



Communications & Corporate Affairs Sub (Policy & Resources) Committee

Date: WEDNESDAY, 15 NOVEMBER 2023

Time: 1.45 pm

Venue: 2ND FLOOR WEST WING, GUILDHALL

Members:

Deputy Keith Bottomley (Chairman)	Tom Sleigh
Deputy Christopher Hayward (Deputy Chairman)	Deputy Sir Michael Snyder
Deputy Rehana Ameer	Alderman Alastair King
Emily Benn	Alderman Sir William Russell
Tijs Broeke	Jason Groves
Alderman Prem Goyal	Caroline Haines
Deputy Shravan Joshi	Deputy Madush Gupta
Catherine McGuinness	Helen Fentimen
Ruby Sayed	Deputy Charles Edward Lord

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES FOR ABSENCE**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and summary of the meeting held on 6 September 2023.

For Decision
(Pages 5 - 8)
4. **OUTSTANDING ACTIONS**
Report of the Town Clerk.

For Discussion
(Pages 9 - 10)
5. **CORPORATE COMMUNICATIONS & EXTERNAL AFFAIRS UPDATE REPORT**
Report of the Executive Director of Corporate Communications and External Affairs.

For Discussion
(Pages 11 - 34)
6. **STRATEGIC ENGAGEMENT AT THE 2024 PARIS OLYMPICS AND PARALYMPICS**
Report of the Executive Director of Corporate Communications and External Affairs.

For Decision
(Pages 35 - 38)
7. **UPDATE ON THINK TANK MEMBERSHIPS 2023 - 2024**
Report of the Executive Director of Corporate Communications and External Affairs.

For Decision
(Pages 39 - 46)
8. **POLITICAL PARTY CONFERENCE - INITIAL SUMMARY REPORT**
Report of the Executive Director of Corporate Communications and External Affairs.

For Discussion
(Pages 47 - 56)

9. **PARLIAMENTARY TEAM UPDATE**

Report of the Remembrancer.

For Discussion

(Pages 57 - 62)

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

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

12. **EXCLUSION OF THE PUBLIC**

MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

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

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

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COMMUNICATIONS & CORPORATE AFFAIRS (POLICY & RESOURCES) COMMITTEE

Wednesday, 6 September 2023

Minutes of the meeting of the Communications & Corporate Affairs (Policy & Resources) Committee held at the Guildhall EC2 at 2.00 pm

Present

Members:

Deputy Keith Bottomley (Chairman)	Jason Groves
Deputy Christopher Hayward (Deputy Chairman)	Deputy Madush Gupta
Emily Benn	Helen Fentimen
Alderman Prem Goyal	Deputy Charles Edward Lord
Deputy Shravan Joshi	
Catherine McGuinness	

Officers:

Emily Tofield	- Executive Director of Corporate Communications and External Affairs
Kristy Sandino	- Corporate Communications and External Affairs
John Park	- Corporate Communications and External Affairs
Paul Wright	- Deputy Remembrancer
Philip Saunders	- Remembrancer's Department
Bruce Hunt	- Remembrancer's Department
Will Stark	- Remembrancer's Department
Polly Dunn	- Town Clerk's Department
Jennifer Beckermann	- Executive Director and Private Secretary to the Chairman of Policy & Resources Committee
Emily Slatter	- Office of the Policy Chairman

Members observing online:

Deputy Rehana Ameer
Tijs Broeke

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Ruby Sayed and Caroline Haines. Alderman Michael Mainelli, Deputy Rehana Ameer and Tijs Broeke also issued apologies, but were observing the meeting online.

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

There were no declarations of interest.

3. **MINUTES**

The Town Clerk confirmed that Jason Groves was omitted from the attendance list, in error.

RESOLVED – That the public minutes and summary of the meeting held on 14 June 2023 be approved as a correct record subject to the addition of Jason Groves to the attendee list.

4. **OUTSTANDING ACTIONS**

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

- 3/2022/P will be closed off later this year when the Sub-Committee received the next Party Conference Update report.
- 1/2023/P would be closed off as this had been actioned.
- 2/2023/P – the Environment Department was undertaking further exploratory work with the City Surveyor's ahead of an update to Resource Allocation Sub-Committee (which was now responsible for Operational Property). Until then the communications campaign was paused.

RESOLVED, that the report be noted.

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

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

Members acknowledged there was a lot of work to do in this area to draw together the various facets of the City as a complex, historic, organisation, and expressed support for the new Executive Director in considering a new strategy.

It was felt that some areas of engagement had not yet been mastered (e.g. with the residential community) and that campaigns such as the City Belonging could be a good vehicle for improvement.

Whilst helpful to have a report that reflected actions taken, it was requested that future iterations have a more detailed 'forward look'.

The success of the Mansion House Compact was noted, and thanks given to all those involved in its development.

There was some concern expressed over the use of the Advertising Value Equivalent metric and consequently a question was raised over the right mechanism for the City Corporation to better evaluate the success of any Communications Strategy. It was speculated that this would likely require greater staffing resource, but that co-ordinating the pockets of communications teams/officers across the organisation and its institutions, may help.

The Sub-Committee requested to see a copy of the proposed work plan of the Executive Director, ahead of its next meeting.

RESOLVED, that the report be noted.

6. **PARLIAMENTARY TEAM UPDATE**

Members received an report of the Remembrancer regarding an update on the Parliamentary Team's activities.

The Remembrancer summarised briefly the material within the report, highlighting various areas of work relating to the Levelling Up Bill; revisions to the Housing Act; River Pollution; the Online Safety Bill; Parliamentary Boundaries and City of London (Markets) Bill.

There was concern expressed over a recent report of the Tony Blair Institute that proposed the disbandment of the National Lead Force model. The Remembrancer provided assurance to Members that the Parliamentary Team were working closely with the Chair of the City of London Police Authority Board, the Police Authority Team and the Force, along with the Communications and Corporate Affairs Team, in monitoring the situation.

RESOLVED, that the report be noted.

7. **FINANCIAL SERVICES AND MARKETS ACT 2023**

Members received a report of the Remembrancer regarding the Financial Services and Markets Act 2023.

The Remembrancer provided a brief summary of the changes to take effect and the City's broader engagement.

RESOLVED, that the report be noted.

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

There were no questions.

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

The Chairman drew two pieces of work to Members' attention and sought their assistance in amplifying messaging through social media and any other appropriate platforms:

- Consultation and insight gathering exercise for new Corporate Plan; and
- The imminent launch of the "Vision for Economic Growth – a roadmap to prosperity" report.

10. **EXCLUSION OF THE PUBLIC**

There were no questions or urgent items to be considered whilst the public were excluded and so the meeting was concluded at this point, in public session.

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

There were no questions.

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

There were no items of urgent business.

The meeting closed at 3.18 pm

Chairman

**Contact Officer: Polly Dunn
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Communications and Corporate Affairs Sub-Committee – Public Outstanding References

3/2022/P	31 October 2022	<p>Party Conference Update Members sought greater detail and an effort to collate feedback from Members (who each had their own duties)</p> <p>Further detail on spend to also feature where possible.</p>	Head of Corporate Affairs	On agenda.
2/2023/P	14 February 2023	<p>Switching-off light campaign Explore options to share campaign with other councils.</p>	Executive Director Environment City Surveyor	No campaign is being progressed whilst the implications for the City are being mapped out by City Surveyor's and Exec. Director of Environment.
5/2023/P	6 September 2023	<p>Communications Plan Proposed work plan of the Executive Director to be shared with the Sub-Committee when available</p>	Exec. Director Corporate Communications and External Affairs	

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Committee(s): Communications and Corporate Affairs Sub Committee (Policy & Resources)	Dated: 15 November 2023
Subject: Corporate Communications & External Affairs Update Report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	[1-12]
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Emily Tofield, Executive Director of Corporate Communications and External Affairs	For Discussion
Report authors: Kristy Sandino, Assistant Director, Corporate Affairs, Mark Gettleson, Head of Campaigns and Community Engagement, John Park, Assistant Director of Media (Public Services), Kay Abdilahi, Assistant Director of Media (Financial Services), Sheldon Hind, Head of Publishing	

Report Summary

1. In line with the new single team approach, this overarching update report covers the full remit of the central Corporate Communications and External Affairs division. For the first time, it also includes an update on internal communications activity, due to the critical link between internal and external communications and reputation. It also includes an update on ongoing sports engagement work.
2. It reflects how the central team is providing strategic, multi-disciplinary communications across the City Corporation, where it is resourced and empowered to do so. All activity is aligned with the organisation’s agreed aims and priorities.
3. The report also provides a summary update on the Corporate Communications and External Affairs transformation work which is underway. A full report will follow once engagement with committee Members has been carried out as per the recommendation in the last report. The ambition is that this work will provide the necessary support and framework to cement and build the team’s role as a critical, central function to support overarching City Corporation priorities and associated reputational benefits, led by a Head of Profession.
4. A new approach to media evaluation and planning is underway (this is the beginning of the process). As a result, this section has been significantly shortened compared to previous reports. Future changes will be made as this work progresses.

5. The overarching update report includes the following:
 - a. Transformation Programme update [Annex A]
 - b. Corporate Affairs [Annex B]
 - c. Campaigns and Community Engagement [Annex C]
 - d. Sports Engagement [Annex D]
 - e. Media [Annex E]
 - f. Internal Communications [Annex F]

Overarching Recommendation

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

Annex A - Corporate Communications and External Affairs Transformation Programme

7. The Corporate Communications and External Affairs transformation is underway with the aim of ensuring that the City Corporation can benefit from a strategic, insight and audience driven, effective modern communications function, which in the future has digital at its heart, whilst providing best value for money for the organisation.
8. As part of the transformation work, governance arrangements will need to be implemented across the central teams in Guildhall, as well as across the wider organisation to support the Executive Director of Corporate Communications and External Affairs in their capacity as the Head of Profession for the City Corporation and its Institutions.
9. Since August 2023 there has been an intensive period of engagement and evidence gathering. To date there have been more than 70 meetings and workshops held with the central corporate team, chief officers, senior leaders, the multiple communications and marketing teams based outside of the central team, and communications leads representing the institutions.
10. There is a clear mandate and support for change both in and outside of the corporate team and there are multiple opportunities for collaboration and consolidation, better information sharing, improving the quality of the outputs and activity, efficiencies and, importantly, building a fully multi-disciplinary professional function which supports elected members and agreed City Corporation goals.
11. The engagement work and evidence gathering, particularly with Members, is continuing. The feedback to date provides widespread support to develop, in particular, strategic communications and greater digital communications capability and capacity. The current approach to managing digital communications has led to a proliferation of different channels, with varying levels of engagement and quality. There are a number of opportunities for

consolidation, greater targeting of activity and improved engagement levels. Commissioning of an external review of digital communications and channels across the City Corporation is underway. This review will also provide recommendations for a digital communications and content strategy and resourcing required.

12. With the development of the next five-year Corporate Plan and the organisation's first People Strategy, the City Corporation is at a pivotal point in its journey. The City Corporation is a large, complex and diverse organisation and, despite the resource challenges, the development of the Corporate Plan and People Strategy are being supported with dedicated internal communications and staff engagement. However, this, other activities, feedback and evidence has demonstrated that internal communications is another function which needs extra support.
13. Effective communications, corporate affairs, marketing and engagement cannot be delivered without a collaborative, multi-disciplinary approach underpinned by a clear strategy, objectives and forward planning. A key component of the Transformation Programme will be the development of a communications strategy (the first in nearly a decade), aligned to the City Corporation's strategic aims and the Policy Chairman's priorities.
14. The outcome of the transformation work will provide a picture of the totality of communications roles and posts in associated functions across the City Corporation and its institutions. It will also include recommendations for how this resource could be better utilised and staff could benefit from a collaborative approach to talent management, training and development and opportunities for progression.
15. Due to the flat structure of the central function versus other areas in the City Corporation, career progression options are particularly limited for the communications and corporate affairs professionals in the core team. Gathering this information and progressing this work has been incredibly resource and time intensive. The work had to be started from scratch. The approach throughout has been one of collaboration, hence the number of engagement sessions that have and will continue to take place.

Annex B - Corporate Affairs Summary

16. The Corporate Affairs team has focused on the following activities since the last sub-committee:
 - a. Led delivery of the City Corporation's 2023 party conference programme (see separate paper on Party Conference Update 2023).
 - b. Developed key messages and provided strategic communications advice to colleagues across the organisation to ensure that the City Corporation continues to deliver against its priorities, including for pitch

rolling the launch and post-launch work for A Vision for Economic Growth – a roadmap to prosperity.

- c. Planning for the next 18 months and the next General Election, including analysing emerging and new policy announcements, any implications for the City Corporation, and making necessary strategic engagement recommendations.
- d. Driving forward the City Corporation's work with frontbench politicians, including further developing engagement with the Opposition.
- e. Continuing to strengthen relationships with pan-London political stakeholders and briefing them on the work of the City Corporation.
- f. Ongoing engagement with external partners, devolved nations and regions. This includes organisations such as Labour Business, think tanks, regulators, and key public affairs stakeholders.

Corporate Affairs Main Report

Strategic Communications and Messaging Development

17. The Corporate Affairs team has continued to develop key messages and provide strategic communications advice to colleagues across the organisation to ensure that the City Corporation continues to deliver against its strategic priorities through a critical period.
18. This includes maintaining a comprehensive six month forward-look of key activities and interventions across the City Corporation, Policy Chairman, and Lord Mayor's calendars. This supports the development of more compelling narratives around the City Corporation's ambition and impact.
19. During this important period for political engagement, the Corporate Affairs team led on developing messaging aimed at different political parties particularly on Vision for Economic Growth and fraud and the City of London Police role as National Lead Force, providing robust briefing to Members to support our ambitious programme across all major party conferences (see separate Party Conference Update 2023 report for detailed analysis) and other significant moments.

Political Engagement

20. Since the sub committee meeting in September, the Corporate Affairs team has prioritised delivery of the party conference programme, alongside continuing to engage with His Majesty's Government, the devolved nations and Labour politicians. This has included:
 - a. Delivering an ambitious party conference programme focused on Vision for Economic Growth.
 - b. Continuing to map out the strategic priorities for Vision for Economic Growth, alongside colleagues in Innovation and Growth (IG), and proactively map and analyse the associated political engagement.

- c. Working alongside IG on a submission to the Autumn Statement 2023 on behalf of the City of London Corporation.
- d. Set up and provided briefing and support for Policy Chairman meetings with Shadow Climate Change Minister, Kerry McCarthy MP and Shadow City Minister, Tulip Siddiq MP.
- e. Briefing and support for the Policy Chairman meeting with Minister for London, Paul Scully MP.
- f. Worked in partnership with City of London Police and Police Authority Board colleagues to drive forward a briefing and visit for the Shadow Security Minister, Dan Jarvis MP to City of London Police.
- g. Officer briefing with the Labour policy team leading on the upcoming Financial Services review to be launched in February.
- h. Securing an invitation to an upcoming Challenger event being held by Labour with the Shadow City Minister.
- i. Working alongside IG and Media Team colleagues, providing background briefing on the political attendees to the AI Summit dinner and navigating introductions for Members.

Pan-London Engagement

21. The Corporate Affairs team continues to engage with pan-London stakeholders and provides support, advice and inputs to the Policy Chairman and deputies. As the new electoral cycle for the Mayor of London has begun, particular attention has been given to these developments. This has included:
- a. Working with the Office of the Policy Chairman and external stakeholders to successfully formalise the role of the Deputy Policy Chairman in pan-London engagement ensuring consistent representation at external meetings.
 - b. Continuing to monitor developments for the 2024 Mayoral elections, attending related events, engaging with candidates and providing intelligence where applicable.
 - c. Establishing an internal London Working Group to ensure a joined-up approach to engagement at Officer level.
 - d. Officer level meeting with advisors to the Minister for London, as well as the Local Government Association to promote the Vision for Economic Growth report.
 - e. Providing support and follow-up to the Chair of the City of London Academies Trust for a visit by the Secretary of State for Education to a City Corporation school.
 - f. Continuing to work with Transport for London (TfL), City Corporation Members and Officers to seek a suitable resolution for Tube noise issues.
 - g. Supporting the Chairman of Planning and Transportation in making representations to the Commissioner of TfL in relation to Bank Station access.
 - h. Coordinating and drafting responses to various MP casework, such as Billingsgate Market noise and Golden Lane Estate works, among other issues.

Engagement with External Partners

22. The Corporate Affairs Team continues to engage and support engagement of Members with external partners through:
- a. Providing remarks and briefing for the Policy Chairman to represent the City Corporation at the IBDE Financial Services Forum.
 - b. Providing briefing for the Policy Lead for Emerging Markets as representative at an International Business and Diplomatic Exchange (IBDE) CEO Briefing on China.
 - c. Providing briefing for an IBDE lunch with the Ambassador of Switzerland for the Vice Chair of Policy and Resources.
 - d. Providing briefing to the Vice Chair of Policy and Resources for a TheCityUK dinner with Labour Parliamentary Prospective Candidates.
 - e. Delivering a significant programme of party conference activity, across all the main conferences, with a range of partners including Onward, Centre for Policy Studies, Institute for Public Policy Research (IPPR) and Progressive Britain (see separate Party Conference Update 2023 paper for full detail).

Forward Look and Future Engagement

23. The Corporate Affairs Team continues to plan for future engagement with political stakeholders. Priorities for the Corporate Affairs Team through the end of the calendar year include:
- a. Continuing to deliver a plan of engagement for the Policy Chair and Lord Mayor with key Ministers, political spokespeople, devolved and regional government leaders across all parties.
 - b. Supporting the Policy Chairman and Deputy Policy Chairman in engagement with London Government - Mayor and borough leaders, focusing on ensuring London is speaking with one voice.
 - c. Analysing in more detail the feedback and reflections from 2023 Party Conference season and considering the options for the 2024 season.
 - d. Moving into the next phase of planning on a comprehensive political, policy and industry timeline for January 2023 onwards in relation to Vision for Economic Growth.
 - e. Providing the City Corporation with political intelligence and relationship building on areas of key importance across the political parties, such as competitiveness, artificial intelligence, fraud, policing and sustainable finance.

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Annex C – Campaigns and Community Engagement Summary

Resident Engagement

24. A Resident Campaigns & Communications Manager has now started, who will be working across the organisation to bring together our resident engagement work and provide a wider range of events and activities for our resident communities.
25. The Resident Campaigns & Communications Manager's immediate focus will be on delivering an exciting, combined City Question Time and Festive Party for residents on 14 December 2023 at the Old Bailey. The combination of events, in which residents are welcome to attend one or the other, is hoped to attract those who may not have attended previously, while giving residents the opportunity to visit one of our landmark spaces. They will also be engaging across departments to ensure a central schedule and single point of view regarding resident communications and consultations.
26. The Resident Campaigns & Communications Manager will also be working to roll out a new regular physical resident newsletter, details of which will be circulated shortly.

Worker Engagement: City Belonging Project

27. More than 1,000 people across the Square Mile are now signed up to receive updates, including representatives from three quarters of the largest businesses (those with more than 1,000 staff). Due to its holistic and universal appeal, the initiative continues to open doors and provide a basis with which to work with firms outside of our traditional financial and professional services strengths: from TikTok and Lego to recruitment consultants – and appeals to both large established firms and SMEs.
28. During Black History Month, we curated a list of 45 events and activities taking place across the Square Mile – those hosted by ourselves and our institutions, private sector organisations and networks and charities and educational institutions. These were then served back to the City Belonging Project workplace contacts for dissemination to their workplaces – with a hugely positive response. The initiative continues to enhance the effectiveness of existing City Corporation and institutional events, with more than 80 people across the working City nominated to attend the Guildhall Black History Month reception by their firms and London Metropolitan Archives selling out tickets to their event. The City Belonging Project funded the creation of a Black History of the Square Mile walking tour, putting on six sold-out free walking tours for our community.
29. We have also begun a pilot programme of introductory walking tours for new starters in the City, with three tours conducted for graduate starters at Fidelity International, to introduce them to the Square Mile and our institutions. Sixteen

other workplaces across the City have contacted us to arrange new starter walking tours for their staff, as part of a wider induction into life in the Square Mile. We are working with the City Guides Association, resources depending, to roll this out.

30. While the situation in the Middle East is developing at the point of writing, we are working with the City of London Police and the City of London Police Authority Board team to use the connections developed through the City Belonging Project to provide community reassurance, amplify messages and create a two-way channel of communication with the working City.
31. In conjunction with the Transport team and Google, we are putting together a City Accessibility event at Framestore – bringing together those interested in this important area in the Square Mile in a community event hosted by a business, a pilot of a City Belonging Project collaborative model.
32. We are also working with the Remembrancers team to expand our programme of community-focused events for 2024 and have begun discussions with a number of charity partners for future activities.

Election Engagement

33. November sees four City wards go to the polls, covering a third of the Square Mile electorate. The normal engagement process developed ahead of the 2022 elections has been followed, with online candidates guides created on our election engagement website and postcards sent to all eligible voters.
34. At the same time, voter registration work for the 2024/25 Ward List is underway, with all registrants contacted through the post and by email, with businesses asked to ensure their entire workforce is aware of the opportunity to register. We are working to identify where a registration contact has moved and find a replacement. We are in conversation with a number of businesses which have not previously registered about the process and the rights of their staff to participate. We are also using contacts made through the City Belonging Project to encourage democratic participation. Voter registration statistics are slightly ahead of where they were this time last year and more than 1,000 people who are not on this year's Ward List have been registered for next year's.
35. With the preparations for the 2025 elections soon to begin, and the registration deadline in a year's time, we will be bringing forward a paper with the Head of Electoral Services around resourcing and engagement strategy for those elections. This will cover in particular workplace engagement and candidate engagement, building on work begun in 2022. A single organisational CRM, tracking all City Corporation worker and workplace relationships within the Square Mile, will be crucial for the success of this programme – as will ensuring we have the resources needed to develop a relationship with every workplace we serve.

Mark Gettleson

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Annex D – Sport Engagement Update

36. The Communications & Corporate Affairs Sub Committee continues to have oversight of the City Corporation's sport engagement work and, in accordance with its Terms of Reference, power to act on sport engagement. Details of recent and planned events are outlined below, as well as proposed engagement around the Paris 2024 Games (see also separate Strategic Engagement at the Paris Olympics and Paralympics paper). This report provides an update on the work of the Head of Sport Strategy & Engagement (HSSE) in delivering the City of London Corporation's new sport strategy and sport engagement programme.
37. Since 2019 the City Corporation has increasingly recognised the importance of sport in promoting wellbeing, enhancing economic opportunities and supporting international diplomacy. Working with our partners, a targeted sport engagement approach has been developed to maximise these benefits and also assist with achieving wider corporate aims. So far this sport engagement activity has focused on the City Corporation's convening power and venue offer, by celebrating major sport events and supporting bids for future competitions. Earlier this year, the City Corporation approved a new sport strategy – *A Global City of Sport* – to guide future sport priorities and investment.

Sport Strategy

38. The City Corporation's new sport strategy for the Square Mile – *A Global City of Sport* – was approved by the Policy and Resources Committee in June this year. It sets out the vision and priorities for the organisation in relation to sport over the next seven years and beyond, which include:
- a. Investing in facilities.
 - b. Activating public spaces.
 - c. Celebrating impact.
 - d. Attracting events and federations.
 - e. Supporting community groups.
39. Last month the new strategy was published online. The informal Member Sport Sounding Board, which will oversee the progress of implementing the new strategy, has also met to consider the next steps for improving the sport offer in the Square Mile. This Sub Committee continues to have specific oversight of sport engagement work, which sits under priorities 3 and 4 of the strategy i.e., celebrating the impact of sport and attracting major events.

40. Since the approval of the new strategy, the HSSE has been working with Corporate HR to recruit a Sport Strategy Officer to support the new priorities. Following recent interviews, it is hoped that the new Officer will start in January 2024. In addition, external consultants 'The Sport Consultancy' have been appointed to undertake a facilities investment options appraisal as identified in the first phase of the implementation of the strategy. They are expected to report back early in the new year on proposals for investing in and enhancing the publicly accessible sport facilities across the Square Mile.

Sport Engagement

41. Since the last update provided to Members in April this year, the following engagement has taken place:

- **MLB London Series** – the City Corporation hosted a gala reception at Guildhall on 23 June 2023 prior to the MLB London Series Games between Chicago Cubs and St Louis Cardinals at the London Stadium. The event involved guests from the teams, Major League Baseball, sponsors and relevant business organisations. Owing to the increased presence of US sports taking place in the capital, work is also underway to connect with NFL and NBA on similar engagement opportunities.
- **2nd Global Sport Agora** – the City Corporation partnered with the World Academy of Sport to host the 2nd edition of the Global Sport Agora on 6 September 2023. This event brought together over 60 senior business and sport leaders to discuss shared issues, such as data driven decision making, investing for impact and managing risk. The event will be hosted again at Guildhall next year on 22 October 2024.
- **Sport & Recreation Alliance AGM** – the City Corporation provided the venue for the Sport & Recreation Alliance's Annual General Meeting to its stakeholders, which was attended by the patron – HRH The Duke of Edinburgh. The Deputy Chair of Policy spoke at the event to welcome guests and promote the City Corporation's sport priorities.
- **Square Mile Relay** – Guildhall Yard provided the backdrop for the Square Mile Relay again this year on 13 September 2023, an event which brings a number of City business workers together to compete over a one-mile relay race. The City Corporation sponsors this event by offering the venue at no charge. In return, we receive sponsorship recognition and the opportunity for a staff team to participate in the race. The Staff Running Club took up this offer and came 108th out of 120 teams.
- **Capital Kids Cricket** – the charity Capital Kids Cricket hosted an event at Guildhall Club on 14 September 2023 with the former England cricket captain Nasser Hussain OBE. The Chair of Culture, Heritage and Libraries was able to speak at the event and welcome guests, as well as highlighting the City Corporation's offer on sport.

- **Safe Sport International** – the City Corporation supported a networking event on 18 September 2023 to kickstart a conference on the elimination of violence, abuse and harassment against athletes across the world. The event was organised by Safe Sport International and attended by a number of international sport federations, as well as UK Sport and the International Olympic Committee. The Deputy Policy Chairman spoke at the start of the event to welcome guests and raise awareness of the City Corporation’s sport priorities.
- **ICF Canoe World Championships** – the ICF Canoe Slalom World Championships took place at Lee Valley White Water Centre at the end of September. During this time, the City Corporation hosted a roundtable dinner at Guildhall bringing together key organisers and officials. The Member Lead for Sport attended the event and was able to welcome guests and speak on the importance of hosting major sport events in the UK.
- **Active London Conference** – following the publication of the new sport strategy that day, the City Corporation sponsored the networking reception after the Active London Conference which was held on 17 October 2023 at the Decathlon Store in Canada Water. The Deputy Policy Chair spoke at the end of the conference on the City Corporation’s new sporting priorities and vision for the Square Mile.
- **Rugby World Cup 2023** – the HSSE accompanied the Policy Chair to Paris for the Rugby World Cup final on 28 October 2023, as guests of World Rugby. This is part of an ongoing dialogue between the City Corporation and the international federation for Rugby, which is currently based in Dublin. It was also an opportunity to engage with senior business and policy leaders attending the game.
- **City of London Freedom Ceremonies** – events were held at Guildhall to commemorate the award of Freedoms of the City of London to footballers Harry Kane MBE and Ian Wright OBE. Both events received widespread interest and positive social media coverage.

Forward Look

42. There are a number of sport engagement activities that are due to take place in the coming months including:
- **200th Anniversary of Rugby** – the City Corporation is working with World Rugby on an event at Guildhall to celebrate the 200th anniversary of Rugby this year. This event will take place on 11 December 2023, looking back on the success of the Men’s Rugby World Cup in France as well as ahead to England hosting the Women’s Rugby World Cup in 2025.
 - **London FA Awards** – owing to the longstanding ties between the City Corporation and the London FA, we will be hosting next year’s London FA awards at Guildhall. The Lord Mayor is the Patron of the body and the event, which is due to take place on 31 January 2024, will be an opportunity to celebrate the efforts of those involved in grassroots football across the capital.

- **UK Sport International Relations Seminar** – preliminary discussions are underway with UK Sport on hosting next year’s International Relations Seminar in February. As previously, this is an event that draws a great deal of interest from domestic sport federations and is an opportunity to discuss upcoming international relations opportunities through sport.
- **IWG Women & Sport** – since the transfer of hosting responsibilities to the UK of the International Working Group of Women & Sport, discussions have taken place on ways to promote and support the success of women in sport over the next four years. It is envisaged that an event to mark the 30th Anniversary of the Brighton Helsinki Declaration will take place in Guildhall at some point early next year.
- **UEFA Champions League Final** – following our support for a successful bid to UEFA by the Mayor of London to host the Champions League Final in 2024 at Wembley, the City Corporation had agreed to host the pre-final dinner at Guildhall the night before the game. However, following a site visit of the venue by UEFA earlier this year it was decided that an alternative location would be sought.
- **MLB London Series** – the City Corporation has again offered to host a celebratory event prior to the MLB London Series Games next year between New York Mets and Philadelphia Phillies at the London Stadium. The reception would take place on the evening of 7 June 2024 involving guests from the teams, MLB, sponsors and relevant business organisations. Owing to the increased presence of US sport events in London, work continues on similar engagement opportunities with NBA, NFL and NHL.

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Annex E – Media Team Summary

43. In the reporting period from 08 August to 26 October 2023, the City of London Corporation’s Media Team has delivered a significant number of proactive media strategies to support the delivery of key organisational priorities.
44. This work is aligned to the Corporate Plan and focused on our role in creating a vibrant and thriving City, supporting a diverse and sustainable London, within a globally successful UK.

45. A high-performing, strategic media function needs to act on evidence and continuously use insight to inform its work. In this context, work is now underway to review the current model of gathering insight and analysis to ensure that the City Corporation benefits from the best intelligence and evaluation systems available.
46. An improved system of analysis and measurement will allow us to assess how well we are meeting the organisation's overall aims as outlined in the Corporate Plan, aligned to its three main strategic objectives:
- Support a thriving economy
 - Contribute to a flourishing society
 - Shape outstanding environments
47. To do this, we will be changing our approach to measure:
- a. Volume: how often the City Corporation is mentioned in the media.
 - b. Media types: how often the City Corporation is being mentioned in print, broadcast, or online.
 - c. Sentiment: are these favourable, neutral, or negative mentions.
 - d. Key media: how often is the City Corporation being mentioned in key national or London media (a key target given the influential and wider public audiences we need to reach).
 - e. Mention position: how often is the City Corporation being mentioned in the opening paragraph of articles.
 - f. Social media views/ impressions (most accurate audience metric) and engagements including reactions, clicks and shares.
48. We will continue to expand and strengthen the analysis and insight gathered through an integrated, multi-channel approach to media and social media monitoring.
49. Members already receive regular granular updates of media coverage through the Morning Media Briefing and Weekly Media Summary. These will be reviewed again as our transformation work and engagement continues and as we continue to expand and strengthen the analysis of our activity.
50. The below summary is intended to provide a short, high-level overview of media impact, alongside highlights of the most successful proactive media interventions.

Main Report

Media Impact Analysis: Overview

Measurement				
Volume	2,380 articles	1,382 domestic	998 international	
Media types	2,177 online	68 broadcast	85 print	50 blogs
Sentiment	778 positive	14 negative	1,588 neutral	
Key media	26 Daily Mail/This Is Money 12 Daily Telegraph 11 BBC national radio and TV programmes 9 Sky News; 9 The Times 7 The Independent 6 The Guardian 5 Financial Times; The Daily Express; 2 Daily Mirror; The Sun; The Sunday Times	52 City A.M. 35 regional BBC radio programmes, including 11 BBC Radio London 12 Evening Standard 2 LBC 1 BBC London News (TV) programme		
Mention position	550 lead paragraph			

Social Media Impact Analysis: Corporate feeds overview

Platform	Followers	New followers	Published posts	Views/ Impressions *	Engagements	Engagement rate	Video views**
Total	172,828	4,656	683	1,655,983	82,783	5%	92,456
X*	99,476	1,687	329	933,188	30,612	3.3%	33,573
LinkedIn	51,321	2,616	156	644,257	46,959	7.3%	45,136
Facebook	13,099	193	100	78,056	765	5.7%	23
YouTube	8,930	116	98	N/A	765	N/A	29,635

*Views/ Impressions = people verified as being shown content. Engagements = number of times people clicked on content.

**Video views on non-YouTube platforms includes animations in graphics.

***Includes @cityoflondon, @itylordmayor, and @citypolicychair.

51. The main corporate social media feeds have 168,292 followers, up 4,371 on the last reporting period. Posts marking the death of Her Late Majesty The Queen and Their Majesties The King and Queen saw the biggest increases in followers, but we continue to see the use of more and stronger images as the main driver increasing follower numbers.

52. X continues to be our main feed by follower numbers, whilst our strategy of testing more content on LinkedIn, continues to yield excellent results. LinkedIn has become our fastest-growing platform, where posts consistently generate the largest audiences and highest engagement rates. We are working to further leverage this success, as LinkedIn boasts the most robust demographic of professionals and business decision-makers. Its reputation as a secure and trusted space has contributed to its strong growth compared to other platforms.

53. For comparison, compared to local authorities in London, our X and LinkedIn feeds are the most followed, and Facebook is the second most followed, with the highest average engagement rate. For comparison, Westminster has 33,494 followers on X, 23,000 on LinkedIn and 7,194 on Facebook.

54. As part of the Transformation Programme there is a plan underway to launch an Instagram account for the City Corporation, incorporating Lord Mayor, Policy Chairman and Mansion House activity. This will allow the City Corporation to reach and target a wider range of audiences and actively engage with key partners and stakeholders active on Instagram. Instagram is a very visual medium and increasingly video based. The corporate team has recently invested in new equipment to improve its filming capability and capacity, which will support internal activity and the creation of engaging content for the corporate social feeds.

Subject	Posts	Views/ impressions	Engagements	Engagement rate
HM King	17	183,971	20,328	11%
Horizon 22 Bishopsgate	3	34,266	5,271	15.4%
Election of Lord Mayor Mainelli	3	67,079	4,541	5.9%
Freedom of the City honours	8	64,652	3,071	4.8%
Israel	3	29,975	1,553	5.2%
Black History Month	6	11,976	1,089	9.1%

Views/ Impressions = people verified as being shown content. Engagements = number of times people clicked on content.

55. Posts about Their Majesties The King and Queen visiting Mansion House to mark the City's role in the Coronation generated four times more than the next nearest posts, thanks to proactive planning from the team who gathered photos of the Anointing Screen and Ceremonial Robe in advance of the visit. This interest was leveraged to promote Destination City and in particular the Treasures of Gold and Silver Wire exhibition at Guildhall Art Gallery, ensuring we are using every opportunity to promote the breadth of the City Corporation offer.

55. Other highlights include the launch of Horizon 22 (22 Bishopsgate), London's highest free viewing platform with 300-degree views of the capital. While not generating as many views, it got a 15.4% engagement rate which is nearly four times more than our average.

56. The election of Alderman Michael Mainelli as the next Lord Mayor, Freedom of the City of London ceremonies, and Black History Month in the City also performed well. These posts reflect the diverse nature of our content strategy which we continue to refine to maintain and expand our followers, enabling us to effectively convey our key messages to as broad an audience as possible.

Subject Analysis

Corporate plan priority: Support a thriving economy

Vision for Economic Growth - a roadmap to prosperity launch

57. Working to a proactive communications plan, the Media Team delivered on its objective to promote the report to political, business as well as wider public audiences, and gain national media profile, showcasing the City Corporation's role in driving economic prosperity across the UK, creating jobs, and attracting investment.
58. The communications-led launch announced the Vision for Economic Growth report and outlined key reforms and initiatives with the potential to add £225 billion to the UK economy, in collaboration with 300 stakeholders.
59. Over 40 pieces of proactive coverage were secured across national and regional media outlets. The Media Team achieved two national exclusives with the Sunday Times and Sky News in the run up to the launch, trailing the report's key aims and recommendations. Over 20 supportive quotes from key industry players, chapter leads, and trade associations featured in the news release, many of which were picked up by the media. 23 mixed media posts – including text, pictures, and video – were posted across corporate social media channels generating 4,531 video views and 905 engagements, with 31,599 impressions.

Vision for Economic Growth: presentation at political party conferences

60. The Media Team reacted to key ministerial speeches and Government and Opposition policy announcements, and publicised City Corporation political events to achieve significant national media coverage featuring elected Members, including in Sky News, BBC News, and Bloomberg.
61. Standout coverage secured in the party conference season resulted from the promotion of City Corporation political dinners, including through speeches by Lord Fox (Liberal Democrats), Lord Johnson (Conservatives) and Lord Mandelson (Labour). The latter garnered strong media attention through strategic media invitations to senior editors, including political editors, for the dinner. Nine posts were sent across our feeds generating 198 engagements with a reach of 9,946.

Lord Mayor hails bond between City and Crown

62. The Media Team worked in partnership with the Royal Household, and colleagues at The Mansion House, and in the Remembrancer's department to deliver a proactive communications plan for the dinner to mark the contribution of the civic institutions of the City of London to the Coronation of Their Majesties The King and Queen.
63. The Lord Mayor hailed the historic friendship between the City of London and the Monarchy at the dinner, which was also attended by the Policy Chairman, Members of the Court of Common Council, City livery companies, and representatives of the UK financial services industry. Widespread national coverage was achieved, with over 450 articles mentioning the Lord Mayor and/or the City of London Corporation. This included the Daily Mail, City A.M., The Times, the Independent, The Daily Telegraph, Daily Express, BBC News, and The Guardian. His Majesty's speech was also broadcast on ITV London, Sky News, BBC Radio 4, ITV's This Morning, and several other radio stations.
64. The Media Team ran a social media campaign on the dinner, with posts on X, LinkedIn, and Facebook – including through the Lord Mayor's and Policy Chairman's feeds - generating 15,761 engagements with a huge reach of 140,022 impressions. This engagement rate on X was a high 8% and on Facebook and LinkedIn it was 25% which made these our most popular posts ever.

Mansion House hosts Pension Summit

65. The Media Team worked with HM Treasury to announce the tenth signatory of the Mansion House Compact, Aon, at the Mansion House Pension Summit. The media team secured extensive media coverage for the Summit across The Times, Financial Times, and Reuters. The Lord Mayor conducted interviews before, during and after the event across print, digital and broadcast news media. The Lord Mayor featured on Bloomberg TV on how the Compact can support start-up companies in the UK and across the world during the Bloomberg Tech Summit week with predominantly executives and entrepreneurs in the audience. A post published by HM Treasury, Lord Mayor and Aon on X on the signing generated a combined 20,000 views.

Lord Mayor visits Qatar and Bahrain to push for net-zero transition before COP28

66. Working to a proactive plan with the objective of promoting the City as a world leader in green finance, ready to assist the Gulf along its net-zero journey, widespread in-market media was secured.
67. The Media Team coordinated interviews with prominent business outlets including Al Majalla, and Arab News, which highlighted the strategic partnerships for cooperation and investment and the exchange of expertise and skills between the UK and the Middle East, with a focus on increasing investment in sustainability projects ahead of COP28. The visit was also

covered in a range of other in-market media including Gulf Times, Bahrain News Gazette, News of Bahrain, Kuwait News Report, Libyan News Wire. and Bloomberg. 23 social media posts were sent which generated 663 engagements with a reach of 22,246 impressions.

Destination City: Bartholomew Fair launch

68. A communications campaign to reach target audience groups was delivered by the Destination City and corporate communications team, supported by Four Communications agency, which has been procured by the Destination Team.
69. The campaign achieved 124 pieces of coverage, including 76 London, 29 national, and 19 international pieces across print, broadcast, and online. A City Corporation spokesperson was quoted in 32 pieces. This was amplified in two City A.M. paid-for advertisements.
70. Press Association was commissioned to capture the launch and other key moments, including photocalls and video interviews with the Policy Chairman, securing coverage in The Independent, The Guardian, The Times, and The Telegraph, and several international titles.
71. This was part of a fully integrated marketing and communications plan across owned, earned, and paid channels. Social media activity saw partner-led messaging amplified across our channels, with Destination City's campaign generating 157,366 engagements and nearly 2m impressions. This was supported with 14 original posts from our main channels, generating 2,851 engagements with a reach of 53,289 impressions.

Opening of Horizon 22 - Europe's highest free public viewing gallery

72. The launch of Horizon 22 highlighted the planning and built environment sector's key role in supporting the aims of Destination City - creating a thriving, seven-day-a-week destination, attracting visitors, encouraging spend, and making the Square Mile an inclusive place that welcomes all communities.
73. The Media Team proactively organised several interviews for the Planning and Transportation Chair, with coverage secured in national titles including Financial Times, the Daily Telegraph, and The Spectator. The Planning and Transportation Chair was also quoted in the Horizon 22 team's news release, which was picked up by 20 outlets, including international publications in the USA and Japan.
74. The Media Team supported with stakeholder engagement around the event – with over 100 people attending the soft launch, including BID representatives, residents, and Ward Councillors. Social media performed well above average, with over 100 engagements on X and over 400 on LinkedIn.

Corporate plan priority: Contribute to a flourishing society

City of London Academies Trust: A-Level and GCSE results

75. The Media Team ran a proactive media campaign including news releases, social media posts, and interviews to support City of London Academies Trust schools in reaching key audiences.
76. Getty was invited to picture students at the City of London Academy Southwark receiving their A-Level results. This, along with Secretary of State for Education Gillian Keegan MP's stakeholder visit to the City of London Academy Islington, helped achieve national and London coverage in the Daily Mail, The Guardian, the Independent, The Sun, the Evening Standard, and several titles local to the schools. Getty was also secured to picture students from the City of London Academy Southwark receiving their GCSE results, with coverage in a range of national and London titles, including The Guardian, Financial Times, the Metro, The Sun, the Independent, and the Evening Standard.
77. Social media activity included working with partners in Education to amplify suitable postings from the schools. This was supported with four original posts sent across our main channels which generated 346 engagements with a reach of 15,327 impressions.

Next step in City Corporation's commitment to tackling racism in all its forms

78. The Media Team issued a news release announcing that the City Corporation had been granted planning permission to install a plaque explaining former Lord Mayor William Beckford's links with slavery. Guildhall houses statues of both William Beckford and Sir John Cass. Only the Beckford statue requires Listed Building Consent as it sits in the Grade-I listed Great Hall. A plaque for the Sir John Cass statue does not require this permission. The move is in line with the Government's Retain and Explain policy.
79. Core messages explaining the steps that have been taken, in consultation with key project partners, was included pieces carrying quotes from the Policy Chairman, the Chairman of the Culture Heritage, and Libraries Committee, and the Chair of the Equality, Diversity, & Inclusion Sub-Committee - in City A.M., BBC Radio London, and BBC London News online. The Policy Chairman said the City Corporation is "united in our commitment to ensuring that people from all backgrounds feel safe and welcome in a modern, inclusive and forward-looking City."

Draft Corporate Plan: Have your say on the City Corporation's priorities

80. As part of a proactive communications plan to ensure all relevant audiences (including external ones) are engaged in the development of the new City Corporation Corporate Plan, an article ran in City Matters calling on readers to fill in a survey to help shape the 2024-2029 plan. The piece carried a link to the survey and encouraged readers to take part. The Policy Chairman, and Town Clerk and Chief Executive, were quoted. This was also included in two

City A.M adverts, reaching a core City worker audience.

81. Social media activity encouraging people to take part in the survey saw 18 posts sent from the corporate X, LinkedIn, and Facebook feeds, generating 882 engagements with a reach of 33,938 impressions. These were shared widely across City Corporation feeds and content was provided to City Corporation-run services, sites and venues outside the Square Mile so they could publish their own content to local audiences.
82. The Communications Team worked with the Strategy Team to reach a range of target audiences, including residents, workers, those in study, visitors, livery companies, services users including on our open spaces, and elected Members.

Square Mile residents encouraged to get jabs to boost immunity

83. The Media Team is partnering with NHS communications to amplify its national campaign encouraging eligible local residents and workers to get their COVID and flu jabs. Following a proactive announcement, City Matters reported the story to its 55,000 readers, which includes a large resident contingent, quoting the Chairman of the Community and Children's Services Committee. Social media activity saw 13 original posts on our corporate channels, carrying NHS messaging. This was shared across relevant feeds, including residential estates, generating 131 engagements with a reach of 9,586 impressions.

Corporate plan priority: Shape outstanding environments

City Corporation issues fire safety warning amidst heatwave

84. The Media Team reached a mass London, Essex, and national audience by working with the media to issue fire and swimming safety advice during the summer heatwave. This included partnering with the London Fire Brigade, using Hampstead Heath as a base, as part of a capital-wide heatwave public safety engagement exercise. The Heath's Superintendent was interviewed alongside firefighters for BBC Radio London and the Press Association, with further coverage in the Independent, the Evening Standard, and 21 other media titles.
85. An interview with the Chairman of the Epping Forest and Commons Committee resulted in coverage on BBC Radio Essex and BBC Radio London, warning people not to use BBQs and to stay out of lakes and ponds. Local messaging was supported with a post across our feeds which generated 87 engagements with a reach of 3,435.

Sheep graze at Hampstead Heath to boost biodiversity

86. Following a proactive media sell-in, major national and London broadcast and print coverage was achieved on the City Corporation's Hampstead Heath sheep-grazing pilot. As part of a week-long biodiversity trial, the City

Corporation used grazing to maintain wildlife habitats rich in biodiversity. Reports featured on ITV's News at Ten, BBC Radio 4's Farming Today, BBC London News TV, ITV News London, and 19 regional ITV news stations reaching a multi-million national audience, including interviews with the City Corporation's Head of Conservation at the Heath. Social media posts generated 264 engagements with a reach of 10,164 impressions.

Middle East conflict – City Corporation response

87. A news release on the Policy Chairman's Court of Common Council statement was published, and the Media Team continues to work closely with the City of London Police to amplify its community reassurance messaging.

Looking Ahead

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

October

- AI Dinner with Department of Science, Innovation and Tech* - **media coverage to be included in next committee report.*

November

- Lord Mayor's Show* **media coverage to be included in next committee report.*
- Autumn Statement Response (22)
- South Korea Mansion House Dinner (22)
- Lord Mayor programme events* - **media coverage to be included in the next committee report*
- UK-India sustainability launch
- Global Mobility report (TBC)
- High Commission Banquet (28)
- Climate Action Strategy Year 2 progress report published (TBC)

December

- US visit (11-13)
- COP28 (7 – 11)
- Destination City Christmas consumer campaign events (all month)

January

- World Economic Forum in Davos
- Unveiling of plaques on William Beckford and Sir John Cass statues (TBC)

February

- City Corporation Joint visit to Ireland
- Policy and Resources Committee Dinner

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Annex F – Internal Communications and Staff Engagement Summary

89. This summary marks the first time the Sub Committee has received a dedicated update on the activity carried out by the City Corporation's Internal Communications team.
90. This small team is responsible for the Intranet and a number of regular communications that are distributed across the City Corporation. These include:
- a. Town Clerk and Chief Executive's monthly update to all staff.
 - b. Town Clerk and Chief Executive's team briefing for senior leaders.
 - c. Know. Act. Inspire – fortnightly all staff e-newsletter.
 - d. Production of videos to support internal communications and engagement campaigns.
 - e. All staff emails.
91. The team, part of the wider Publishing team, works closely with colleagues from across the City Corporation to provide communications and engagement support for large and significant programmes of work.

Main Report**Draft Corporate Plan and People Strategy**

92. A major internal communications campaign was carried out across the whole organisation over several months in support of the Corporate Plan and People Strategy engagement sessions.
93. This included creating a hub of information on the intranet for both the Plan and People Strategy (4,278 views), an [introductory video from the Town Clerk](#), posters across the City Corporation 'estate', crafting messages and support material, regular all-staff emails, Member updates and managers' briefings.
94. Engagement sessions were held at Parliament Hill, Guildhall, DP World London Gateway Port and Epping Forest with capacity attendance. The

sessions at Gateway Port and Epping Forest were also recorded.

95. The sessions received excellent informal feedback and the final Next Steps live event had more than 800 staff joining via Teams. This resulted in a total number of views across all sources of information of more than 15,500.
96. The team also produced a short film capturing footage of the engagement sessions and commentary from the Town Clerk. This was shown at the live event and [available on the intranet](#). Further communications and engagement are being planned for the launch and dissemination of the Corporate Plan and People Strategy next year.

Middle East conflict

97. A central 'hub' has been created on the intranet, linked to via a banner on the homepage to make it as accessible as possible. The staff hub brings together the range of support services available to colleagues, updates and support available from our different staff networks, information from the FCDO and the latest messaging from the City of London Police and is regularly updated.
98. Teams across the organisation and institutions were contacted encouraging them to let their staff know about the hub and use it as a single source of messaging, ensuring all teams, no matter where they are across the City Corporation know how to find and access the colleague support services available.

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Agenda Item 6

Committee(s): Communications & Corporate Affairs Sub Committee Policy and Resources	Dated: 15 November 2023 16 November 2023
Subject: Strategic Engagement at the 2024 Paris Olympics and Paralympics	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2,3,4,7 and 10
Does this proposal require extra revenue and/or capital spending?	Yes
What is the source of Funding?	PIF
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes
Report of: Emily Tofield, Executive Director of Corporate Communications and External Affairs Report author: Sam Hutchings, Head of Sport Strategy & Engagement, Town Clerk’s Department	For Decision

SUMMARY

This report sets out the City Corporation’s proposals to engage in the upcoming Olympic and Paralympic Games in Paris in July, August and September 2024. In view of the strategic importance of this engagement and the unique context, it is proposed that an allocation of £100,000 be made from Policy Initiatives Fund in 2024/25 to cover this expenditure, including sponsorship of both GB Houses. GB House is a base for all British athletes and para-athletes. It is also used as a venue to showcase British talent, creativity and innovation to a global audience. The Communications & Corporate Affairs Sub Committee, which has responsibility for sport engagement in the City Corporation, should continue to monitor and oversee the plans to engage in the games as they develop.

Recommendation

That, Members of the Communications & Corporate Affairs Sub Committee:

- i) Endorse the City Corporation’s engagement approach to the Paris 2024 Olympic & Paralympic Games as outlined in this report; and

That, Members of the Policy and Resources Committee

- ii) agree that £100,000 be allocated from the 2024/25 Policy Initiatives Fund, categorised as ‘Promoting the City’ and charged to City’s Cash to cover costs of this engagement.

MAIN REPORT

Background

1. Since 2019 the City Corporation has increasingly recognised the importance of sport in promoting wellbeing, enhancing economic opportunities and supporting international diplomacy. Earlier this year, the City Corporation approved a new sport strategy – *A Global City of Sport* – to guide future sport priorities and investment. This report sets out a vision and priorities for the City Corporation's involvement in sport, including investing in facilities, activating spaces, celebrating impact, attracting events and supporting community clubs. Under Priority 3, Members agreed that we should seek to celebrate the positive impact of sport, by 'maximising our domestic and international reach to promote sport opportunities in London and the UK'.

Paris 2024 Engagement

2. Members will be aware of the unparalleled engagement opportunities offered through involvement in the Olympic and Paralympic games. Previously the City Corporation played an integral role in welcoming people to London during the 2012 Games. We also committed £40,000 to engagement around the Tokyo Games in 2020, via sponsorship of Team GB House, although this could not be realised owing to the COVID-19 restrictions in place at the time.
3. Next year will mark the first time a European city has hosted the Games since London 2012 and given its location and status as a competing financial centre, Paris represents a huge opportunity for the City Corporation, London and the UK to promote its offer to a global business, political and senior stakeholder audience. Recent [research](#) by EY showed that the UK's engagement through major sports events could generate huge soft power and trade benefits. The Head of Sport Strategy & Engagement (HSSE) is now part of a group of key government bodies, including the Department of Culture, Media and Sport (DCMS) and the Department of Business & Trade (DBT), seeking to maximise soft power and trade outcomes from next year's competition and beyond.
4. In recent months, discussions have been held with the British Olympic Association (BOA), British Paralympic Association (BPA) and the Mayor of London's office about sponsorship of GB House. GB House will be the official venue that will be used to promote British innovation, business and creativity during the Games. This opportunity will provide the City Corporation with unique access to engage with senior domestic and international business and policy stakeholders, as well as promoting UK business, culture and sport. Involvement in the Paralympics is also being considered and, subject to Member support for this approval, it is anticipated that a small delegation, including the Lord Mayor and the Policy Chairman, would attend engagement events during both competitions.
5. Although the terms of any agreement to sponsor the GB Houses are yet to be finalised and are commercially sensitive, it is suggested that an allocation of £100,000 would allow the City Corporation to be well positioned to have some brand promotion and engage meaningfully with political and business stakeholders

during both games. It is likely that the majority of this allocation would be used to engage around Team GB House during the Olympic Games. In return for any financial support, it is expected that the City Corporation would be appropriately recognised through brand and message promotion, given an opportunity to host a business focused event at the House and be able to participate in other sponsor engagement events taking place during Games time. Opportunities to celebrate the Games with partners in London beforehand are also being explored and will be finalised by early 2024. Any final agreement with the BOA and BPA would be shared with the Chair and Deputy Chair of this Committee before being signed off.

6. Subject to Members approval, further discussions will be taken forward to finalise the terms of sponsorship with the BOA and the BPA. This will also be conducted alongside discussions with the Mayor of London's office and relevant government departments, who have also indicated an interest in undertaking significant engagement in Paris next year. As we get closer to the games, it is likely that there will be a clearer picture of potential engagement opportunities and events planned in Paris. A programme of engagement will be prepared by the HSSE and shared with Members of the Communications & Corporate Affairs Sub Committee once available in early 2024.
7. Members should also note that a World Union of Olympic Cities annual summit is taking place in Paris later this month to consider plans for next year. The City Corporation has been invited to participate in this summit and it is proposed that the Policy Lead Member for Sport and the HSSE attend this event to represent the City of London and discuss with key contacts around engagement opportunities next summer. This visit will be organised in accordance with the City Corporation's Business Travel Scheme and costs will be met from existing budget allocations.

Corporate & Strategic Implications

8. Strategic Implications – as well as supporting the priorities set out in the new sport strategy, the proposals in this paper are aligned to the City Corporation's current Corporate Plan to 'support a thriving economy' and 'inspire enterprise, excellence, creativity and collaboration'.
9. Financial Implications – Earlier this year, Members agreed to fund the implementation of Phase 1 of the new sport strategy for the Square Mile. Owing to the significant expenditure commitment required to engage meaningfully in the Paris 2024 Games, it is proposed that an additional allocation of £100,000 be drawn from the 2024/25 Policy Initiative Fund categorised as 'Promoting the City' and charged to City's Cash. The current uncommitted balance in the 2024/25 PIF is £605,000 prior to any allowances being made for any other proposals on this agenda.
10. Resource Implications – None
11. Legal Implications – The agreements for both Houses will be checked for legal implications with the Comptroller and City Solicitor once finalised.
12. Risk Implications – None

13. Equalities Implications – efforts will be made to engage through both the Olympics and Paralympics and to promote inclusivity in sport and particularly to showcase sport for people with disabilities.

14. Climate Implications – all travel to and from the Games in Paris will be organised in accordance with the Business Travel Scheme and the expectation to use sustainable forms of transport where possible.

15. Security Implications – none.

Conclusion

16. This report provides an update to Members on the proposals in negotiation to ensure the City Corporation is well positioned to engage meaningfully with stakeholders and partners during the Paris 2024 Games next year. It is proposed that £100,000 be allocated to cover costs of sponsoring GB promotional houses at the Olympics and Paralympics and that the Communications & Corporate Affairs Sub Committee continue to monitor the plans for engagement during this period. Any unspent amount will be returned to the PIF account and can be spent on other initiatives as determined by the Committee.

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Committee(s): Communications and Corporate Affairs Sub-Committee	Dated: 15 November 2023
Subject: Update on Think Tank Memberships 2023 - 2024	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Corporate Plan outcomes 2-10
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Emily Tofield, Executive Director of Corporate Communications and External Affairs	For Decision
Report author: Kristy Sandino, Assistant Director, Corporate Affairs	

Summary

As part of the City of London Corporation's wider corporate affairs engagement programme, the Corporate Affairs Team leads on driving forward the strategic relationships the City Corporation holds with think tanks on an annual basis, including funding, coordination and review of the relationships.

The City Corporation has corporate membership of eight think tanks in 2023-2024. In addition, we also work with a number of others across the political and policy spectrum on a variety of projects and events in accordance with our strategic priorities.

A wider review of the City Corporation external strategic partnerships is needed and a broader review of our partnerships, as they related to Communications and Corporate Affairs is recommended. As this is undertaken, the Corporate Affairs Team will continue to ensure that the City Corporation's engagement with think tanks is organised in a targeted way in order to ensure that we continue to work with the most influential organisations with a mind to the necessary balance required.

Recommendation(s)

Members are asked to:

- Note the existing partnerships and engagement with think tanks.
- Agree to wider review of the City Corporation partnerships in relations to Communications and Corporate Affairs, with a view to taking a further paper to the Subcommittee and Policy and Resources in early 2024.

Main Report

Background

1. As part of the City of London Corporation's wider engagement programme, the Corporate Affairs Team leads on the strategic relationships the City Corporation holds with assorted think tanks.
2. The City Corporation's engagement with think tanks is beneficial to the organisation for a variety of reasons. Think tanks play a key role in making and influencing global, regional and national policy. Engaging with think tanks also provides key opportunities for Members and Officers to engage in different discussions with influential stakeholders, so it remains pivotal for the organisation to engage with them on a regular basis.
3. Engagement is centred on mapping the City's interests and those of the think tanks, as well as a think tanks level of influence, to identify opportunities for shaping policymaking and strategic collaboration. The Corporate Affairs Team aims to ensure that a political balance is maintained across the organisations we engage with each year. It has been noted by the Subcommittee that there is a need to engage with a broader array of think tanks across the political spectrum and the Corporate Affairs Team has been aiming to do so across the year.
4. For the purpose of this report, the term "think tank" denotes academic think tanks, self-styled research and policy institutes and charities with a key policy function. These organisations traditionally seek to play a key role in making and influencing global, regional and national policy.
5. Outside of membership, the City Corporation also benefits from working with think tanks on specific areas throughout the year, particularly projects and events in accordance with our priorities, and including events held at the party conferences. This gives flexibility and allows us to work across the political spectrum, with think tanks who have the ear of the government or opposition.
6. The agreed approach that has been adopted regarding the City Corporation's work and relationships with think tanks is to:
 - a. Ensure we are working with the most influential think tanks at a given time;
 - b. Be agile and open-minded by considering unsolicited ideas;
 - c. Ensure we work with a broad political and thematic balance of think tanks;
 - d. Insist on excellence as a collaborative delivery partner and in the quality of their product; and
 - e. Ensure that we are getting the best value for money.

Current Position

7. The City Corporation is currently a corporate member of eight think tanks:

- a. Chatham House – including membership of one of their research programmes
 - b. Local Government Information Unit (LGiU)
 - c. New Financial – including our sponsorship of the Women in Finance Charter
 - d. New Local (formerly New Local Government Network)
 - e. Onward
 - f. Whitehall and Industry Group (WIG)
 - g. International Business and Diplomatic Exchange.
8. Our corporate memberships afford the City Corporation different opportunities, dependent on the organisation. Details are provided below.
- a. Chatham House’s stated mission is to help governments and societies build a sustainably secure, prosperous and just world. Since March 2023, Members and Officers have engaged on 17 events and sessions, ranging from a session on UK/China relations to Global AI governance to a Sustainability conference. Our membership also affords us the opportunity for Member Briefings on specific topics, with one being held on Ukraine in March 2023.
 - b. The Local Government Intelligence Unit (LGIU) is a not-for-profit, non-partisan membership organisation. It exists for local government or anyone with an interest in local democracy and finding local solutions to global challenges. Earlier this year, the Corporate Affairs Team contacted 23 City Corporation colleagues who are known to use the services provided by LGIU. On the whole, responses as to the usefulness of the service were positive and no one responded with overt criticism of the service or its overall usefulness. Officers indicated that LGIU policy briefings were helpful for background knowledge on policy issues related to their roles.
 - c. New Financial is a think tank launched in 2014 that believes capital markets can and should be a force for economic and social good. Our membership allows Member and Officer attendance at various events and policy roundtables throughout the course of the year. This also included New Financial organising and holding a roundtable on policy development associated with the Vision for Economic Growth report, as well as chairing the launch of event.
 - d. New Local is an independent think tank and network with a specific focus on transforming public services and unlocking community power. The membership offer includes events, session, briefings, tools and reports. The Chief Strategy Officer is a mentor with the Next Gen Academy and officers have attended sessions over the course of the year on various topics. One of the benefits of the membership is for a more substantive workshop for a team or leadership team once a year as New Local can design and lead a workshop on a topic – this can be on anything from design skills, how to be more community led as an organisation. Officers are in discussion about the best use of this sessions and Members are encouraged to feed in views.
 - e. Onward is a centre-right think tank with a stated mission to develop bold and practical ideas to boost economic opportunity, build national

resilience, and strengthen communities across all parts of the UK. The City Corporation holds a Business Forum membership, which allows us access to their reports and events held across the year. These events range from roundtables with senior political stakeholders to report launches and private dinners. The Forum membership also allows for a discount on Onward's party conference pricing.

- f. Whitehall and Industry Group (WIG) aims to build understanding and co-operation between government, business and the voluntary sector. Our membership gives us access to an assortment of events with government and private sector stakeholders. Since April 2023, officers have engaged with 25 events, such as lunchtime briefings with Director Generals in government and private roundtables with policy officials.
 - g. International Business and Diplomatic Exchange (IBDE) is a London-based not-for-profit, non-political membership organisation promoting international trade and investment flows in various sectors, as well as championing economic, commercial and trade diplomacy. Members and Officers have attended 35 IBDE events and groups over the course of the year such as CEO and Business briefings. The City Corporation also has representation on three IBDE Advisory Groups, including on Equality, Diversity, and Inclusion and Economic and Commercial Diplomacy.
9. Members of the Subcommittee have noted that there is a desire to engage and ensure we maintain corporate memberships across the political spectrum. Progressive Britain, a left-wing think tank, created a Corporate Forum, which the City Corporation indicated an interest in joining in mid-2023. Due to their delivery of our roundtable at the 2023 Labour Party Conference not being up to the calibre expected of a partner organisation, the Corporate Affairs Team is reviewing the membership and is now looking at other possible options for both membership or collaboration on an event.
10. We also have a number of ongoing and recent projects with other think tanks across the political spectrum. Partnering on research is a pivotal way that we influence policy making and ensure that our work, such as Vision for Economic Growth, has a wider reach.
- a. As one of the main London-focused think tanks, the City Corporation has supported Centre for London through support for their annual conference, which affords us the opportunity to deliver key messages to a London-wide audience. The City Corporation is also supporting a piece of research on *Rebooting London's Economy*. This piece of work will look at London's productivity and how to deliver inclusive and sustainable growth. It will investigate potential solutions on how to make London a competitive place to do business, how to attract workers and develop their skills and how to reform tax and investment to drive growth.
 - b. Sustainable finance is a key strategic priority for the City Corporation. Alongside the Investment Association, the City Corporation is partnering on a report from GFI and IPPR which seeks to:
 - i. Demonstrate what market-shaping in practice can look like in one of the UK's most influential economic sectors.

- ii. Support development of capability within the state to enable efficient partnerships with the private sector, to mobilise the level of capital required to meet UK environmental targets.
 - iii. Develop progressive policies that can accelerate the decarbonisation of financed emissions at home and abroad.
 - c. This report is in consultation and will be released in Spring 2024.
11. As well as our membership of the influential centre-right think tank Onward, we also contributed to their annual dinner which was held in Guildhall in July. This event saw a significant number of key policymakers travel into the Square Mile to hear remarks from the Deputy Policy Chairman, alongside the Chancellor. This was a beneficial moment to share our messaging on Vision for Economic Growth.
 12. We work with the Centre for Policy Studies (CPS) who are known to be an influential think tank for the current government. Their annual Margaret Thatcher Conference has been held at the Guildhall in recent years, and was again held on 12 June 2023 at Guildhall with the Chancellor and many other senior Ministers in attendance. This conference will not take place in 2024, and the City Corporation plan to work with CPS on a 50th anniversary event in 2024 that has confirmed senior Minister participation. We also work with them on one off projects in line with the City Corporation's priorities such as our engagement at Party Conference.
 13. Relations between the UK and EU remain an important area for the City Corporation given the level of economic output for the UK driven by trading relations with the EU. As we have done in previous years, we have partnered with the European Policy Forum's (EPF) Cumberland Lodge Financial Services Summit. Guests at the Summit will include representatives from the financial services sector in the UK and Europe and the City Corporation will have a representative speak on the session on the Major Regulatory Challenges Confronting Financial Services.
 14. The City Corporation keeps an open dialogue with various organisations where relevant to our policy interests, such as Strand Group of King's College London, IPPR, Institute for Government, Policy Exchange, Tony Blair Institute, amongst many others.
 15. In addition to these projects, the Corporate Affairs Team recently organised the regular programme for this autumn's party conferences, which involved arranging events with key think tanks such as Centre for Policy Studies, Onward, Progressive Britain, Social Market Foundation and IPPR.

Forward Look Proposals

16. The City Corporation seeks to engage with a politically balanced range of think tanks in a number of key and relevant policy areas. The direction and degree of our engagement is shaped by a number of factors, including amongst others:

a particular think tank's public profile and the influence it has on government, major political parties and public policy debates.

17. The Corporate Affairs Team will ensure the City Corporation works with the most influential think tanks according to our strategic priorities, both through membership and through the flexibility of specific events and projects. We will also ensure that a balance is maintained across the political spectrum.
18. With the recent arrival of a new Executive Director of Corporate Communications and External Affairs and the changing dynamic nature of politics, it is proposed that a wider review of our existing partnerships with think tanks is undertaken with a view to updating the Subcommittee in early 2024.

Key Data

None

Corporate & Strategic Implications

Strategic implications

19. Proactive engagement and focused relationship-building with think tanks of relevance to the City Corporation's priorities will enhance our visibility, enable us to contribute effectively to the policy debate and contribute positively to our political engagement programme.
20. Continuing the engagement with think tanks will provide the City Corporation with opportunities to engage with government on key issues of concern, by facilitating events, meetings and occasions for policy discussion. It will also enable the City Corporation to participate in policy debates.
21. This work would also help deliver outcomes 2 – 10 of the 2018-23 Corporate Plan.

Financial implications

22. The Corporate Affairs Team has an established budget for all engagement related activity. Any sponsorship of ad-hoc policy projects is currently funded via the Policy Initiatives Fund according to decisions of the Policy and Resources Committee.

Resource implications

None

Legal implications

None

Risk implications

None

Equalities implications

None

Climate implications

None

Security implications

None

Conclusion

23. Members are asked to note the work of the Corporate Affairs Team in relation to the memberships of and engagement with think tanks across the political spectrum.

Appendices

None

Background Papers

None

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Committee(s): Communications and Corporate Affairs Sub Committee – For Information	Dated: 15 November 2023
Subject: Political Party Conference – Initial Summary Report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Corporate Plan Outcomes 2-10
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Emily Tofield, Executive Director, Corporate Communications and External Affairs	For Discussion
Report author: Kristy Sandino, Assistant Director, Corporate Affairs	

Summary

1. This report details and initial summary of the impact of the City of London Corporation programme and engagement at all the main political party conferences in September and October 2023. As with previous conference programmes, this work was led by the Corporate Affairs Team, with input from other relevant teams. Learnings from this year’s programme will be incorporated into recommendations for the 2024 programme.
2. A targeted and planned presence at the party conferences is an important opportunity for the City Corporation to build understanding of the scale, value and impact of its work across the financial and professional services (FPS) sector, across London and the wider UK.
3. Given the audiences present, conferences are significant moments for promoting the positive benefits which could be realised if recommendations in major City Corporation reports are implemented. They are also an important way of cementing and building relationships with key political figures at many levels, as well as business and industry stakeholders, and political media to ensure the City Corporation is always looking increase its reach and build reputation and profile with target audiences.
4. In a pre-election year, with a focus on the economy, the overarching 2023 conference objective was to explain and build understanding across the political spectrum of the City Corporation’s unique convening power with business and the key supporting and partnership role the City Corporation plays in delivering economic growth for the nation.

5. In addition, in 2023, the City Corporation had specific and ambitious objectives for the party conference season focused on building awareness and support across the political parties, wider industry, regulators, and amongst future policy makers for the big moves set out in the recent *Vision for Economic Growth – a roadmap to prosperity* report. As this paper (as well as ongoing evaluation) demonstrates, these objectives were achieved. Feedback overall has been very positive, and support continues to grow. As per point one, there have been wider learnings which will be fed into future conference programmes. Insights and intelligence gained as part of the events and wider meetings programme have also been invaluable to inform our future engagement programme in this area.
6. Overall, party conferences remain a significant opportunity for the City Corporation to highlight the breadth and impact of its work, build profile by participating in debates on issues affecting the sector and the country, and focus on relationship building for the City – both now and for the future. In this context, there remains a clear case for investment in the City Corporation’s party conference activity. However, the exact composition of activity and how budget is deployed should be considered for future years – with a recommendation that more of focus and necessary investment is given to Business Day at both the Conservative and Labour party conferences and higher-profile partnerships/packages should be considered (subject to funding) in line with our role as the lead convening partners for the Financial and Professional Services Sector.

Recommendation(s)

Members are asked to:

- Note the initial summary report.
- Note the recommendation that more focus is given to Business Day, in particular at Labour and Conservatives and agree to, as a minimum, Policy Chairman presence at Business Day at these conferences in 2024.
- Consider the Policy Chairman representation at SNP; and agree that possible alternatives can be considered for 2024.

Main Report

Background

1. The City of London Corporation has attended the major party conferences every year since 1994, with the level of involvement and visibility (and numbers of attendees) increasing over time. Traditionally, Members of the Communications and Corporate Affairs Sub Committee are invited to attend the Liberal Democrat, Labour and Conservative party conferences, with the Policy Chairman additionally attending the Scottish National Party (SNP) conference.
2. The party conferences provide an important opportunity for City Corporation Members and officers to engage with the most relevant stakeholders across the political spectrum, to communicate our key messages and to build relationships with other influential conference attendees.

3. Led by the Corporate Affairs Team, the City Corporation increased its party conference activity for 2023, holding City Corporation private roundtables, panel open fringe events and dinners at the conferences of the Conservative and Labour conferences. The City Corporation also held a private roundtable and dinner at the Liberal Democrat conference and a panel event at the SNP conference.
4. The increased activity was due to a General Election being held before January 2025. The planned programme provided opportunities to engage policymakers across the political spectrum, helping to ensure there is cross-party understanding of what the City Corporation does, its specific and unique role in supporting the financial and professional services sector, the benefits it can bring to the nation and wider society, and the role it can play in supporting future policy development and its delivery. The team also organised and supported a series of bilaterals at each conference and worked with the media team on a full press programme.
5. A significant portion of the Corporate Affairs Team budget is used to organise the party conference activity and facilitate the political engagement of the Policy Chairman, whilst ensuring in the current model that a growing number of Members can also participate. Additionally, for the first time this year, there was increased desire from officers across a number of teams to attend beyond the dinner as has been the practice in previous years.
6. For all conferences, the Corporate Affairs Team works with teams across the organisation, including the Media Team, the Remembrancer's department and Innovation and Growth.

Party Conference 2023 Objectives

7. As well as our broader conference objectives, our main 2023 objective was to promote and influence key actors regarding the recently published City Corporation report, *Vision for Economic Growth*, as well as to strengthen relationships with key influencers and policy makers in the areas covered by the report. All the roundtables, panels and dinners provided opportunities to promote and explain the report's 'big moves', as well as the current and future benefits that a globally competitive financial and professional services sector could continue to bring to the country. Target audiences included senior politicians, policymakers, political advisers, regulators and wider business audiences.
8. Party conference engagement also provided an opportunity to continue the momentum of messaging reiteration with industry stakeholders, already mapped out in our post-launch stakeholder engagement plan. Additional objectives for the conference programme included building and strengthening relationships with politicians and their current and potential future advisers in the Government and the Shadow Cabinet. The City Corporation events gave the Policy Chairman and Members the opportunity to speak to various political stakeholders, including:

- a) Liberal Democrat Business and Treasury Spokespeople
 - b) Treasury ministers
 - c) Science, Innovation and Technology minister
 - d) Business and International Trade ministers
 - e) Shadow Treasury ministers
 - f) Science, Innovation and Technology shadow ministers
 - g) Culture Media and Sport Shadow ministers
 - h) London MPs
 - i) London-wide Local Government representatives
 - j) Prospective Parliamentary Candidates.
9. These connections and conversations are being followed-up and will be built upon over the course of the year to cement existing relationships and build new ones.
10. Working alongside the Media Team, as part of a new approach to maximising impact and achieve greater press coverage for the City Corporation during this period, proactive media plans were put in place throughout the conference season. This included proactive outreach to the media ahead of each conference and event to set up interviews, introductions and briefings; having a dedicated team at Guildhall to watch and analyse the speeches and draft up proactive responses to release in a timely manner; and, when appropriate, inviting media to our engagements. This approach delivered a significant increase in media coverage compared to previous years, including from political editors.
11. Members and officers attend selected fringe meetings allowing for intelligence gathering on the political environment and issues of importance to the City Corporation. Where relevant, this has also allowed Members to highlight City Corporation messaging in line with the comprehensive briefing provided to all attendees by the Corporate Affairs Team.

Fringe Events

1. The Corporate Affairs Team led, secured and delivered six fringe events. Four were particularly successful in hitting City Corporation objectives. We are already exploring stronger partnerships for at least one of the others and conversations got underway immediately to look at costs and options for 2024. For one of the events, we have been clear it didn't meet our standards and have asked for a refund.
2. It is of the utmost importance that the City Corporation continues to receive value for money and, to ensure the success of future events, our recommendation is that for 2024 in certain instances we look at new partners to facilitate the highest level of political engagement across all fringe events. As a matter of course, the Corporate Affairs Team reviews partners each of year. Consideration may want to be given to how the costs are balanced across the programme, with more of the budget being able to be allocated to a stronger, strategic partner.

3. It is recommended that the City Corporation continue to look at impactful packages for partnerships, including the possibility of advertising. It is worth noting that FPS trade associations were partnering with more expensive partners and taking out full page advertising in the conference editions of major national publications.
4. As the cost is likely to be increased, subject to approval, this could require a review of the number of Members that attend, or the number of passes that are purchased for Members.

Political & Industry Dinners

1. The City Corporation dinners at party conference continue to have an impact and provide an important platform for communicating our key messages and demonstrating the pivotal role the City Corporation plays in convening the sector and the City audience together.
2. The Corporate Affairs Team worked to curate and maintain a high calibre of attendees and confirm an influential, interesting external speaker for each event. It is worth noting, even with many competing events occurring on the Monday evening, requests to attend and responses were high for all party conference dinners. In particular, the Labour Party Conference dinner was oversubscribed, with a waiting list, despite us not revealing our speaker.
3. The party conference dinner and reception at Liberal Democrat conference had approximately 45 guests attending, made up of London MPs, Assembly Members, councillors and representatives from the financial and professional services sector. Lord Fox was the keynote speaker, and the guests also heard from the Policy Chairman.
4. The party conference dinner and reception at Conservative party conference had approximately 100 guests attending, again made up of London MPs, Assembly Members and councillors and representatives from the financial and professional services sector. Lord Johnson, Minister for Investment, was the keynote speaker, and the guests also heard from the Policy Chairman. Again, the number of attendees at the dinner was slightly higher than the previous year.
5. The City Corporation's dinner and reception at Labour party conference was attended by approximately 130 guests, made up of MPs, Assembly Members, London councillors, senior journalists and political editors, and representatives from the financial and professional services sector. Following a speech from the Policy Chairman, the keynote speaker was Lord Mandelson, one of the party's most well-known and significant figures. Other notable attendees included prominent media attendees, such as the BBC's Political Editor, who wrote about the speech, and leaders of several London Boroughs. The number of attendees at the dinner was significantly higher than the previous year when there were 110 attendees.

6. The dinner events all provided platforms for the promotion of City Corporation Vision for Economic Growth messaging with attendees in the room through the Policy Chairman's remarks, as well as through the press release and media activity, and the conversations at the dinner. The messaging had been shared previously with all SLT officers and all elected members.
7. Feedback from the dinners has been overwhelmingly positive, with various commentary and responses coming back to the Corporate Affairs Team, and others, about the value that attendees found in attending and the level of interest in the speakers.

Member Attendance

1. This year's Liberal Democrat party conference was held in Bournemouth from 23 – 26 September. A total of six (6) members of the Communications and Corporate Affairs Sub Committee attended the conference (7 member passes purchased). In 2022, for comparison, five (5) members attended.
2. This year's Conservative party conference was held in Manchester from 1 – 4 October. A total of 12 Members of the Communications and Corporate Affairs Sub Committee attended the conference (12 member passes purchased). In 2022, for comparison, ten (10) members attended.
8. This year's Labour party conference was held in Liverpool from 8 – 11 October. A total of 11 Members of the Communications and Corporate Affairs Sub Committee attended the conference (13 passes purchased for members). In 2022, for comparison, nine (9) members attended.
3. Members had the opportunity to attend fringe events and receptions organised by external partners during the conference, allowing them to engage with a wide range of other key political and business figures. Feedback has been received by Members, indicating they attended a total of 25+ external fringe meetings and events. Members also reported on one-to-one conversations they had held with Ministers, MPs, Ambassadors and key business stakeholders during the conference.
4. The Policy Chairman did not have an accreditation for Business Day for the party conferences in 2023 and our recommendation is that this is prioritised for 2024.

Scottish National Party (SNP) Conference

1. This year's SNP conference was held in Aberdeen from Sunday 15 October to Tuesday 17 October 2023. The Policy Chairman attended with one Corporate Affairs Officer and the City Corporation sponsored a panel event jointly with TheCityUK.
2. Given the changing political environment, it is important to keep the City Corporation party conference programme under annual review. As per our recommendation, it is worth considering if Policy Chairman representation at

SNP is needed next year. Alternatives could include monitoring and gathering intelligence at Officer level, or signalling to a partner that their representation is required in 2024. This decision may also be impacted by upcoming political events, which the Corporate Affairs Team will continue to monitor.

Media Impact

1. Working alongside the Media Team, it was an objective for 2023 to achieve a significant uptick in our media impact and coverage.
2. The Policy Chairman shared social media posts on X (formerly known as Twitter) and LinkedIn with various politicians following City Corporation events at the conference. Many of the photos feature the published Vision for Economic Growth report, providing further wider political endorsement of the work.
3. Taking a proactive approach to media scheduling, the Policy Chairman featured in a live radio and television interview on Bloomberg TV and Radio discussing the importance of a financial services strategy to the UK economy and how our latest report Vision for Economic Growth could offer this. The Policy Chairman was also interviewed by Ian King on his flagship business show on Sky News immediately following the Chancellor's speech, which is a prime spot for business reaction. The Policy Chairman featured in the Daily Express' report at party conference following a meeting with the newspaper's Political Editor. The article covered the City Corporation's position on business performance following Brexit.
4. It is key that the City Corporation is mentioned in renowned UK political coverage to highlight its pivotal role in financial services to a political audience. Despite the news being heavily focused on other topics, following a proactive approach from the Media team, the following coverage was secured:
 - a. The City Corporation's Labour conference dinner was mentioned in Politico's London Playbook. This is the leading politics newsletter in the UK, so profile here supports the City Corporation's objective for widespread and leading coverage.
 - b. The Guardian featured an article on Lord Mandelson's speech at the City Corporation dinner. This is a good opportunity to position the City Corporation's business and economic objectives with leading political figures and supports our media prominence.
 - c. Chris Mason, the BBC Political Editor, wrote up Lord Mandelson's speech at the City Corporation dinner. Given Mason's prominence in the UK political ecosystem, featuring in his round-up was a good opportunity to reach a wider range of audiences, including political and policy influencers.
 - d. Vice Policy Chairman, Tijs Broeke, was interviewed live on radio for the BBC radio's flagship business show, Wake Up to Money. This provided a good opportunity to discuss what the City Corporation wants to see from a possible Labour Government and respond to the Shadow Chancellor's Rachel Reeves' speech.

- e. Politics Home – Political Editor, Adam Payne, also attended the Labour conference dinner and did a write up outlining how Sir Keir Starmer has reshaped the party’s relationship with businesses.

Forward Look

5. The dates for most party conferences have been released for the 2024 party conference season. These are:
 - Liberal Democrat Party Conference - 14-17 September 2024, Brighton
 - Labour Party Conference - 21-25 September 2024, Liverpool
 - Conservative Party Conference - 29th September - 2nd October 2024, Birmingham
6. The Corporate Affairs Team will further analyse the options available for 2024 and continue to monitor political developments around the General Election which will have an impact on party conference season.
7. It is recommended that the Corporate Affairs Team continue to plan as it has planned in previous years, taking the recommendations in this paper into account, whilst continuing to monitor the situation.

Key Data

None

Corporate & Strategic Implications

Strategic implications

8. Engaging with political stakeholders through organising events associated with the party political conferences. Events which engage with key audiences on important global, national and local government issues and to demonstrate the Corporation’s involvement in relevant debates. Targeted partnerships and political engagement would also help deliver outcomes 2 – 10 of the 2018-23 Corporate Plan.

Financial implications

9. The Corporate Affairs Team has an established budget for all party conference related activity. As of 1 November, there was £126,709 in processed expenditure on this year’s conferences, including all passes, the majority of hotel stays, event costs and partnerships. This figure is expected to fluctuate as final costs are reconciled.

Resource implications

None

Legal implications

None

Risk implications

None

Equalities implications

None

Climate implications

None

Security implications

None

Conclusion

10. In 2023, the City Corporation had ambitious objectives for the party conference season, including a specific focus on the recent *Vision for Economic Growth* report. These objectives were achieved, and feedback has overall been very positive. Out of the nine events held across the entire party conference season, seven were particularly successful.
11. The party conferences provide an important annual opportunity for the City Corporation to engage extensively with a number of senior political and business figures all in one location and in a short space of time. This has been particularly important this year given that there will be a General Election taking place in 2024.
12. The City Corporation events tend to draw significant numbers of attendees and allow for our messaging on key topics to be heard by influential policymakers, though this year saw some lack of consistency at Labour and SNP roundtables. Partners should continue to be carefully considered. Our dinners in particular form a key part of the party conference calendar for the financial and professional services sector. While there are many competing events on the Monday evenings, our attendance at the dinners continues to be strong, with a varied audience across national and local government, industry, third party organisations and regulators.
13. The political engagement completed at the party conferences will be further strengthened by the follow-up which has already commenced, and by senior Members continuing to build relationships, organised by the Corporate Affairs Team.
14. A significant portion of the Corporate Affairs Team budget is used to facilitate the activity at the party conferences, and it will continue to ensure it uses a Value for Money approach to activity, analysing the various opportunities available.

Appendices

None

Background Papers

None

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Committee(s): Communications and Corporate Affairs (Policy & Resources) Committee – For information	Dated: 15/11/2023
Subject: Parliamentary Team Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	6,7,8,9,11
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Paul Wright, City Remembrancer	For Discussion
Report author: William Stark, Senior Parliamentary Engagement Officer	

Summary

This summary updates Members on the main elements of the Parliamentary Team’s previous and planned activity in support of the City of London Corporation’s political and parliamentary engagement since the last formal update to the subcommittee on 6th September 2023.

Recommendation(s)

Members are recommended to note the report.

Main Report

Legislative Programme Update

1. The end of the 2022/23 Parliamentary Session at prorogation on 26 October November saw seven Acts receive Royal Assent, however some significant pieces of legislation, including the **Data Protection and Digital Information (No. 2) Bill** and **Renters (Reform) Bill**, were carried over. Such Bills will have to be considered alongside the legislative agenda set out at the King’s Speech, which took place on 7th November, after the submission of this paper. An additional note on the contents of the King’s Speech will be shared with members of this subcommittee at the meeting on 15th November.

2. Business managers in the House of Commons and Lords faced a challenge in completing the passage of a number of Acts ahead of prorogation, most notably the **Levelling-up and Regeneration Act**, where the House of Lords insisted on a number of amendments, forcing a tense period of “ping-pong” in the final few days. The conclusion of parliamentary proceedings on the **Online Safety Act** prior to the conference recess will have been a relief for business managers, though Royal Assent was only signified at prorogation.

3. **Economic Crime and Transparency Act** – The Act received Royal Assent at prorogation after an extended period of “ping pong” between both Houses. While the Government inserted a “failure to prevent” economic crime offence for large businesses in the Lords following backbench pressure, a number of backbench amendments expanding the offence to SMEs led to the Bill bouncing back and forth between the Houses. Following a final attempt to insert such an amendment in the Commons was defeated, Peers backed down and allowed the Bill to pass into law. The Act will be reported to the Police Authority Board.
4. **Online Safety Act** – While the Online Safety Act saw considerable changes in the House of Lords, its return to the House of Commons for “ping pong” was relatively smooth. Assurances from the Government allayed MPs’ main concern that the Act might undermine end-to-end encrypted messaging services. As such, it passed the Commons without division, which at the same time saw a number of backbench Lords amendments stripped out. Similarly, Peers were content to comply with the Commons. While the Act’s provisions on economic crime (the City’s main interest in the Act) have remained unchanged for some time, the Act receiving Royal Assent at prorogation means that these, alongside other requirements for online platforms, can be brought into force in due course. A separate report on the Act will be made to the Police Authority Board.
5. **Levelling-up and Regeneration Act** – After an arduous journey and despite over 100 last-minute attempted amendments, the Act received Royal Assent last week. Provisions include those on members of the Common Council voting on housing matters (see paragraph 23), changes to planning procedures on Local Plans and access to planning consultations, heritage protections, and provisions to make permanent the liberalisation of pavement licenses. In its final stages Peers, who had repeatedly insisted on the importance of allowing council meetings to be held virtually, gave in to Government pressure, which was implacably opposed to virtual meetings.
6. **Procurement Act** – The Act is intended to make public procurement more accessible for new entrants, enabling them to compete for public contracts. Following discussion with the Cabinet Office, the Government brought forward amendments at Report Stage in the Commons (the Act’s second house) to clarify the scope of the application of the Act’s regime to the activities of the Corporation, ensuring that the regime only applies to the Corporation’s functions as a public authority. The Act received Royal Assent at prorogation. Procurement colleagues in the Corporation have been made aware of the effect of these amendments to the Act.
7. **Energy Act** – The Act makes provision about energy production and security, including the regulation of heat networks and the establishment of heat network zones. This is particularly relevant to the Corporation as, according to the 2021 Census, the highest proportion of households with district or communal heating as their only source of central heating was in inner London, with rates of 19% in the City of London. In collaboration with officers in the Energy team of City

Surveyors, the Remembrancer's Office submitted written evidence to the House of Commons Public Bill Committee in June. The Act received Royal Assent at prorogation.

8. **Non-Domestic Ratings Act** - This Act implements a number of changes to the system of non-domestic rates (known as business rates) in England and Wales. The majority of the provisions for England give effect to conclusions of the government's Business Rates Review. The Act received Royal Assent at prorogation. The implications of the Act for the business rates system (and the timelines for the provisions coming into force) have been outlined to officers in Chamberlain's.
9. **Worker Protection (Amendment of Equality Act 2010) Act** - The Act (a Private Member's Bill which received Government support) consists of two principal measures related to the prevention of sexual harassment in the workplace - a duty on employers to take reasonable steps to prevent sexual harassment and explicit protections from harassment by third parties. The Act was brought forward after Government consultation on these and other non-legislative measures relating to harassment in the workplace. The Act received Royal Assent at prorogation. The implications of this short Act will be outlined to Corporation HR officers in due course.
10. Public Bills that received a carryover motion prior to prorogation include:
 - Data Protection and Digital Information (No 2) Bill
 - Digital Markets, Competition and Consumers Bill
 - Economic Activity of Public Bodies (Overseas Matters) Bill
 - Victims and Prisoners Bill
 - Renters Reform Bill
11. Bills announced in the May 2022 Queen's Speech which were not introduced or published in the 2022/23 Session include:
 - Conversion Therapy Bill
 - Modern Slavery Bill
 - Transport Bill
 - Draft Audit Reform Bill

City Corporation Private Legislation

12. The **City of London (Markets) Bill** received its First Reading in the House of Commons on 30th January and its Second Reading on 6th February without debate. It was carried over into the next parliamentary session shortly before prorogation, without debate in either House. The next stage is Commons Committee Stage. The London Borough of Havering have lodged a petition objecting to any retail trade at the new site (alleging the new market will be a rival to Romford Market, a market in relation to which it has certain market rights), and negotiations have been ongoing. The Corporation will soon need to contact the House Authorities to schedule unopposed committee if an agreement can be reached that enables Havering to withdraw the petition, or an opposed committee if not.

Forward Look and Engagement Update

13. Following the King's Speech on 7 November, both Houses will sit until Christmas Recess on 19 December. The Chancellor will deliver his Autumn Statement on 22 November.
14. Promotion of *Vision for Economic Growth: A Roadmap to Prosperity* remains a priority. In addition to briefing material issued at launch, the King's Speech and subsequent debates on the economy in both Houses provided an opportunity to circulate physical copies of the report to key parliamentary stakeholders, including the chairs of the Treasury and Business and Trade Committees. On 21 November, the Policy Chairman will speak at an event arranged by the cross-party Industry and Parliament Trust on a theme from the report. Similarly, opportunities to hold an event on a theme from the report have been provisionally agreed with the All-Party Group on Financial Markets and Services in December, and the All-Party Group on London as a Global City early in the new year. The Parliamentary team are also supporting the Corporate Affairs team in facilitating an event with party group Labour in the City, which will also provide an opportunity for promotion of the report. The office is also in contact with the Conservatives in the City group and will scope opportunities for engagement.
15. Economic crime and the City of London Police's position as national lead force for fraud remains a considerable focus. Further to a preliminary private evidence hearing with the City Police, the Home Affairs Committee has launched an inquiry into fraud. A joint City of London Police/Police Authority written response has been submitted to the Committee and it is expected that the City of London Police will be asked to give oral evidence to the Committee. Outside of the inquiry, officers issued briefing notes to MPs and Peers following debates on home affairs following the King's Speech, and are supporting on submissions to government inquiries, such as the Home Office's inquiry into evidence disclosure and economic crime. Through regular liaison with City Police and Police Authority communications colleagues, political insight has been shared ahead of the Prime Minister's Fraud Champion, Anthony Browne's appearance at the City-hosted Economic Crime Briefing.
16. Representatives from the Office attended Liberal Democrat, Conservative, Labour and SNP conferences. Officers monitored conference developments (particularly in regard to fringe events), supported the delivery of the Corporation's agenda and activities, and produced a written report on each conference, in collaboration with the Corporate Affairs team. At Conservative conference, officers staffed a meeting between the Policy Chairman and Jerome Mayhew (Con), lately Chair of the All-Party Group on Sustainable Finance. They discussed *Vision for Economic Growth* and the City's work in promoting financial inclusion and education. The Office is following up with Mr Mayhew about future collaboration on financial inclusion.
17. The Lord Mayor spoke at a breakfast event jointly organised with the Industry and Parliament Trust on the theme of "Reforming Pensions to Drive Economic Growth." Chaired by Labour's Sir Stephen Timms, Chair of the Work and

Pensions Committee, the event saw a lively discussion on the Corporation's proposals for pension reform under the Chatham House rule. Peter Branner, Chief Investment Officer at Abrdn spoke alongside the Lord Mayor.

18. The Office is following up with Liberal Democrat peer Lord Sharkey following a written parliamentary question regarding future signatories to the Mansion House Compact. This follows successful engagement with the Liberal Democrats at their party conference, and a meeting in the summer with the Liberal Democrat Treasury teams in both houses.
19. The Office supported David Farnsworth, Managing Director of the City Bridge Foundation, with preparation for and at a meeting with Fleur Anderson MP, regarding the Foundation's management of its bridges. The meeting was at Anderson's request ahead of a future debate in the House of Commons on the ownership and management of London's bridges. Anderson's Putney constituency has been significantly impacted by the closure of Hammersmith Bridge.
20. In consultation with colleagues at the Heathrow Animal Reception Centre (HARC), officers are drafting a letter to the Chair of the Environment, Food and Rural Affairs Committee following an appearance by Gavin Stedman, Director of Port Health & Public Protection, before the Committee in October. Officers provided political background briefing and attended the session and will support on follow up matters. It is hoped that the Committee may accept an offer to visit the HARC.
21. Follow up material is being produced following oral evidence given by the Corporation's Policy and Innovation Director Kerstin Mathias to the Conservative European Forum as part of their work analysing the UK-EU Trade and Cooperation Agreement ahead of its review in 2026. Appearing alongside FPS representatives from EY, the London Market Group, New Financial and AMFE, the evidence session was a good opportunity to set out priorities of the UK's ongoing relationship with the EU.
22. The Order in Council required to implement the new parliamentary constituency boundaries is currently awaited and is expected to be considered at the next meeting of the Privy Council. A separate report on the Parliamentary Boundary Review was made to the Policy and Resources Committee.
23. With the Levelling-up and Regeneration Act receiving Royal Assent, provisions addressing concerns regarding s618 of the Housing Act 1985 (which remove an additional restriction within that section relating to voting on housing matters for members of the Common Council living in Corporation owned property) have become law. The relevant section of the Act will come into force two months after Royal Assent. Practical implications of the amendment for Members will now be addressed through the Corporation's internal machinery, with officers engaging with the Town Clerk's department on this matter to ensure Members are full briefed on any change to procedure as a result of the amendment.

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