professionals Each sessions involved an insight panel with professionals from the law industry, and another panel from the finance and professional services industry. Attendees also had access to networking opportunities and information stands from industry businesses advertising routes to employment.	Livery Hall Crypts

Online Festival Week

Sessions are provided by the LCF online delivery partner, Education and Employers, apart from the BBC session on Thu 7 Mar.

Mon 04 Mar	No sessions (recommended by delivery partner)		
Tue 05 Mar	09:30 – 10:30	Primary Futures – KS2 Redraw the Balance with What's My Line?	online
	09:30 – 10:30	Inspiring the Future – KS4 and Post-16 Inspiring the Future in Healthcare	online
Wed 06 Mar	09:30 – 10:30	Primary Futures – KS1 Under the Sea	online
	09:30 – 10:30	Inspiring the Future – KS3 Building the Future: Jobs in Construction	online
Thu 07 Mar	09:30 – 10:30	Primary Futures – KS2 World Book Day: Jobs Behind the Books	online
	09:30 – 10:30	Inspiring the Future – KS4 Exploring Post-16 Pathways	online
	13:30 – 15:00	BBC: Media Careers - Being a Journalist and Working in Broadcasting	online
Fri 08 Mar	09:30 – 10:30	Primary Futures – KS2 STEM Jobs in Everyday Life	online

Stakeholders and Partnerships

Livery Companies

The Livery Companies offer one of the unique propositions for schools and young people. Their work-related activities and focus on skills acquisition alongside helping pupils to consider related subject choices is very popular with school groups from Primary through to Year 9.

The involvement of Livery Companies is managed by one of our primary stakeholders.

- **Livery Schools Link** is the fundamental connection between the LCF team at the Corporation and the Livery Companies. Volunteers at Livery Schools Link coordinate each of the stalls and volunteers from the Livery Companies.

Many schools return to the Livery Showcase each year.

“It is [our] third or fourth year ...it’s a marvellous opportunity not to be found anywhere else – well, I’ve not found it anywhere else!”

-Careers Lead, Gladesmore Community School



Primary schools really appreciate the offer.

“It’s really great that we can bring our younger children [...] to show them there’s a whole wide world of different careers [...] it’s been a real eye-opener”.

-Primary Teacher, Oasis Academy Hadley

See further comments and testimonials from Page 31

Another key stakeholder is:

- **Apprentice Futures** is an organisation connected to The Stationers Company. While they were unable to take part in LCF 2024, they remain a key stakeholder and have been invited to take part in LCF 2025.

Referrals from Responsible Procurement

The LCF team worked with the Responsible Procurement team to link with supply chain partners who were able to offer something to the festival. They were:

- **Phoenix Software** engaged students at the Guildhall by providing hands-on experiences with their HoloLens equipment, inspiring exploration of technology in various industries.
- **PwC** hosted 15 students on-location at the PwC offices for the *A Day in the Life of a Consultant* workshop offering invaluable insights into technology-focused school-leaver programmes spotlighting unconventional career paths.
- **MACE**, a returning LCF business partner, hosted a workshop at the Guildhall, *Routeways into Construction*, plus their on-location site visit *Introduction to Construction*.

Referrals from Skills for a Sustainable Skyline

The Corporation's Innovation and Growth team connected members of their Skills for a Sustainable Skyline initiative to the LCF team. They were:

- **Schneider Electric** – exhibitor at the *Post-16 Careers and Pathways Expo*.
- **Willmott Dixon** – exhibitor at the *Post-16 Careers and Pathways Expo*.
- **Keltbray (pictured right)** –

Keltbray were open to working with all ages and keenly took part in a collaboration formed by the LCF team between Keltbray and Animate Arts. It explored the many careers available in the built environment with pupils from,

- Netley Primary and Centre for Autism
- Whitehall Primary, Waltham Forest
- City of London Academy Islington

Keltbray also exhibited at the *Post-16 Careers and Pathways Expo*

200 pupils designed and built their own cardboard city while exploring the many jobs involved.

A Keltbray and Animate Arts collaboration formed by the LCF



The above are examples of utilising the City Corporation's connections to businesses operating in the Square Mile.

A total of 134 organisations partnered either directly with the LCF team or through session providers, for example, Pathway CTM who helped to provide the Pathway and Careers Expo and ELSA who provided some specialist sessions.

Items Carried Forward into Recommendations

LCF and its Unique Propositions

There are two unique propositions.

(See Page 39 for recommended LCF vision, mission, and aims).

1. **Livery Companies**

The involvement of the Livery Companies and their interactive way of exploring key industry skills. Their approach is very popular with primary-aged and secondary-aged pupils.

2. **Careers connected to the Square Mile**

The City Corporation and its connected networks of partners, contractors, departments, and Members as industry professionals are uniquely placed to mobilise and galvanise representatives from the wide variety of careers connected to the Square Mile.

Marketing and Communications

Selected sessions opened for pre-booking.

A selection of sessions were opened for booking each week during November 2023. Having new sessions available each week gave the LCF team new content to include in the weekly e-mail newsletter each Wednesday. This secured a good number of bookings for those events that were ready to book, while other sessions that were awaiting final descriptions or confirmations were opened for booking later.

Mailing List

A list of email addresses of those who have engaged with the festival in previous years is held within the mailing platform, Mailchimp. Members of the mailing list are primarily from schools or other learning organisations, but there are a small proportion of individuals, too. The festival was promoted to this list most Wednesdays from November 2023 until the week of the festival.

There were noticeable bookings surges on the day of, or the day following an e-mail newsletter.

The audience on social media were encouraged to sign up to the mailing list so they could hear about new sessions, or newly released places on sessions. Those on the mailing list were also encouraged to share with their colleagues and help them sign up.

Social Media

The City of London media team assisted the LCF team in publicising the festival. Visual assets and text were created by the LCF team, liaising with the media team to identify key days or weeks to post those on Facebook, Twitter (X), and LinkedIn. The posts were made on a semi-regular basis, depending on desired messaging and audience, plus what other City-related content could crowd out the post, for example, posts were not made during the week of the Lord Mayor's Show.

Social media posts were also used to promote the inclusion of business partners, allowing City of London Corporation to celebrate their involvement and provide the business partner with content to repost, thus publicising the festival to their audience, too. Although these posts did get a good number of views, they did not create a surge in bookings, suggesting that social media posts are best used for general awareness. (See appendix, Page 43 for examples).

Media Coverage

The LCF team worked with the media team to invite media organisations and to utilise the City of London Corporation advert space in City AM.

Here is a summary of activity.

BBC London – Although BBC London expressed an interest in attending the opening day, Mon 26 Feb, an emerging news story on-the-day meant that the coverage did not happen.

Getty Images – a photographer from Getty Images attended the festival on Mon 26 Feb.

City AM advert (see appendix, Page 42).

Items Carried Forward into Recommendations

- Use a pre-booking activity to generate a surge in bookings in the run up to the official launch. Pre-booking activity could also be a good way of getting the festival into school calendars much earlier than the official programme launch.
- Continue to encourage mailing list sign ups. Many bookings come after an e-shot newsletter.
- Social Media posts are good for general publicity and can be an excellent way for City Corporation and festival partners to celebrate their involvement.

Evaluation Methods

Data Collectors

Data is used from two main sources:

- London Careers Festival team members at the City of London Corporation.
- Education and Employers the LCF online delivery partner.

The methodology for this evaluation was designed based on the data collected by the Education Strategy Unit (ESU) at the City of London Corporation. This was largely down to the ESU having access to all areas of the festival (both virtually and in-person) which in-turn provided the opportunity to ensure the evaluation aligned with the objectives and aims.

Methods

A mixed-methods approach was used which consisted of

- Booking, attendance, Pupil Premium, and location data.
- Questionnaires that included both open questions to collect qualitative data, and closed questions – for example, tick boxes and Likert scales – to be converted into quantitative data.
- Semi-structured interviews with a cross-section of participants, including young people, teachers, parents, and festival partners or exhibitors.

Sampling









For in-house data, participants were recruited through both ‘probability’ and ‘non-probability sampling’. Probability sampling was used for the surveys to ensure all participants had an equal probability of being selected to provide feedback. The LCF team achieved this through ensuring all those who signed up for the event (attendees, teachers, and workshop facilitators) were given the opportunity to provide feedback via the surveys. For the interviews, non-probability sampling was used to ensure that key portions of the broader population of young people were included within the final sample. To do this, interviewers recruited interviewees based on their school age whilst also making conscious efforts to recruit from a diverse and broad range of backgrounds.

Items Carried Forward into Recommendations

- Retain the use of questionnaires but review the desired indicators and adjust the questions and the way in which they are asked. See Page 40 for a fuller review.
- Retain and enhance the use of interviews and discussions as data collection methods so that rich qualitative feedback can continue to be considered and acted upon.
- Consider new ways of data collection that develop how impact and outcomes are measured.

Recommendations Brought Forward

Each year the team working on London Careers Festival adjusts and enhances the festival in response to feedback. Previous recommendations and actions taken are summarised below.

Area of Focus and Year of Recommendation	Description	Achieved or continued?
Festival structure and timings (2022)	<ol style="list-style-type: none"> Two time slots nearer the middle of the day (e.g. 10:30 – 12:00, 12:30 – 14:00). These suggested timings were adopted in 2023 and retained for 2024. Consider moving the festival to ‘around March’ for LCF 2024. LCF 2024 was Mon 26 Feb to Fri 8 Mar 2024. Streamlined virtual offer for primary and secondary only, keeping post-16 events within the in-person festival week. For 2024, Education & Employers, the LCF online delivery partner, retained a focus on primary and secondary only for the online festival week. They further enhanced school attendance by only offering morning sessions from Tuesday to Friday (see LCF Programme on Page 8). Folding the creative careers workshops into wider festival. This was retained for 2024. These were scheduled according to their target age. 	   
Co-creation and Youth Voice (2022)	<ol style="list-style-type: none"> Ensuring LCF content is relevant and engaging by involving young people in the planning and delivery of sessions. This was not achieved in 2024 because of the festival’s new early position and the time constraint this created. <p style="background-color: yellow; padding: 5px;">Enhancing co-creation involving young people and incorporating youth voice initiatives should be considered for 2025. This could involve the City of London Family of Schools</p>	 
Networking Opportunities and interactive sessions (2022)	<ol style="list-style-type: none"> Embedding opportunities for discussion and networking. Generation Success returned as a partner in 2024 and delivered their speed networking session to more young people than in 2023. Allowing space for a two-way dialogue between business representatives and the young people. Most festival partners, including those running exposition events, demonstrated this (see Page 31). 	 

	<p>Although, some feedback described the opposite of an interactive two-way dialogue, for example “talking too long” (see Page 28).</p> <p>Provide clear guidance for session providers, giving session objectives alongside the overall festival vision, mission, and aims. Guidance should include the importance of linking what pupils learn in school to jobs and careers. This helps to increase LCF actions towards Gatsby Benchmark 4.</p>	!
<p>Understanding Pupil Needs (2023)</p>	<p>1. Effective channels of communication between delivery parts and schools regarding pupils’ needs. Describing pupils’ needs was retained as part of the booking process which worked well. The descriptions of needs were passed to the session providers. For groups with a high level of additional needs, the ESU team contacted the lead teacher directly by telephone or email to discuss.</p>	✓
<p>School no-shows (2023)</p>	<p>1. Take a harder line on no-shows and last-minute cancellations. In 2024 larger bookings or schools with multiple bookings were asked to sign a Memorandum of Understanding. There was an improvement in no-shows for those who did sign and MoU, although there were still substantial last-minute cancellations.</p> <p>It is suggested that the sessions be over-booked incorporating a predicted level of attrition.</p>	<p>✓</p> <p>!</p>
<p>City Careers and Variety of Careers (2022 & 2023)</p>	<p>1. Utilise the City’s connections to businesses to increase the variety of sectors by working with Corporation teams such as Innovation and Growth, and procurement. Innovation and Growth connected the ESU with members of the Skills for a Sustainable Skyline initiative. Both the DCCS commissioning team and the Corporation’s responsible procurement team connected the ESU with Corporation contractors.</p> <p>2. Ensure more careers are covered, particular those identified by the young people as being of interest but are underrepresented at LCF. Most the careers represented match those of interest to the young people. However, there are industries that are not fully represented. (See Sectors Represented versus Sectors of Interest)</p> <p>A renewed mission that accounts for the variety of careers available through businesses located in the Square Mile or connected.</p>	<p>✓</p> <p>✗</p> <p>!</p>



Data Summary

Total Learners 34%



STEM, Finance and Law



rated the experience as excellent or good

5pp

Top 6 industries well matched to learner interests

- Science, Tech & Eng.
- Finance
- Architecture & Construction
- Law
- Arts & Communication
- Business



Young people agreed that "It made me think about..."



92% A range of careers 2pp
(2pp increase on 2023)



88% The future 5pp
(5pp increase on 2023)



88% My skills
(remained the same)

increase on 2023

Turnout

In-person Week

Attendance at the in-person LCF was measured at 2,887 people, a slight decrease of 8.8% from LCF 2023. The attendance figure was expected to be over three thousand, but cancellations in the weeks prior, particularly of some large bookings for the Secondary day, Tue 27 Feb, caused this drop. It is recommended that over-booking and a level of attrition be accounted for in future years (see also Recommendations Brought Forward, Page 16).

This number is broken down as follows:

Mon	Primary	729	Of which 514 attended the Livery Showcase
Tue	Secondary	673	Of which 483 attended the Livery Showcase
Wed	Secondary/Post-16	421	
Thu	On-location at employers	64	
Fri	Young Professionals Conference	1000	(6 th formers)
	TOTAL	2,887	

N.B. These are estimates based on information given by attending teachers or school staff.

Online Week

Approximately 14,252 young people attended the virtual week of LCF, which is a healthy increase of 45% from the 2023 delivery. This is the second year in a row that the festival's engagement with Education & Employers as the online festival delivery partner has extended the festival's online reach.

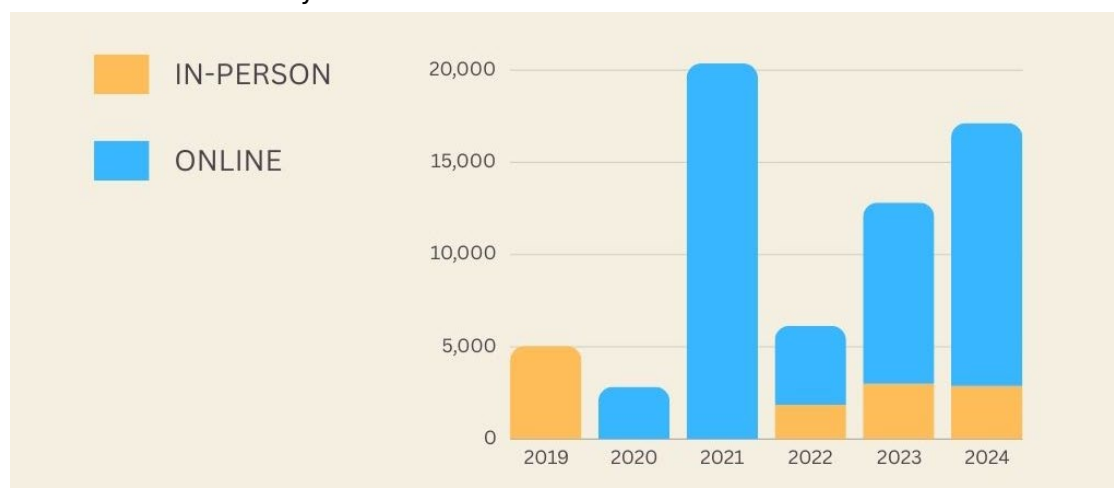
This broke down by age group as follows:

Primary	12,085
Secondary/ Post-16	2,167

N.B. These are estimates based on teacher records and observations by Education & Employers staff.

Attendance each year 2019 to 2024

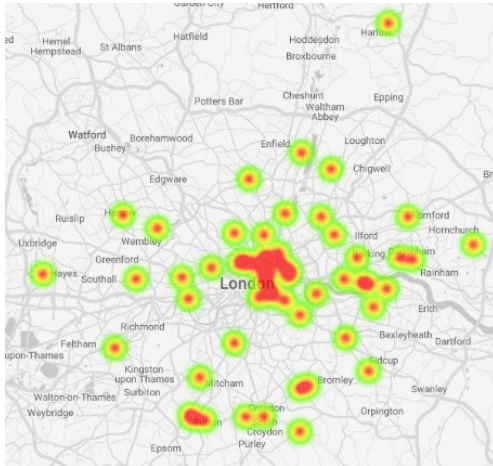
There has been a steady increase in attendance 2022-24.



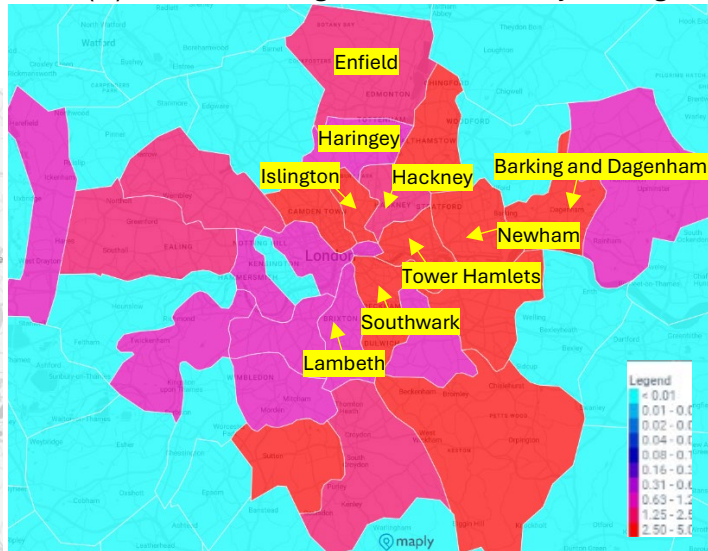
Locale of Schools

Location Data for In-person Week

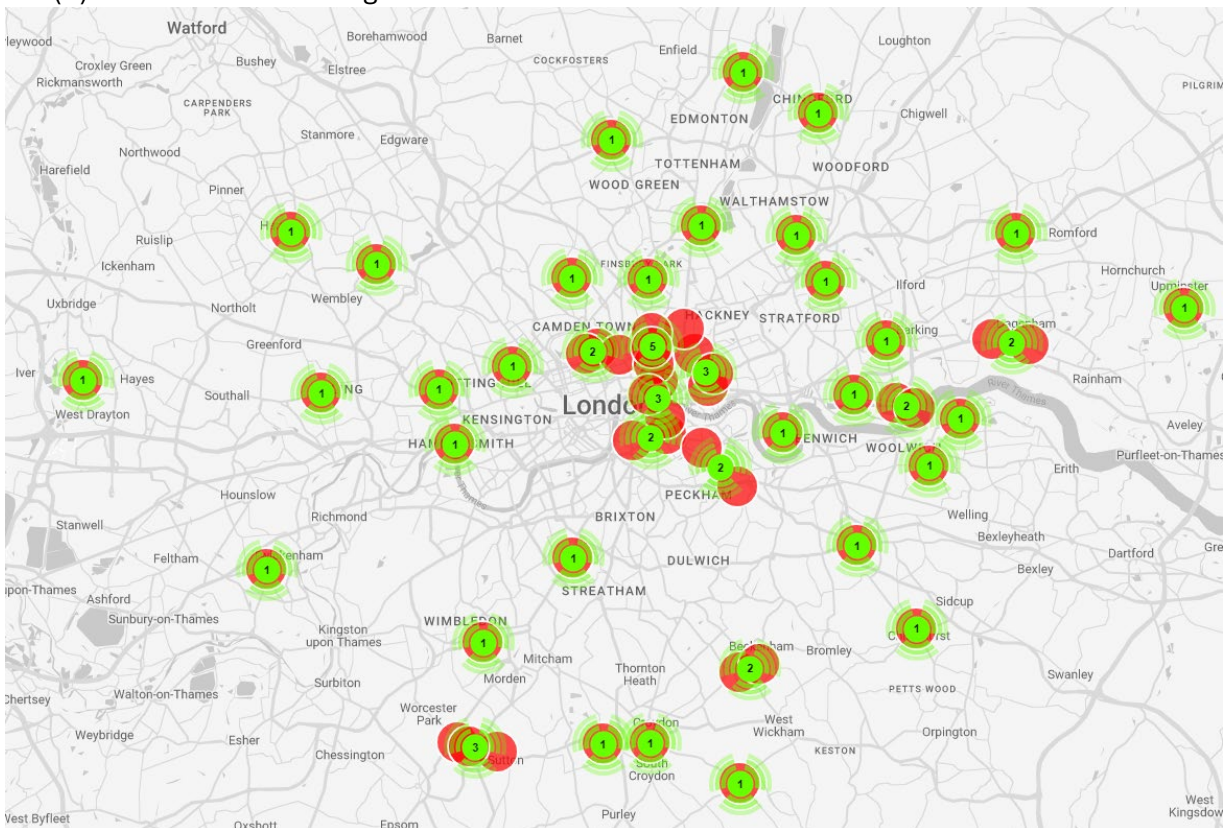
(A) South East England View



(C) London Boroughs with CoL Priority Boroughs



(B) London View Showing Number of Schools



The data maps on the previous page use the location data of schools that booked for any in-person session from Mon 26 Feb to Thu 29 Feb. The in-person session on Fri 1 Mar, the Young Professionals Conference, is not included because attendees signed up as individuals and not through their school.

Each map is explained below.

Map A – Heat map showing the concentration of booked schools across London and neighbouring boroughs.

Observations:

The outlying school is:

- Burnt Mill Academy, Harlow. A Livery-connected School that attended the Livery Showcase (Secondary) on Tue 27 Feb.

Map B – The underlay of red circles shows the locations of each school. The overlay of green icons further shows the concentration of schools within an area.

Observations:

There is a large concentration of schools in a spread generally east of the Square Mile. These include bookings from the **City of London Family of Schools**:

- City of London Primary Academy Islington
- City Academy Southwark
- City of London School
- City of London Girls School
- City of London Academy Islington
- Newham Collegiate Sixth Form

There is also a good spread of schools across North, East, and South London, but notable lower engagement with schools in the outer boroughs of West London.

Some **City of London Academy Trust (CoLAT)** schools were able to attend sessions in-person and online. They are included in the above list. Other CoLAT schools were not able to attend. Senior leaders from CoLAT advised that this is because off-site visits are difficult to accommodate during all of the spring term and most of the summer term. It has been suggested that an online session(s) be co-curated with CoLAT and offered as an alternative to attending in-person.

Map C – Showing boroughs in which there are a high concentration of schools – coloured red. Target boroughs are named.

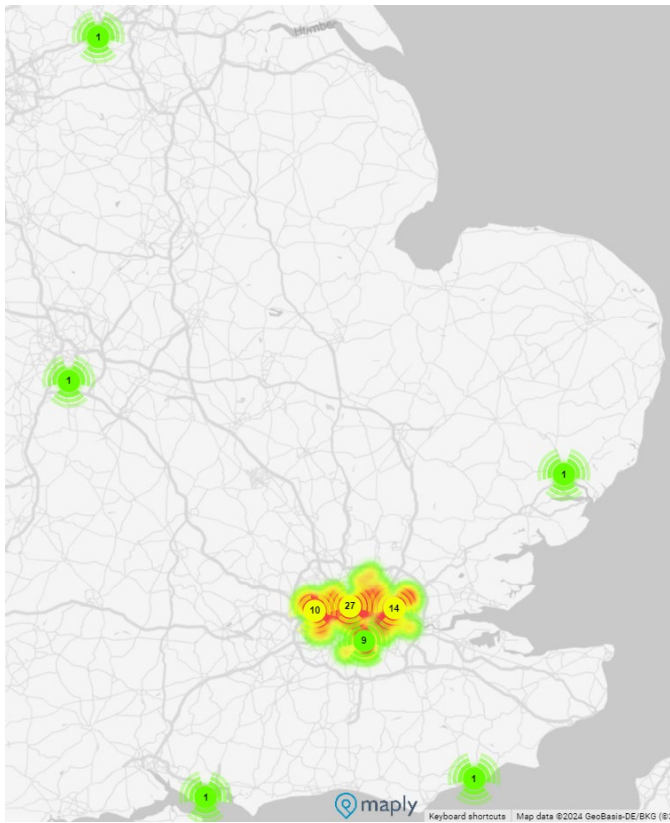
N.B. City Corporation Local Procurement (LP) target boroughs were identified by the responsible procurement team because of their high levels of deprivation. This report uses this as an additional measure – in addition to Pupil Premium (see Page 26) – to show LCF reach to those facing high barriers to opportunity.

Observations:

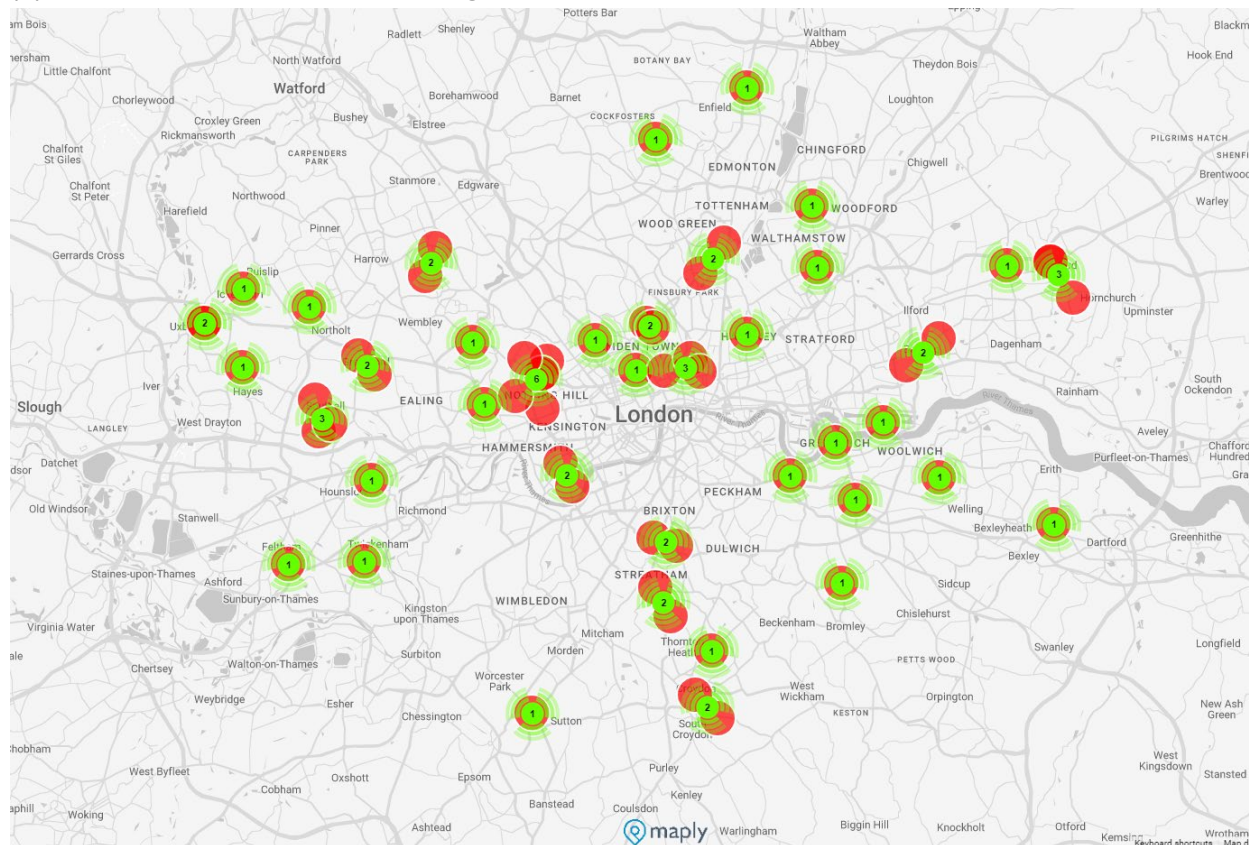
There is good engagement with five of the nine City Corporation LP target boroughs, Islington, Newham, Tower Hamlets, Southwark, and Barking and Dagenham. However, more engagement with Hackney, Enfield, Haringey, and Lambeth is needed.

Location Data for Online Week

(D) UK View of Schools Attending an Online Session



(E) London View of Schools Attending an Online Session



Map D – England map showing the concentration of schools in Greater London, but with some outliers beyond.

Observations:

There are some schools located outside London and immediately connected boroughs:

- Ark Ayrton Primary Academy, Portsmouth.
- Ark Blacklands Primary Academy, Hastings.
- St Joseph’s College, Ipswich.
- Braintcroft E-Act Primary Acadmeny, Birmingham
- St Thomas CE (VC) Primary School, Huddersfield.

These have most likely seen the online sessions advertised via the LCF’s online delivery partner’s mailouts as they operate across the UK, or have seen the festival advertised on a mailout internal to the academy trust as is potentially the case for the Ark Academy schools.

Map E – The underlay of red circles shows the locations of each school. The overlay of green icons further shows the concentration of schools within an area.

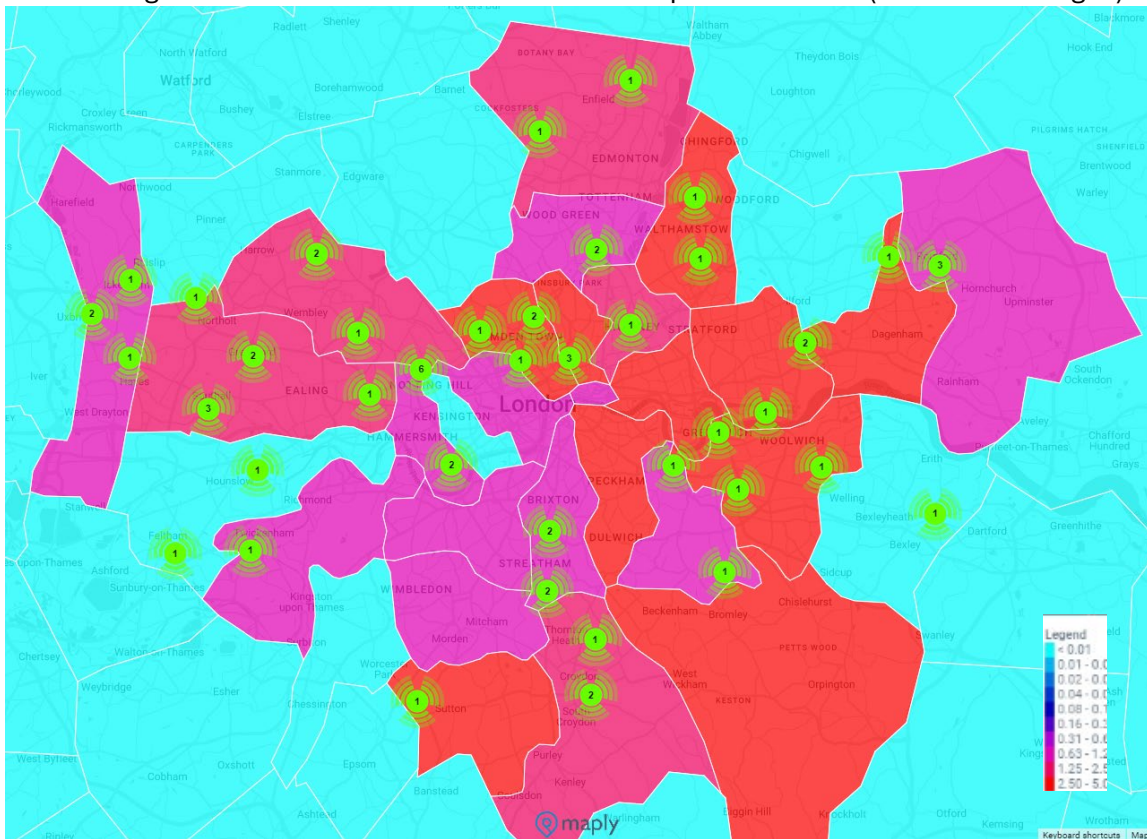
Observations:

The online sessions were more successful in engaging the boroughs and areas that were less engaged for the in-person session, for example Lambeth, and the West London boroughs.

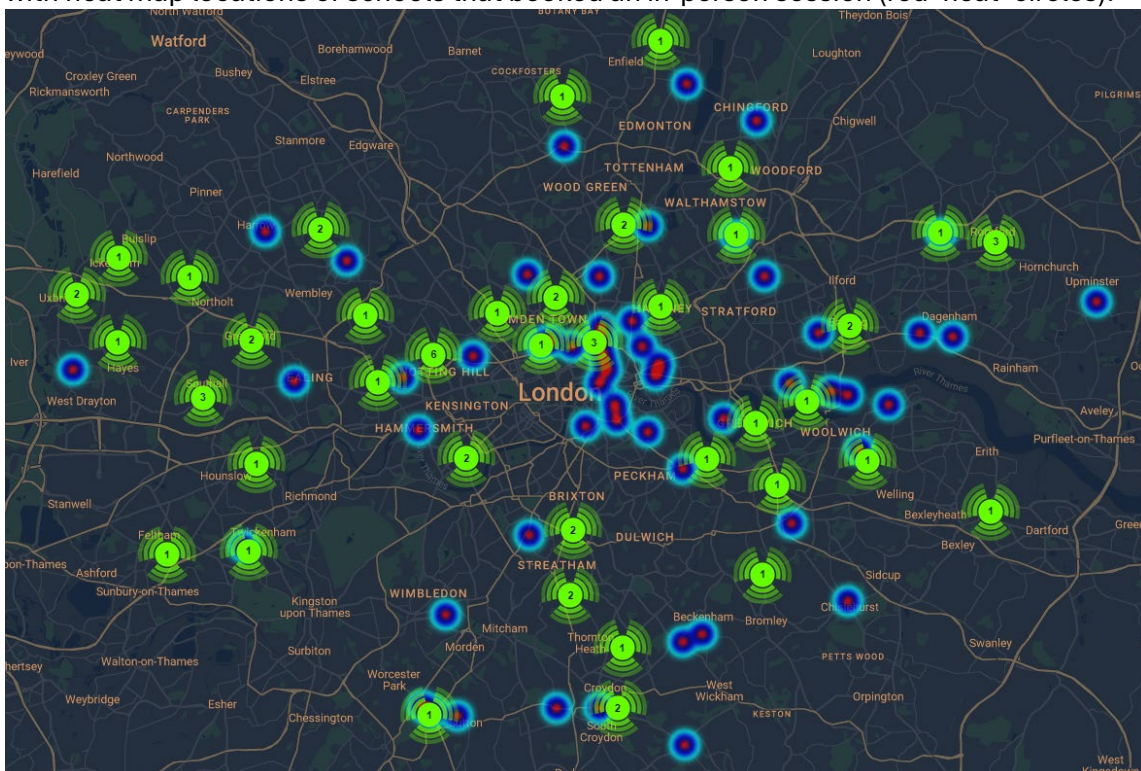
See **Map F** for the online festival data overlaid onto the in-person festival data.

Combined Online and In-person Data

(F) Concentration in an area of schools that booked an online session (green icons) overlaid onto borough locations of schools that booked an in-person session (coloured boroughs).



(G) Concentration in an area of schools that booked an online session (green icons) overlaid with heat map locations of schools that booked an in-person session (red 'heat' circles).

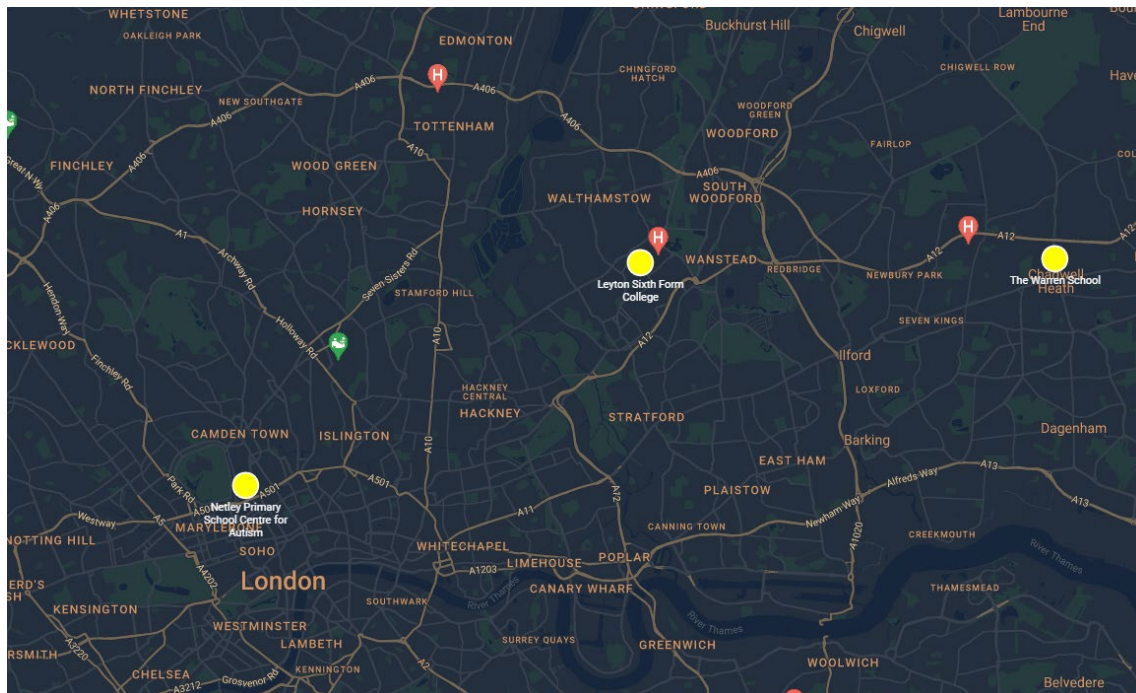


Map G

Observations:

There isn't a clear distinction between the location of schools that attended and online session and the location of schools that attended an in-person session. This suggests that distance from The Guildhall – as the location of the majority of the in-person sessions – might not have been the main factor for registering for an online session rather than an in-person session. Other factors, for example, school trip processes, teacher cover, and access the easy transport links to The Guildhall could affect a school's choice of whether to book for an online session or an in-person session.

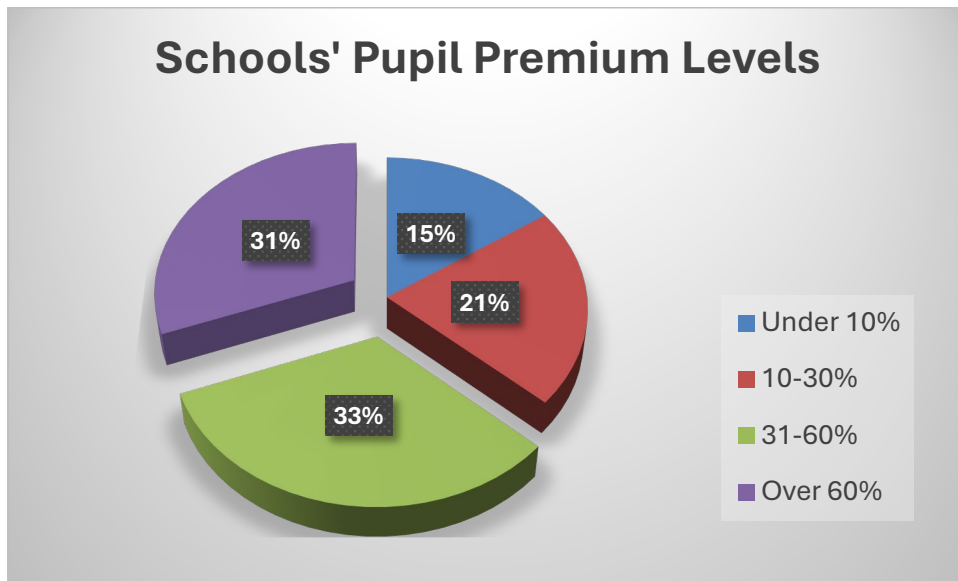
(F) Locations of the three schools that booked both an in-person session and an online session.



Items Carried Forward into Recommendations

- Co-curating an online session with CoLAT and the Family of Schools could help engagement with the City Family of Schools.
- Engagement with schools in the outer West London boroughs is needed, alongside generally bolstering engagement with outer London boroughs.
- Communicating the nearest stations to The Guildhall and recommended routes could attract schools from underrepresented areas, for example, promoting the Elizabeth Line as a route in from the outer West London boroughs.
- Adopting the City Corporation Local Procurement target boroughs or establishing LCF target boroughs to raise engagement from boroughs like Lambeth and Enfield.
- Promoting in-person sessions to schools that previously attended online could increase the amount attending in-person as there are few schools that attend both (see Map F).

Pupil Premium (in-person)



LCF attracts a good range of schools from across London and adjacent counties. These include a mixture of faith schools, multi-academy trust schools, and independent schools.

The chart above shows that more than two thirds of schools attending the in-person sessions have a Pupil Premium level of 31% or more, and more than 1 in 3 schools record a Pupil Premium level of over 60%.

So, LCF is operating as an inclusive festival while still supporting those pupils with the biggest challenges, measured in this case by Pupil Premium levels.

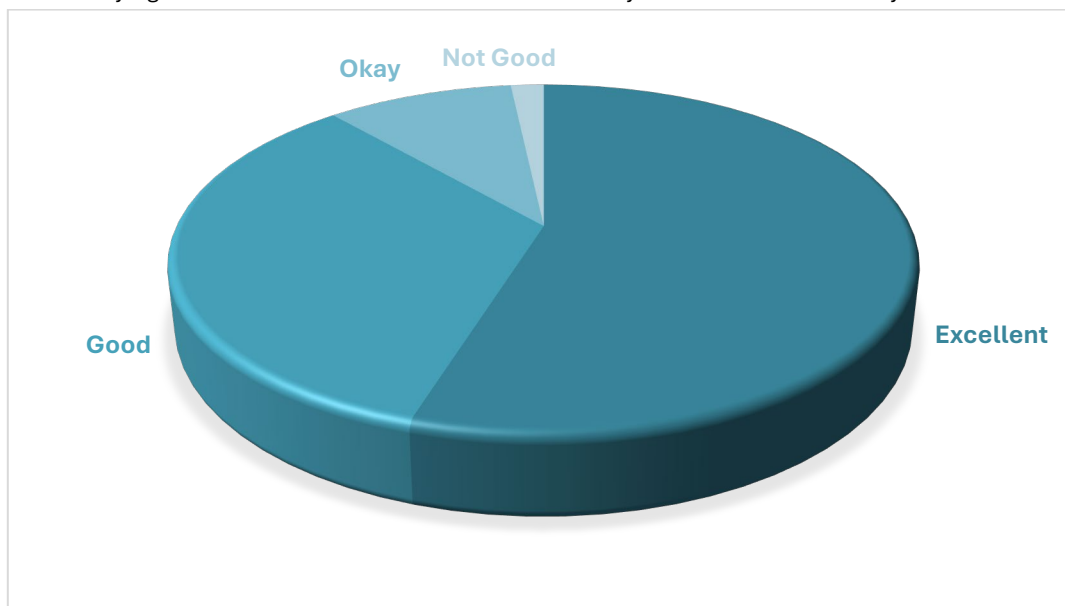
(See Page 20-21 for City Corporation Priority Boroughs).

Attendee Feedback

How attendees rated the festival or the event they attended (by day of attendance):

	Excellent	Good	Okay	Not Good
Primary Day	53%	38%	9%	0%
Secondary Day	56%	24%	16%	4%
Post-16 Day*	55%	45%	0%	0%
Overall (shown in pie chart)	55%	34%	10%	2%

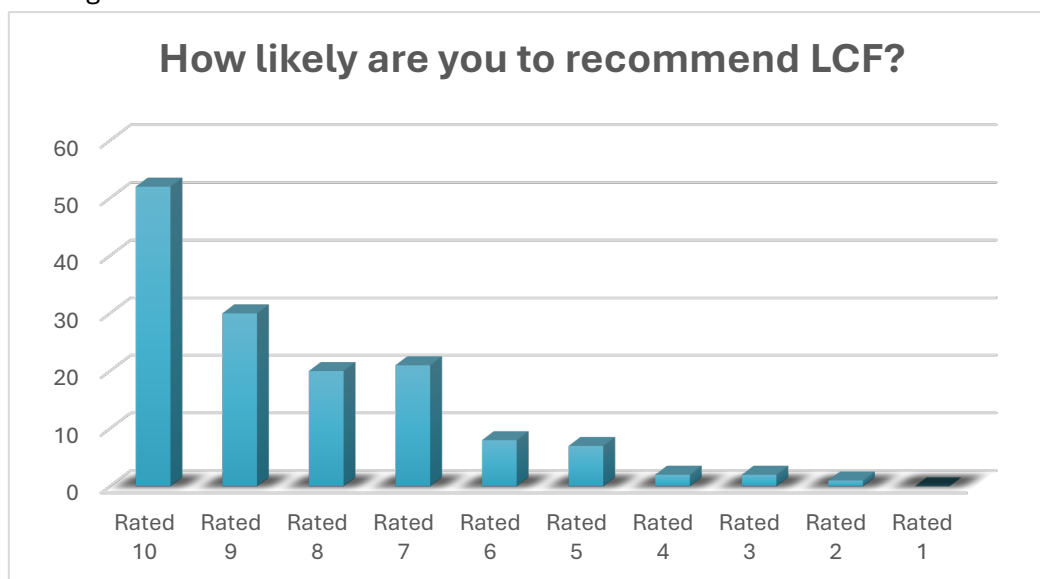
*Some secondary-aged learners will be included here because they attended the Post-16 day.



Out of 10, how likely respondents were to recommend LCF to other people.

Primary Day average	Secondary Day average	Post-16 Day average
8.5	7.7	8.9

Overall rating for the above data set:



Responding to negative feedback

Observations:

The scores for the Secondary Day are notably lower than the other days. The low scores were observed to come from two sets of evaluation forms:

1. A group of learners who attended the Brand Me workshop.
2. Other questionnaires completed by pupils attending the Livery Showcase.

	Excellent	Good	Okay	Not Good
Secondary Day	56%	24%	16%	4%

Secondary Day average
7.7

The partner delivering Brand Me confirmed that there were not any unusual occurrences or negative feedback given in the session, and similarly so for the Livery Schools Link team.

Selected responses with observations noted below the table:

	What do you want to be when you finish your education?	What did you think of the session?	Rating	Comments
A	Sports Man [sic]	Not good	0	Good – [blank] Bad – “everything”
B	Beauty	Okay	2	Good – “drawing” Bad – “a lot of talking”
C	Police	Excellent	4	“IDK” I don’t know
D	Footballer	Okay	5	“Nothing” “None”

A – The session was rated highly by others. But this respondent notes that they would like to be a sportsman, which is an industry underrepresented at the festival (see Page 30).

B – This respondent attended the same session as ‘A’ and perhaps also didn’t hear about their career of interest, suggesting that ‘a lot of talking’ was irrelevant to them. They did enjoy the drawing activity.

C – This is an example of feedback that gives a low recommendation rating while also rating the session highly, “Excellent”.

D – There are several respondents who aspire to be footballers. The low rating might again be because of sports and sports-related careers were underrepresented at the festival.

Negative feedback was also recorded in relation to some operational issues with the BT virtual reality trailer on Monday 26 February. There were also many positive comments from pupils who did experience it.

BT Virtual Reality Trailer	
Positive comments about the experience	Negative comments about the experience
Best – “The VR area”	“The waiting in the virtual room.”
Best – “The VR experience”	“Not doing the metaverse”
Best – “That I got to see in the virtual reality”	Worst – “Business meeting”

The above references to a business meeting and not being able to do the metaverse come from a group of pupils that joined the waiting list for the BT Virtual Reality Trailer but were unable to go in because of a pre-planned business meeting that was happening with the experience provider. The LCF team and the volunteers from WC of Educators were not made aware of this which caused some confusion. Parties took part in a debrief following the festival and enhancements are planned for LCF 2025.

Actions are in Recommendations below.

Items Carried Forward into Recommendations

- With workshop providers, fully explore the feedback and consider amending workshop briefs for 2025.
- Consider a different approach or workshop provision for secondary-aged learners.
- Ensure all partner experience or stall providers have all the information – including reiterating festival timings and expectations - and space provision they need to deliver their experience in a way that is focus on outcomes for the young people.

See Page 31 for attendee comments overall.

Attendee Comments (in-person)



A sample of attendees at the in-person festival week on days Monday 26, Tuesday 27, and Wednesday 28 February were given a questionnaire that asked about their experience.

The older age groups really appreciated the ability to talk with business professionals face-to-face.

- The smile on people's faces, welcoming and guiding visitors
- The long chat with the RAF guy. I absolutely loved it here.
- The adults involved were kind and engaging.
- The best thing was the information that was given.
- Getting to talk and learn more about my chosen career.

Some even got insider knowledge about opportunities with a company.

- [Knowing about] unadvertised job opportunities, [making] connections.

The questionnaire also picked up...

- Wish there was more about travel & tourism.

Primary-age pupils told us that the best bits were activities that helped them to learn about jobs.

- Doing all the activities and learning new things.
- How I get to try things I've never done before.
- [I liked] the bit when you build the building.
- I loved doing the plaster things and the weeding.
- That I got to see in virtual reality.

Some primary pupils even gained insight into working life and career planning.

- I now understand how hard some jobs are.
- I still don't know what to do [as a career] but it gave me lots of ideas.

The Army and technology experiences were popular with primary-aged and secondary-aged pupils.

- “
- Talking to the Army was the best thing.
 - The soldiers [were the best].
 - The VR experience [was the best].
 - The VR area. It was fun and a great experience.





Testimonials

A marvellous opportunity not to be found anywhere else

Teachers want to return year after year



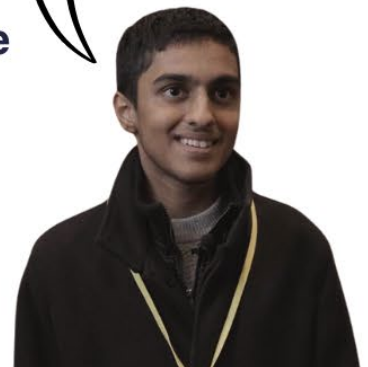
“ It is the third or fourth year we’ve brought our Year 9s. I’ll be bringing a lot more year 10s next year - absolutely - on the calendar again! [...] as much as we can speak to them in school - and we’ll have outside speakers in - to bring them to an environment like this, which in itself, the Guildhall is absolutely fabulous... to speak to the trades people [...] and then try out the different skills [...] it’s a marvellous opportunity not to be found anywhere else. Well, I’ve not found it anywhere else, anyway.

**Caroline Brown, Careers Lead
Gladesmore Community School,
Tottenham**

There are many different roles in finance I didn’t know about

Learners get information they can’t find elsewhere

“ I came here to find out more about degree apprenticeships, especially in the banking and finance industry. What surprised me the most was that within the finance sector there are many different roles that I didn't know about and that there are many ways you can apply. Currently I aspire to be an investment banker because I spoke to someone today and they gave me a wider insight into what they do, especially being a degree apprenticeship student.



**Devam Sharma,
Attendee, Post-16 Expo**

**Savita Sharma,
Parent of Attendee,
Post-16 Expo**

[...] here you got more information. [...] if we didn't come today, [Devam] would have [thought] most of the apprenticeships [start] in September. We would have missed it. So we now we know where to look - know how to apply - when they’re going to be [accepting applications].



See what [young] people are actually interested in



Dayne Reynolds,
Student Recruitment,
St Mary's University

Highly valued by organisations

“ I think it's great for exhibitors to come to the London Careers Festival, it gives you a chance to see what people are actually interested in ...your organisation and what you're offering and what people want out of it.

Even I didn't know that was a career path



Saskia Burke,
Nuclear Scientist,
National Physical Laboratory

“ I'd really recommend for schools and the students to come next year because there were so many things that even I, as someone already a few years into my career, had seen that I didn't even know were career paths or ways of getting into different careers.

“ It's really, really great that we can bring our younger children. We've currently brought 60 Year 5s to show them, look, there's a whole wide world of different careers ...it's been a real eye opener of what's available to them ...and because they are so young, they've got the next seven years, eight years before university to figure it out.

Companies get to see your personality not just an application form

An eye opener for our younger children



Oasis Academy Hadley
Primary Phase

Post-16
Attendees



Young people learn more about their chosen industry

“ It showed a lot of careers that I could go into other than the ones that I thought... I was originally interested in looking for a job in architecture, specifically. But I've seen that there's opportunities in planning and development.

Conclusion and Recommendations

The London Careers Festival has grown into a respected leader among careers initiatives, trusted by teachers and praised by the young participants. The offer is varied, covering a wide selection of industries through in-person workshops, online insight session, on-location taster days, and walkthrough expositions, while also celebrating its unique offer as a place to explore Square Mile careers with interactive encounters provided by the Livery Companies.

LCF and its Unique Propositions

1. Livery Companies

The involvement of the Livery Companies and their interactive way of exploring key industry skills. Their approach is very popular with primary-aged and secondary-aged pupils.

2. Careers connected to the Square Mile

The City Corporation and its connected networks of partners, contractors, departments, and Members as industry professional are uniquely placed to mobilise and galvanise representatives from the wide variety of careers connected to the Square Mile.

The following are recommendations that could advance the position of the festival as a leading careers initiative that mobilises organisations to support and inspire young people.

For vision, mission, and aims see Page 39.

Headline Recommendations

- A. Continue to enhance the festival each year by:
 - i. Further incorporating youth voice, for example, by continuing to increase representation of industries identified as being of interest to participants while acting on opportunities for co-creation.
 - ii. Communicate the festival aims and provide clear expectations to session providers and exhibitors to ensure sessions are interactive appropriate for the participants.
 - iii. Adopting initiatives to reduce the impact of no-shows.
 - iv. Reflecting the wide variety of careers connected to the Square Mile.
- B. Publicising the festival through retaining a pre-booking activity, celebrating festival partners on City of London social media channels, and increasing mailing list subscribers.
- C. Increase attendance in-person by engaging with more schools from boroughs underrepresented in previous years, for example, Enfield, Lambeth, and the outer West London boroughs.
- D. Review briefs for workshops and insights sessions to ensure they are serving the participants well, in particular, secondary-aged pupils, care experienced, and those who are differently abled, neurodiverse, or have special educational needs.

- E. Revise and enhance the ways in which participant outcomes are evaluated to better measure value and aid future enhancements.

A – Recommendations Brought Forward

- **Co-creation and Youth Voice**
Enhancing co-creation involving young people and incorporating youth voice initiatives should be considered for 2025.
- **Networking Opportunities and Interactive Sessions**
Provide clear guidance for session providers, giving session objectives alongside the overall festival vision, mission, and aims. Guidance should include the importance of linking what pupils learn in school to jobs and careers. This helps to increase LCF actions towards Gatsby Benchmark 4.
- **School No-shows**
It is suggested that the sessions be over-booked incorporating a predicted level of attrition.
- **City Careers and Variety of Careers**
A renewed mission that accounts for the variety of careers available through businesses operating in the Square Mile or connected. Improving the representation of popular sectors, particularly those underrepresented in 2024 (see Page 30).

B – Marketing and Communications

- **Pre-booking Activity**
Use a pre-booking activity to generate a surge in bookings in the run up to the official launch. Pre-booking activity could also be a good way of getting the festival into school calendars much earlier than the official programme launch.
- **Mailing List Signups**
Continue to encourage mailing list sign ups. Many bookings come after an e-mail newsletter.
- **Social Media**
Social Media posts are good for general publicity and can be an excellent way for City Corporation and festival partners to celebrate their involvement.

C – Engaging Schools

- Co-curating an online session with CoLAT and the Family of Schools could help engagement with the City Family of Schools.
- Engagement with schools in the outer West London boroughs is needed, alongside generally bolstering engagement with outer London boroughs.
- Communicating the nearest stations to The Guildhall and recommended routes could attract schools from underrepresented areas, for example, promoting the Elizabeth Line as a route in from the outer West London boroughs.
- To align with the City Corporation target boroughs, attention should be given to engaging schools in the boroughs of Lambeth and Enfield.

- Promoting in-person sessions to schools that previously attended online could increase the amount attending in-person as there are few schools that attend both (see Map F).

D – Responding to Workshop Feedback

- With workshop providers, fully explore the feedback and consider amending workshop briefs for 2025.
- Consider a different approach or workshop provision for secondary-aged learners.
- Ensure all partner experience or stall providers have all the information – including reiterating festival timings and expectations - and space provision they need to deliver their experience in a way that is focus on outcomes for the young people.

E – Evaluating the Way We Evaluate

- Retain the use of questionnaires but review the desired indicators and adjust the questions and the way in which they are asked. See Page 40 for a fuller review.
- Retain and enhance the use of interviews and discussions as data collection methods so that rich qualitative feedback can continue to be considered and acted upon.
- Consider new ways of data collection that develop how impact and outcomes are measured.
- Review evaluation processes through desk research or consultancy.

Measuring Impact and Outcomes.

There is opportunity to develop and enhance the ways in which the impacts of the festival are measured and what the long-term outcomes are.

Outcomes should be considered for:

Principal audience

- Young people who attend either in-person or online.

Additional audiences

- Teachers or other school staff and youth leaders.
- Festival partners and Square Mile connected businesses that take part.

As stated in Recommendations, advice and guidance should be sourced from programme evaluation experts either through desk research or consultancy.

Part II – The Future of LCF

The Careers Provision Landscape

Careers Events in London

	Title	Company/Partner	Last Event Dates	In-person or Online
Jan-Feb				
March	Festival of Apprenticeships	Pathway Group, Birmingham	Oval (5 Mar 2024)	In-person
	This event takes place in London, Birmingham, and Manchester on different dates. They also host an online version during National Apprenticeship Week. They have exhibitors with some presentations across the day. https://festivalofapprenticeships.com/			
April-May				
June	Step-Up Expo	Evening Standard	Olympia (28-29 Jun 2024)	In-person
	With the tagline Inspiring Teen Choices, this two-day Fri-Sat event is aimed at those 16+ from schools, sixth forms and FE colleges. Involves exhibitors and talks. https://stepupexpo.co.uk/			
Jul-Sep				
October	London Job Show*	JS Media Westfield	Shepherd's Bush (next 11-12 Oct 2024)	In-person
	Happens multiple times during a year. "London's Biggest Careers Event". Many expo stands offering vacancies, graduate schemes, and apprenticeships. Live vacancies section on website. Includes careers seminars and workshops. https://www.londonjobshow.co.uk/			
November	London Careers Fair	UK Careers Fair	Tottenham (Fri 8 Nov 2024)	In-person
	UK Careers Fair runs 80+ recruitment events across the country. Expo stands with jobs available on the day. https://www.ukcareersfair.com/			
December				

*The London Job Show happens multiple times during a year, so it is recommended that upcoming dates for this event be checked ahead of LCF.

The above lists the significant similar events and is not an exhaustive list.

National Celebrations to be aware of

- National Apprenticeship Week – early February, next dates Mon 10 to Sun 16 Feb 2025
- National Careers Week – early March, next dates Mon 03 to Sat 08 Mar 2025
- British Science Week – March, next dates Fri 07 to Sun 16 Mar 2025
- World Book Day – early March, next date Thu 06 Mar 2025

(This is not an exhaustive list and attention should be paid to significant and relevant events surrounding each year's LCF.)

A proposal for LCF 2025

Vision, Mission, and Aims

Vision – An inclusive Square Mile with career opportunities for those from underrepresented groups, from areas of deprivation, and those who are neurodiverse, have special educational needs, or are differently abled.

Mission - To hold space for companies and organisations to connect with young Londoners to explore the variety of careers in or connected to the Square Mile.

Aims of the Festival

The London Careers Festival aims to:

London Careers Festival Aims 2025 to 2029	
Inspire	Inspire young Londoners to consider a career connected to the Square Mile by creating interactions and connections with the variety of job roles available in organisations operating there.
Support	Support festival attendees aspiring to a Square Mile connected career to know and explore the skills required, especially those facing the most challenge because of their different ability or barriers to opportunity.
Mobilise	Mobilise organisations operating in the Square Mile or connected to City Corporation to be advocates for Square Mile connected careers, including apprenticeship routes and entrepreneurship.

The 2025 Festival

In-person week – Monday 03 February to Thursday 06 February 2025

	Main at Guildhall	Additional at Guildhall	On-location /satellite
Mon 03 Feb	Livery Showcase for Primary	SEND workshops	
Tue 04 Feb	Livery Showcase for Secondary	Some specialist workshops	
Wed 05 Feb	Young Professionals Spring Conference	Apprentice Futures insight sessions TBC	
Thu 06 Feb			All events to happen on-location on this day.
Fri 07 Feb			Some possible.

Online festival week – Tuesday 11 February to Friday 14 February 2025. (Education and Employers recommend limiting the online week to Tue-Fri in 2024).

Evaluating the approach to evaluation

The LCF evaluation exercise has not significantly changed in recent years. Having elements that are repeated each year has created data points for useful comparison. However, there are opportunities to further enhance the data collected through questionnaires.

Meaningful Survey Data

The table below explores the main components of the existing surveys and explains both the utility and the observed or inherent risks.

	Data Utility	Data Risks
Comparing data on sectors represented and sectors of interest	Indicates festival relevance Measuring the LCF offer against learner wants. It also informs the spread of sectors in subsequent years.	Changing careers landscape Keeping the same categories does not account for shifts
	Recommendation To retain this element but benchmark the sector categories.	
Use of tick box questions	Fast responses Easy to respond.	False responses Respondents have a noticeable tendency to tick all 'yes', or to tick in a pattern, e.g. 'yes' then 'I don't know' then 'no' and so on.
	Recommendation Consider reducing the amount of tick boxes, for example, asking respondents to highlight their top three statements rather than a Likert scale for each statement.	
Use of open questions	Thoughtful responses Collects a deeper explanation of an answer.	Questions not attempted A sizeable number of respondents left the answer box for this type of question blank. It could also be survey apathy.
	Recommendation To retain open questions but explore other methods of collection, for example, an activity that requires the placement of tokens in a box, or a mark on a board. The use of vox-pop interviews could also be considered.	
Language, phrases, and terms.	Fast responses Easier to answer if the question is giving a clear context.	Confusing or similar terms A sizeable number of respondents did not answer or ticked the same box for all questions.
	Recommendation Review whether pupils understand the meaning and context of terms. Avoid repeating similar terms. Rationalise the amount of question and use of complex terms and ideas.	

Appendices

Previous Strategy Outcomes

The festival was created to serve the City of London Corporation's Education Strategy (2019-2023) commitment to ensuring ***learning is linked to the world of work at all stages to enable learners to make informed career choices.***

It was designed to meet the following strategy outcomes:

- All pupils in the Family of Schools will hear from and be inspired by employers and apprenticeship providers.
- Apprenticeship opportunities are promoted, and all pupils can receive well-informed and impartial advice about apprenticeship options.
- There are clear progression routes through technical and professional education (including apprenticeships) into skilled employment.
- Good quality work experience placements are open to all pupils in the Family of Schools, regardless of their age, background, or personal connections.
- Pupils are exposed to professionals in the cultural and creative industries, and self-employment and entrepreneurship are reflected in the offer.

City of London update



Retrofit approval for Gresham Street scheme

THE City of London Corporation has approved a major retrofit scheme at 65 Gresham Street that will include a large area of public realm improvement and new retail outlets, alongside an uplift of much needed, sustainable office space.



Proposals for the mixed-use scheme will see the site retain approximately 70% of the existing building's structure and benefit both office workers, local residents and visitors alike. These include numerous and extensive landscaped terraces, improvements to access and travel through and around the site, as well as the introduction of new retail spaces along Aldermanbury,

to create a more diverse and vibrant space for everyone to enjoy.

The scheme's approval builds upon a strong performance in 2023 by the City Corporation's planning team, which has overseen year-on-year increases in planning applications received and decided, since 2020.

Careers expo for young people

ARE you or someone you know aged 16-25 and exploring career options? The London Careers Festival is holding a Pathways and Careers Expo on Wednesday 28 February, 10am-3pm at Guildhall and tickets are free.



Talk to professionals from a variety of sectors offering direct routes to employment; apprenticeships and traineeships; and vocational courses. Explore pathways to the career you want through activities, workshops, and speed mentoring. There will also be insight sessions (pre-booking only) in

Tech, Architecture, Entrepreneurship, Law, Creative Industries, Engineering, Construction and Finance.

You can get a free ticket if you are, or accompanying someone, aged 16-25. [LondonCareersFestival.org.uk](https://www.LondonCareersFestival.org.uk)

News, info and offers at www.cityoflondon.gov.uk/eshot

Social Media Post Examples

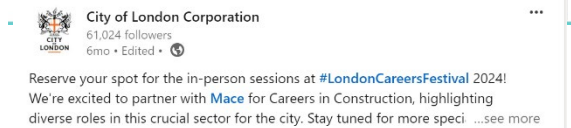
Encouraging mailing list signups through social media posts. A mailing list signup adds a regular audience.



(Top right) Encouraging posts from exhibitors and partners by sharing assets and recommended wording for social media posts within the ‘Stakeholders Pack’.

(Middle) Fully utilising the official social media accounts of City Corporation to raise awareness of the festival and to publicise the involvement of partners as a public thank you.

(Below, left and right) Video content posted in addition to other visual assets showcasing the range of activities at the festival within one post and piece of media.



Committee(s): Policy & Resources Committee – For Information	Dated: 11 July 2024
Subject: MIPIM Property Conference 2024	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Dynamic Economic Growth Vibrant Thriving Destination Leading Sustainable Environment Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	N
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?	Y
Report of: Executive Director, Environment / City Surveyor	For Information
Report author: Bhakti Depala, Assistant Director, City Development and Investment Unit, Environment	

Summary

This report informs your Committees of the City of London Corporation’s activities at the MIPIM property exhibition in March 2024.

MIPIM provided an opportunity to engage with local and international representatives including investors, developers and key government stakeholders of the property industry, sovereign wealth and pension funds, together with high-level representatives of other international and UK cities and regions and key government stakeholders. It provided a unique opportunity to engage in the debate relating to key issues and demonstrate how the City Corporation will provide leadership in taking forward matters of local and international importance. It is also a valuable opportunity to underline the confidence and optimism in the City’s attractiveness as a place to invest and develop and its recovery from the pandemic in challenging economic times. The programme of activities was extremely well received by delegates attending.

Key activities from MIPIM 2024 included:

- Promote the City as a place to invest
- Support Opportunity London Campaign
- Partnered with City Business Improvement Districts to deliver the City of London Stand

- Meeting with key public stakeholders including Historic England (the government's heritage advisor), the Greater London Authority, Transport for London and London Boroughs
- Relationship building and reinforcing ties with UK/international cities and regions (including Paris, Madrid, Saudi Arabia, Oman, Vilnius, North America, UK Regions including Liverpool, Leeds, Manchester, Cardiff and Bristol).
- A City hosted dinner with high-level guests including international institutional investors, Sovereign Wealth Funds, Pension Funds, developers and key government figureheads - providing an opportunity to promote the City Corporation as a place to invest and particularly in reference to our key major transformational projects and the emerging City Plan 2040.
- Meetings with high-level representatives of property companies and stakeholders active in the Square Mile.
- Participation in five panel sessions and led on two roundtables involving the Chairman of Policy and Resources Committee, the Chairman of Planning & Transportation Committee
- Production of a new promotional collateral for the City of London stand
- Significant pieces of media coverage in national, local and trade publications to generate publicity of the City's key priorities

Recommendation(s)

- I. That this report on MIPIM 2024 is received and noted for information.

Main Report

Background

1. MIPIM is widely recognised as the world's leading and most influential event for the property sector. It is a global marketplace that offers the opportunity to connect with key players in the industry, from investors to end-users and local government to international corporations. This year, over 20,000 delegates attended.
2. The focus of The City Corporation's attendance at MIPIM 2024 centred on the following headline objectives:
 - a) Promoting the City as a place to invest to the UK and international property investment market.
 - b) Managing relationships with and extending hospitality to new and existing international investors and developers.
 - c) Positioning the City Corporation as a thought leader in property and place making

- d) Supporting the London stand and joined-up messaging for Opportunity London that London is open for investment and the launch of the Investment Prospectus.
 - e) Meeting with key public stakeholders including Historic England (the government's heritage advisor), the Greater London Authority, Transport for London and London Boroughs to maintain good relationships and discuss strategic planning matters crucial to sustainable growth in the City and encouraging collaboration and alignment.
 - f) The City Plan 2040 was a key headline for the City Corporation's messaging at MIPIM 2024. Key objectives in the Plan around sustainable growth, economic prosperity and Destination City were used to frame messaging in appearances by the delegation and in conversations with investors, developers and others with whom the team had discussions.
3. The City Corporation representatives attending MIPIM 2024 were the Chairman of Policy and Resources Committee, Chairman of Planning and Transportation Committee, Chairman of the Investment Committee in addition to the City Surveyor, Investment Property Director, Assistant Director Policy and Strategy, Assistant Director City Development and Investment Unit. The team were supported by Business Engagement Manager and Communications officer.

Current Position

City Stand

4. The City partnered with the five City Business Improvement Districts (BIDs) to deliver the City of London stand within the London Pavilion and included collaboration with the City Property Association (CPA). The stand design included a prominent logo panel with a large the City Corporation crest, accompanied by the BID and City Property Association logos. It also included an artistic map of the City showing key City buildings and landmark's, the BID areas and a promotional video that highlights key messages of the City's economy and built environment which showcases many of the vibrant new developments and public spaces recently completed in the City, as well as future development opportunities. Large printed CGI's of the future City Skyline, key strategic schemes such as 81 Newgate Street and Museum of London also featured on the stand. An A5 collateral with key City property, planning and economic messages were handed out to stand visitors.

City of London Investor Dinner

5. The City hosted a dinner with high-level guests including international institutional investors, Sovereign Wealth Funds, Pension Funds, developers and key government figureheads. The dinner provided a unique opportunity to engage in the debate relating to key issues and demonstrate how the City Corporation will provide leadership in taking forward matters of local and international importance. It also provided the opportunity to highlight the City's

transformational projects in its investment portfolio as well as underline the confidence and optimism in the City's attractiveness as a place to invest and develop and its recovery from the pandemic in challenging economic times. It was felt that this form of exclusive event provided considerable opportunities to make build new and develop existing relationships, particularly with international investors. Discussions were also centred around seeking innovative solutions to property issues facing the industry as a result of climate change, post pandemic working patterns and an office flight to quality.

City Corporation keynotes speeches, panel sessions and roundtables:

6. The City Corporation sponsor the Opportunity London initiative which is a collective voice in promoting domestic and international investment into London and the City and specifically provides the opportunity to promote key City messages about being open for investment. The Chairman of Policy and Resources made a keynote speech at the Opportunity London private investors reception to launch the Opportunity London Prospectus, showcasing real estate investment opportunities in London. The Chairman's speech underlined City's role in supporting partnership working across London that make London a dynamic and thriving place to invest, the City's own priorities to contribute to creating a sustainable, vibrant and leading world city by unlocking barriers to investment through the Destination City vision and pro-active planning.
7. The Chairman of Policy and Resources participated in a jointly hosted roundtable with Arcadis on the 'London - A Global Destination'. The guest list included public institution Paris La Défense, investors, developers as well as property industry professionals. The session examined what makes cities a successful destination, comparing best practice from other global cities such as Paris. The Policy Chairman shared the City Corporation's approach to transforming the Square Mile into a 7 day a week cultural and leisure destination and the City's approach to diversifying its offer to new emerging sectors such as tech, culture and arts. To have global city comparisons like Paris to share and understand challenges was beneficial. The comparisons of the built environment and world class infrastructure e.g. accessible and clean roads, beautification for shared spaces and cultural institutions being installed in business districts are all key for a sustainable future City. Both Paris and London discussed they have a new generation of workers who are more socially consciousness on where they work and sustainability is becoming increasingly important to occupiers around the world with companies implementing ESG goals. The Chairman shared how these needs are being enabled at the City, through policy implementation such as the City Plan and Climate Actions Strategy.
8. The Chairman of Policy and Resources participated in three panel sessions two of which we on the main MIPIM stage and a panel session on the London Stand.

- The panel session on the London Stand was in partnership with Opportunity London exploring the role of public / private partnerships across all levels of London Government to win sustainable capital investment for London. This provided the opportunity to promote the City's Vision for Economic Growth providing certainty and clarity to unlock investment and its role in providing investor and developer confidence in the City.
 - The two main stage panel sessions were focussed on the topics of 'Building Resilient Net Zero Cities and 'ESG Financing Opportunities' both providing the opportunity to promote the City of London's ambitions and drive to net zero as an enabler for resilient growth through our Climate Action Strategy, City Plan 2040, Sustainability SPD and Climate Action Strategy. Additionally, the City's leading role for London in enabling change and delivering finance at scale including the launch of the Green Finance Institute (GFI) in collaboration with HM Government and the City's support in hosting the Net Zero Delivery Summit in June 2024 to unlock private sector finance. Participation in these panel sessions were valuable to understand the future opportunities as well as promoting the City's commitments and investment to achieving net zero on an international stage.
9. The Chairman of the Property Investment Board participated in a panel session hosted on the London Stand entitled "*Inclusive Placemaking*" exploring how place makers ensure inclusivity in developments. This panel session provided the opportunity to share our policy initiatives to diversify our offer to visitors, workers and residents, which are enabled through for example the City Plan 2040, which encourages the provision of spaces which are socially and economically inclusive through cultural spaces, free to public viewing galleries and museums. As well as our approach to providing free/affordable workspaces and incubator spaces to make the City an more diverse and inclusive place start and grow a business.
10. The Chairman of Planning and Transportation Committee participated in a panel discussion entitled 'City Centres - Do or Die' to discuss what London needs to do to entice retailers and shoppers back, following the pandemic where many retail units are still empty. The Chairman shared the need for a targeted retail offer to cater for the needs of workers and providing the 'experience of things' and shared examples in the City including Formula 1 arcade, crazy golf, darts, Eataly and the soon to open BoxHall. The Chairman discussed the rise of 'Bleisure' travel (a blending of business and leisure travel) and the City's approach to capture more visitors into the City from this, particularly during the weekends when business trips morph into leisure trips supporting the Destination City vision. The City's policies to encourage meanwhile uses was shared to help occupy vacant retails premises or development sites waiting for construction activity to begin. The Chairman shared the City's approach to partnership working with Business Improvement

Districts, who play a key role in enhancing the local business environment through events and activations – such as temporary pop-up street markets and seasonal celebrations.

11. The Chairman of Planning and Transportation also participated in a jointly hosted roundtable with Eversleigh LLP to discuss how can we work in partnership to overcome barriers to investment — particularly planning, policy and procurement. The guests attending the panel session included investors and developers in the City. The Chairman shared the City's exemplar integrated and comprehensive planning service to help unlock and de-risk investment and development in the City. This includes proactively engaging with investors and developers to support them through the planning and development process with single point of contact from inception to completion. The Chairman also provided an overview of the policies in the emerging City Plan 2024, which provides a comprehensive policy framework for investors and developers to better understand our direction of travel through to 2040 which promotes retrofitting developments, the need for and scoping capacity for additional office floorspace; a more flexible approach to re-use of more challenging Grade B office stock (particularly to culture, education and hotels); re-invigorating the retail offer, celebrating heritage and a focus on delivering a 7 day Destination City and a more inclusive City welcoming and relevant to all. Despite London being an attractive and stable place to invest, perceived challenges and barriers to investment were shared by attendees and these sentiments help to provide a good insight into what we can do further to facilitate, unlock and de-risk investment.

12. The Assistant Director, Policy and Strategy, took part in a panel session on sustainable neighbourhoods at the Oman stand, alongside representatives from Zaha Hadid Architects, Buro Happold, and the Omani Ministry of Housing and Urban Planning. The panel session explored shared issues of climate resilience and mitigation; culture and heritage in placemaking; and how urban form can contribute to shaping cities that work for everyone.

13. The Chairman of Policy and Resources and Chairman of Planning and Transportation Committees attended the Opportunity London/ London Property Alliance lunch providing an opportunity reinforce relationships with London businesses and stakeholders from City Hall and the boroughs. These events were valuable in helping to collectively promote London and the City as a place to invest.

14. The Chairman of Policy and Resources and Chairman of Investment Committee attended the Business London dinner providing an opportunity reinforce relationships with London businesses and stakeholders from City

Hall and the boroughs. These events were valuable in helping to collectively promote London and the City as a place to invest.

Meetings

15. The MIPIM 2024 programme provided an opportunity to fully engage with local and international representatives of the property industry. Programmed meetings were held with over 25 developers and investors including Sovereign Wealth and pension funds to promote and support investment in the Square Mile and to make reference to our key major transformational projects and to test their appetite for potential investment. The meetings provided a unique opportunity to engage on emerging trends and issues and to reinforce existing relationships and demonstrate how the City Corporation will provide leadership in taking forward matters of local and international importance. It was agreed to follow up these conversations when there was clarity on investment opportunities.
16. The programme of activities was extremely well received by those who attended.
17. These meetings provided considerable opportunity to be ambassadors for and share our experiences and learnings on the ground-breaking and innovative work the City has done, to promote the City Plan, reinforce our ties and forge stronger relationships.
18. Following an event de-brief by those attending, it was considered that there are areas where further thought should be given to ensure the value of the City Corporation's attendance at any future conference and to support emerging strategic priorities. These include:
 - A greater emphasis placed on marketing and promotion of the City's key messages with a dedicated resource and collateral.
 - We need to be in a more prominent location at the front end of the London stand.
 - Work with London team - The story we're trying to promote to the audience that visits the stands needs to be clearer for London as a whole (with more of a focus on asset classes)

Media campaign and coverage:

19. The City Corporation's Media Team attended MIPIM with three objectives:
 - Facilitate pre-arranged media interviews and ensure that the City's delegation communicated the following key messages:
 - London is increasingly the best global city in which to live, work and play;

- We are meeting investor demand for high quality commercial space; and
- London is a secure and sustainable real estate investment opportunity.
- Deliver a programme of communications throughout the week via corporate social media channels based on key messages.
- Ensure media reporting was fair and accurate.

20. As part of our media strategy, we organized pre-departure interviews with national and trade press, as well as issuing our own announcement, to generate media interest during MIPIM.

21. Efforts during the trip were successful in achieving the objectives outlined above, with outcomes including, several pieces of positive media coverage in national and key trade press and a programme of social media posts that delivered well above average engagement.

22. A media coverage summary is provided in Annex 1.

Corporate & Strategic Implications

Strategic implications: Attendance of MIPIM aligns with the City Corporation’s corporate priorities in terms of supporting:

- Dynamic Economic Growth
- A Vibrant, Thriving Destination
- A Leading Sustainable Environment
- Flourishing Public Spaces.

A thriving economy and will be instrumental in helping to support our aspirations to create “a global hub for innovation in financial and professional services, commerce and culture.” Attracting inward investment can also help to give us access to the skills and talent that we need and will in turn help inspire enterprise, excellence, creativity and collaboration.

Financial implications: The allocated budget and actual spend for MIPIM 2024 are set out in the table below. Overall, the amount spent was within the allocated budget.

MIPIM 2024 Budget

	Approved budget (£)	Actual spend (£)
London Stand and 8 passes	37,500	37,071.73
Flights, transfers and taxis	6,000	8,151.13
Hotels	16,000	20,897.03
City-hosted event and external lunch/dinners	17,000	5,823.49
Collateral		2,733.72
Incidentals	2,000	3,007.31
Bank charges		304.69
Contingency	2,800	

Total	81,300	100,604.92
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Resource implications: The City Corporation representatives attending MIPIM 2024 were the Chairman of Policy and Resources Committee, Chairman of Planning and Transportation Committee, Chairman of the Investment Board in addition to the City Surveyor Investment Property Director, Assistant Director Policy and Strategy, Assistant Director City Development and Investment Unit, Business Engagement Manager and one officer from the Communication’s team.

Legal implications: None identified

Risk implications: None Identified

Equalities implications: None Identified

Climate implications: Travel was undertaken through a combination of British Airways (BA) and EasyJet. EasyJet takes steps to partly address the impact on the environment on every single flight they offset all the carbon emissions from the fuel used, by supporting projects that protect against deforestation, plant trees or drive the uptake of renewable energy. BA do not offset for trips outside of the UK, but it is possible to pay an additional contribution to offset the carbon emissions of the flight. Where BA flights were booked, an offset payment was made.

Security implications: None Identified

Conclusion

23. MIPIM 2024 provided the City Corporation with an excellent opportunity to showcase the City’s attributes as a place to live, work and invest. MIPIM is still the premier event of its kind, and it is felt that there is no real alternative to MIPIM at which the City Corporation’s City of London message would be as effectively disseminated, given the predominance of senior and influential property professionals and the increasing number of representatives of UK and International cities attending MIPIM, and the amount of press attention that it receives. It is also felt that the City Corporation’s attendance is a key factor in promoting the City as a place to invest and do business in the face of increasing competition from other centres and countries, and underpinning confidence in London post pandemic and challenging economics times, and maintain its position as the leading global centre.

Report Author:

**Bhakti Depala, Assistant Director, City Development and Investment Unit,
Environment Department**

T: 07519 616 182

E: bhakti.depala@cityoflondon.gov.uk

Annex 1 – Media coverage summary

The carefully managed relationships with each publication prior to MIPIM has secured highly favourable reporting across the board that have given prominence to our key messages. We effectively communicated through our policy initiatives that the City of London is no longer just a place for the legal and financial service sectors to work, but rather, a seven-day-a-week visitor destination that is delivering sustainable growth and remaining an attractive investment opportunity, despite macro-economic challenges.

In conclusion, the media team's strategic efforts before and during MIPIM have resulted in extensive media coverage, effectively raising awareness of the City of London Corporation's openness and commitment to growth.

A full list of coverage is provided below:

Coverage summary

Ahead of the City Delegation's trip to MIPIM, we issued our [own news release](#) which was covered by Construction Enquirer and generated an interview with Property Week prior to the trip. Prior to this, an interview with Financial Times was set up with the Policy Chairman as a pretext to the announcement and to position the City as 'open to investment'.

Five media interviews were facilitated at MIPIM, three of which resulted in media coverage, with the prospect of three more still to come, as a result of follow up engagement. There was also one instance of organic coverage as a result of the Policy Chairman's participation in a panel discussion at the London stand.

Financial Times

Article published: Wednesday 14th February

Article summary: As a result of an interview with the Policy Chair the previous week, the FT published a highly positive piece on the City's openness to growth, with its focus on HSBC returning to the Square Mile as a tenant in a newly retrofitted building.

The Policy Chair communicated that 11 tall towers have received planning consent or are under construction and that the Corporation would be "flexible" in finding ways for developers to meet planning requirements to ensure their buildings provide public benefit, such as public terraces or community facilities.

Article: [City of London promises flexibility in drive to entice big companies](#)

Construction Enquirer

Article published: Thursday 22nd February

Article summary: Following the publication of our own news release, the article showcased the Corporation's new 'construction heatmap,' demonstrating the level of development happening across the Square Mile and saying that it had been prepared ahead City delegates attending MIPIM.

The article also noted that the Corporation saw a 25% hike last year in planning applications and a similar increase in the number of approvals, compared to 2022, with building activity being driven by a surge in big retrofit projects as owners upgrade Grade B offices to Grade A.

Article: [City of London hots up as 9m sq. ft under construction](#)

EG (x2)

Articles published: Tuesday 12th March and Wednesday 20th March

Article summaries: The two articles were set up with separate journalists to complement each other.

The first was conducted with the P&T Chair to set out the policy initiatives being delivered by the City Corporation in order to create a de-risked market for real estate investment. This covered the guidance set out in City Plan 2040 and the Sustainability SPD, that makes clear to developers and investors the expectations the City has when they come forward with planning applications.

In the second interview, the Policy Chair provides a broader picture of the context around the flagship 'Destination City' policy, which is delivering a transformation of the Square Mile into a seven-day-a-week visitor destination.

Articles: [Square Mile planning boss on 'de-risking' London's investment story / Landlords look to leisure to fill vacant Square Mile sites](#)

MIPIM News (print only)

Article published: Thursday 14th March

Article Summary: As a result of networking with a freelance reporter, who was responsible for producing MIPIM's daily event magazine, we were able to secure space in the final publication for 2024 which is distributed to all delegates.

In the half page interview with the Policy Chair, it is explained that the City Corporation is attending MIPIM to seek joint venture opportunities and is unashamedly pro-growth.

The Policy Chair is also quoted as saying that his flagship Destination City Programme will make the Square Mile a world beating leisure destination.

Bisnow

Article published: Monday 18th March

Article Summary: The article covered the London stand notes that the London market has essentially reached the bottom and is probably the most attractive major city in which to invest in Europe right now, according to BNP Paribas Real Estate Head of City Investment James Carrington.

The Policy Chairman is also quoted as saying the Square Mile has much more potential and growth opportunities to fulfil, as it also seeks to transform the Square Mile into a seven-day-a-week visitor destination.

Article: [MIPIM: London Looks To Reposition New And Traditional Areas For Investment](#)

Property Week

Article published: Wednesday 27th March

Article Summary: Key messaging is carried, including that additional office space is badly needed in the City of London and that many indicators point to a strong recovery for the Square Mile, such as an increase in employment by about 5% in the last year. Furthermore, Once City Plan 2040 is adopted, all that additional space will be required to meet strict criteria in terms of operational environmental performance.

Article: [Big interview with Shравan Joshi: Guardian of the City | Insight | Property Week](#)

Committee(s): Policy and Resources – Information Communications & Corporate Affairs Sub Committee	Dated: 11/07/2024
Subject: Innovation and Growth Quarterly Report	Public with accompanying Non-Public Appendices
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Dynamic Economic Growth
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	
Report of: Damian Nussbaum, Executive Director for Innovation and Growth	For Information
Report author: Daniel O’Byrne, Strategic Engagement and Operations Director, Innovation and Growth	

Summary

This report presents the impact of the City of London Corporation’s (CoLC) work in support of UK Financial and Professional Services between April and June 2024. It gives Members of the Committee visibility of the outcomes of workstreams in the last quarter and upcoming areas of work in the Innovation and Growth (IG) Department, working with Corporate Affairs, Media, the Remembrancer’s Office, the Office of the Policy Chairman and Mansion House.

Recommendation(s)

Members are asked to:

- Note the update on key pieces of work that have taken place in including overseas offices between April – June 2024,
- Note the outcomes reached against targets from the previous quarter ([Appendix 1](#)),
- Note the IG Forward Look – July – October 2024 ([Appendix 2](#)).

Main Report

Background

1. CoLC, through IG working closely with Corporate Affairs, Media, the Remembrancer's Office, the Office of the Policy Chairman and Mansion House works to strengthen the UK's financial and professional services (FPS) creating jobs and growth right across the UK. Our programmes in this area support the recommendations in the corporation's Vision for Economic Growth Report and are aligned to the Competitiveness Strategy 2021-25.
2. As previously agreed with Policy and Resources Committee, IG will provide quarterly updates on key pieces of work. This report updates Members on the period between April – June 2024.

Current Position

3. IG has carried out a wide range of activity between April and June, including highlights such as the Launch of Women Pivoting to Digital Taskforce, launch of the Total Tax report, another successful Net Zero Delivery Summit and much more. Please see [Appendix 1](#) for further details.
4. Whilst IG reports annually to P&R on overseas offices in December, a brief update has been included below on work throughout the last quarter.

Brussels

5. Between April and June, the Brussels office has supported three member state delegation visits with the Policy Chairman: Ireland, Italy and Germany (see more detail in [Appendix 1](#)).
6. The office hosted an event on UK-EU cooperation on T+1 settlement in Brussels. Aligning UK and EU approaches to settlement cycles for securities trading is a priority for our sector.
7. The office collated the industry input and led the formal submission to HMT via the IRSG EU Regulation Committee for the second meeting of the UK-EU Regulatory Forum on financial services. Establishing and embedding this Forum has been a major priority over the past year. We were pleased to note the second meeting in May was held in positive and forward-looking atmosphere.
8. On policy, some of the key files of this legislative cycle, including the Corporate Sustainability Due Diligence Directive (CSDDD) and the European Market Infrastructure Regulation (EMIR) landed in a favourable place.

India

9. Within the India office work has continued on the UK-India Infrastructure Financing Bridge. Virtual consultation with partners in India and Steering Committee members in the UK has been conducted to prepare the ground for in-person engagement in July.

10. An introductory meeting took place with the new UK High Commissioner to India.
11. Engagement with Government of India officials was suspended during the election period between 19 April and 4 June when results were announced.

China

12. The reporting period of April – June 2024 delivered a number of strong outcomes from the Chinese market into the UK. In terms of Foreign Direct Investment (FDI), the China Minsheng Bank London Branch has been granted approval from the Financial Conduct Authority (FCA) and Prudential Regulation Authority (PRA). Separately, Yingke Law Firm was established in the City of London.
13. In terms of Green Finance, the Industrial and Commercial Bank of China (ICBC), one of the world's largest banks, issued Green Bonds on the London Stock Exchange, strengthening London's role as the international financial centre.
14. In terms of policy influence, China also expanded the quota for qualified domestic and foreign Institutional Investors (QDII/QFII) to invest overseas (including UK) and into China respectively. Separately, in the run up to the Net Zero Delivery Summit, China announced the use of ISSB Standards as basis for its Sustainability Disclosure Standards. These are important policies advocated by previous visits by the Lord Mayor and Policy Chairman.
15. The Lord Mayor last visited China in March and the Policy Chairman in June with a FDI and Green Finance agenda.

United States

16. In late April, the Policy Chairman led a delegation visit to Washington DC. He met with senior policy makers, regulators and c-level industry. The Policy Chairman outlined our sector's priorities for the UK-US regulatory relationship based on the April publication of a British American Finance Alliance paper. The Policy Chairman co-chairs this City of London initiative.¹
17. The Securities and Exchange Commissioner (SEC) Hester Peirce is proposing a UK-US cross-border regulatory sandbox as recommended in the City of London's Vision for Economic Growth report. This is in a response to the FCA and BoE joint Digital Securities Sandbox (DSS) consultation and US MD is researching US FPS community's response. The City of London is supporting this initiative.

Forward look

18. The table set out in Appendix 2 builds provides an overview of domestic and international visits and major moments or events upcoming in the next quarter.

¹ United States-United Kingdom Financial and Related Professional Services: A Foundation for Transatlantic Growth, Jobs and Security. <https://www.cityoflondon.gov.uk/supporting-businesses/economic-research/research-publications/the-british-american-finance-alliance>

This work is managed by the Trade and Investment, Policy and Innovation, and Research teams.

19. Members can find the target outcomes for each activity detailed in Appendix 2.

Corporate & Strategic Implications

20. Strategic implications – the activity outlined in this paper support the Corporate Plan and deliver against the Corporation’s Competitiveness strategy. Officers are aware that regular reports may in future be required against the high-level business plan and the Corporate Plan. Officers will ensure that papers such as this align with that process.

21. Financial implications – all financial implications are considered as part of IG’s departmental business planning and project planning processes.

22. Resource implications – all resource implications are considered as part of the project planning process.

23. Legal implications – none identified this paper.

24. Risk implications – all risk implications are considered as part of the project planning process and subsequent monitoring.

25. Equalities implications – none identified for this paper.

26. Climate implications – Officers recognise that international and, to a lesser extent, domestic travel have climate implications. These are considered as part of the Corporation’s wider commitment to climate action.

27. Security implications – none identified for this paper.

28. Health Implications – none identified for this paper.

Conclusion

29. This paper is the second of the quarterly cycle of reports outlining the impact of the City of London Corporation’s work to support the competitiveness of the UK as a global financial and professional services centre. This work is led by IG working with Corporate Affairs, Media, the Remembrancer’s Office, the Office of the Policy Chairman and Mansion House.

30. Officers will return to Policy and Resources Committee to report on the outcomes of the activity outlined in Appendix 2 and provide a forward look to upcoming activity

in the following quarter. The next report will be received at October Policy and Resources.

Appendices

- Appendix 1 (Non-Public) - IG Activity – Outcomes
- Appendix 2 (Non-Public) – IG Forward Look

Background Papers

- IG Quarterley Report – April 2024 - submitted to Policy and Resources on 11 April 2024
- High-level business plan - submitted to Policy and Resources on 18 March 2024

Daniel O'Byrne

Strategic Engagement and Operations Director
Innovation & Growth

E: Daniel.O'Byrne@cityoflondon.gov.uk

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