



Communications & Corporate Affairs Sub (Policy & Resources) Committee

Date: WEDNESDAY, 28 FEBRUARY 2024

Time: 1.45 pm

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

Members:

Deputy Keith Bottomley, Deputy Chairman, P&R (Chairman)	Ruby Sayed, P&R Representative
Deputy Christopher Hayward, Chairman, P&R (Deputy Chairman)	Tom Sleigh, P&R Representative
Deputy Rehana Ameer, P&R Representative	Deputy Sir Michael Snyder, former Chairman, P&R
Emily Benn, Court Member	Alderman Sir William Russell, Chairman of GP Aldermen
Tijs Broeke, Vice-Chair, P&R	Jason Groves, P&R Representative
Alderman Prem Goyal, OBE, Court Member	Caroline Haines, Vice Chair P&R
Deputy Shravan Joshi, P&R Representative	Deputy Madush Gupta, Finance Chairman (nominee)
Alderman Alastair King DL	Helen Fentimen, Court of Common Council
Catherine McGuinness, former Chairman, P&R	Deputy Charles Edward Lord, Court of Common Council

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

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES FOR ABSENCE**

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

3. **MINUTES**

To agree the public minutes and summary of the meeting held on 15 November 2023.

For Decision
(Pages 5 - 10)

4. **OUTSTANDING ACTIONS**

Report of the Town Clerk

For Discussion
(Pages 11 - 12)

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

Report of the Executive Director of Corporate Communications and External Affairs

For Discussion
(Pages 13 - 32)

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

Report of the Executive Director of Corporate Communications and External Affairs

For Discussion
(Pages 33 - 46)

7. **ENHANCED POLITICAL AND STRATEGIC ENGAGEMENT**

Report of the Executive Director of Corporate Communications and External Affairs

For Decision
(Pages 47 - 52)

8. **ELECTION ENGAGEMENT CAMPAIGN 2025**

Report of the Executive Director of Corporate Communications and External Affairs

For Decision
(Pages 53 - 64)

9. **MEMBERSHIPS AND SUBSCRIPTIONS**

Report of the Executive Director of Communications and External Affairs, Executive Director of Innovation & Growth (IG) and the Remembrancer

For Discussion
(Pages 65 - 72)

10. **PARLIAMENTARY TEAM UPDATE**

Report of the Remembrancer

For Discussion
(Pages 73 - 80)

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

Report of The Remembrancer

For Discussion
(Pages 81 - 90)

12. **CONSIDERATE LIGHTING CHARTER - OPERATIONAL PROPERTY UPDATE**

Report of the City Surveyor & Interim Executive Director Environment

For Discussion
(Pages 91 - 110)

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

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

15. **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

16. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 15 November 2023.

For Decision
(Pages 111 - 112)

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

Report of the Executive Director of Communications and External Affairs, Executive Director of Innovation & Growth (IG) and the Remembrancer

For Discussion
(Pages 113 - 114)

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

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

COMMUNICATIONS & CORPORATE AFFAIRS SUB (POLICY & RESOURCES) COMMITTEE

Wednesday, 15 November 2023

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

Present

Members:

Deputy Keith Bottomley (Chairman)
Deputy Christopher Hayward (Deputy Chairman)
Deputy Rehana Ameer
Emily Benn
Helen Fentimen
Jason Groves
Deputy Charles Edward Lord
Ruby Sayed

Officers:

Polly Dunn	-	Assistant Town Clerk (Interim)
Zoe Lewis	-	Town Clerk's Department
Emily Tofield	-	Executive Director of Communications and External Affairs
Sam Hutchings	-	Communications and External Affairs
Kristy Sandino	-	Communications and External Affairs
Mark Gettleson	-	Communications and External Affairs
Katie Foster	-	Remembrancer's Department
William Stark	-	Remembrancer's Department

Members observing online:

Deputy Madush Gupta
Caroline Haines

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1. APOLOGIES FOR ABSENCE

Apologies were received from Tijs Broeke, Alderman Prem Goyal, Catherine McGuinness and Alderman Sir William Russell. Caroline Haines and Deputy Madush Gupta also issued apologies, but were observing the meeting online.

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

Jason Groves declared non-pecuniary interests in respect of Item 7 due to being a member of the Financial Services Council of the CBI and being a former trustee of the Industry and Parliament Trust.

3. MINUTES

RESOLVED – That the public minutes and summary of the meeting held on 6 September 2023 be approved as a correct record.

4. **OUTSTANDING ACTIONS**

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

- 3/2022/P would be closed off following the meeting as a Party Conference Update report was an agenda item.
- 2/2023/P was still an outstanding action whilst the campaign was paused, not by the Sub-Committee but other committees responsible for the agreement. A report would be submitted to the Resource Allocations Sub-Committee and it was intended to provide a full report to the next meeting of the Communications and Corporate Affairs Sub-Committee. Officers had been asked to provide an update to the Chairman and Deputy Chairman of the Policy and Resources Committee. Members requested an explanatory note be provided to Members of the Sub-Committee outlining the reasons the campaign was paused, how many occupiers had signed up to the pledge and whether empty buildings could be included.
- 5/2023/P would be closed off following the meeting as this was included within the Corporate Communications & External Affairs Update Report agenda item.

RESOLVED – that Members

- 1) Note the report; and
- 2) Be provided with an explanatory note on P/2023/P.

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

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

Members of the Sub-Committee were informed that the Corporate Communications and External Affairs Transformation Programme was well underway and Members of the Sub-Committee had been invited to one-to-ones to discuss the strategy. Over 70 engagement sessions had so far been held as had two workshops and an external review of digital channels and brand and stakeholder mapping was taking place for the first time. An update would be submitted to the February 2024 meeting.

In the discussion, the following points were made:

- The City Belonging Project proactive engagement was taking place across the City. Members commented that engagement could be broadened and widened and more resident engagement should take place. An Officer stated that the work would ensure that opportunities in the square mile were open to as many residents as possible and that there was a wider community offer in place.
- Partnering would be considered once the centre of excellence and its governance around the head of profession was in place.

- The soft power that the sports engagement programme delivered was significant. Internal communications with Members and Officers in relation to the understanding of the sports strategy would be part of the strategic review. A Member commented that there was no reference to in-house City of London facilities in the sports engagement update. An Officer stated that the report referred to the review being carried out by the sport consultation around facility provision and this was an ongoing piece of work.
- Officers were congratulated on their hard work including their work in relation to the party conferences, the City Belonging project, the party conferences and sports engagement.

RESOLVED, That the report be noted.

6. **STRATEGIC ENGAGEMENT AT THE 2024 PARIS OLYMPICS AND PARALYMPICS**

The Sub-Committee considered a report of the Executive Director of Corporate Communications and External Affairs which set out the City Corporation's proposals to engage in the upcoming Olympic and Paralympic Games in Paris in July, August and September 2024.

In the discussion the following points were made:

- This presented an opportunity to engage with high level domestic and international stakeholders at the world's biggest sporting event in a neighbouring European city.
- This was the first time that a European city had hosted the games since London 2012.
- The Mayor of London and the GLA were keen that London was represented and involved with GB House which was a place to invest and promote interests in partnership with the GLA bringing together business and sport.
- Work with UK Sport had provided a solid base of evidence for the economic and soft power and international trade benefits of business and sport working together of £4billion of economic value to Great Britain over the next 10 years.
- Details of partnership arrangement were yet to be agreed by the British Olympic Association (BOA) and the British Paralympic Association (BPA). These would be shared with Members to scrutinise in due course.
- Although £100,000 was a significant sum, it was much less than most organisations would pay to engage in the Paris Games and was the minimum required to have meaningful engagement.
- In addition to the Paris engagement and the sponsorship of GB House, there was also the engagement which could happen in the City around fan zones, a possible parade and an opportunity to celebrate Olympic Day on 26 June.
- The BOA and BPA were charities and to run a successful GB House operation, support was required from organisations such as the City of London Corporation. Those who would be attracted to GB House include

domestic political leaders, business leaders and the International Olympic Committee top level sponsors.

RESOLVED, That, following a unanimous vote, Members of the Communications and Corporate Affairs Sub-Committee endorse the City Corporation's engagement approach to the Paris 2024 Olympic and Paralympic Games as outlined in the Officer report.

[Deputy Rehana Ameer for the discussion and vote on this item].

7. **UPDATE ON THINK TANK MEMBERSHIPS 2023 - 2024**

The Sub-Committee considered a report of the Executive Director of Communications and External Affairs regarding the Think Tank Review and Membership for 2023/24.

In the discussion the following points were made:

- It was important to have the right balance of think tanks across the political spectrum.
- There were a wide range of opportunities to engage with other organisations without joining as corporate members.
- Members queried how much Chatham House and LGiU memberships were used and whether they provided value for money. An Officer stated that there were 25 nominees signed up to Chatham House and this comprised Members and Officers. Since March 2023, Members and Officers had engaged at 17 events. A Member suggested that a list of memberships, the budget for each of them and alternative options be submitted to the Sub-Committee. An Officer stated that some of the data was commercially sensitive. This data would be presented as a non-public item.
- In addition to the memberships which sat within the Corporate Affairs budget, the review would consider other memberships including the IPT which sat within the Remembrancer's Team and CBI which sat within the Innovation and Growth team. The review would also include how Members could access more of the opportunities within the memberships.
- The Tony Blair Institute was working on police policy and Officers would keep Members updated on this work.
- Members requested oversight of memberships and subscriptions across the Corporation. Whilst the Executive Director of Communications and External Affairs had agreed to present these to the Sub-Committee, more consideration would need to be given to how this could be actioned where memberships and subscriptions in other departments were approved under the officer scheme of delegation. It was acknowledged that if Member approval was to be provided, under the terms of reference, this would have to be referred to the Policy and Resources Committee. Officers would consider the terms of reference and report back to the Chairman and Deputy Chairman on this.

RESOLVED, That Members

- Note the existing partnerships and engagement with think tanks; and
- Agree to a wider review of the City Corporation partnerships in relation to Communications and Corporate Affairs, to include the broadened scope as outlined above, with a view to a further report being submitted to the Sub-Committee and Policy and Resources Committee in early 2024.

8. **POLITICAL PARTY CONFERENCE - INITIAL SUMMARY REPORT RESOLVED**, That Members

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

9. **PARLIAMENTARY TEAM UPDATE**

The Sub-Committee considered a report of The City Remembrancer which updated Members on the main elements of the Parliamentary Team's previous and planned activity in support of the City of London Corporation's political and parliamentary engagement since the last formal update to the Sub-Committee on 6 September 2023.

An Officer stated that Members had been sent an email outlining the bills that were announced in the King's speech and which bills had been introduced and had started the parliamentary process.

The Chairman congratulated the new Remembrancer on his position.

A Member, referring to the Financial Services and Markets Bill, asked about the appointment of the new City Minister and his position on setting up a House of Lords committee to hold the regulators to account on their competition and growth objectives. An Officer stated that the City Minister was a founding member and chair of the parliamentary Regulatory Reform Group which had previously made similar suggestions. He had received the Vision for Economic Growth paper and a meeting on this was due to take place. Due to his appointment, the meeting had been delayed but would be rescheduled.

A Member asked for an update on the City of London (Markets) Bill in relation to Havering Borough Council and the opposed bill. An Officer stated that committee stage had not been scheduled and discussions with Havering were ongoing. More detailed information could be provided in non-public session.

A Member queried the Pensions Reform Bill not being included in the report. The Deputy Chairman, as Policy Chairman, stated that there was no pensions bill announced in the King's speech. It was considered by the Chancellor of the Exchequer that matters could be dealt with by regulatory measures rather than through primary legislation and more detail would be set out in the Chancellor's autumn statement.

RESOLVED, That the report be noted.

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

There were no questions.

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

There were no urgent items.

12. **EXCLUSION OF THE PUBLIC**

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

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

Questions were raised in respect of the following –

- City of London (Markets) Bill
- Mansion House Summit

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

There were no items of urgent business.

The meeting closed at 3.30 pm

Chairman

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

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Committee(s): Communications and Corporate Affairs Sub Committee (Policy & Resources)	Dated: 28 February 2024
Subject: Corporate Communications & External Affairs Update Report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	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 Gettleston, 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.
2. 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

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

Annex A - Corporate Communications and External Affairs Transformation Programme

4. Following extensive engagement across the City of London Corporation and its institutions, a Corporate Communications and External Affairs Capability Review has been delivered to the Town Clerk. It covers how all communications, external affairs and engagement are currently delivered across the City Corporation and evaluates their capability.
5. The Corporate Communications and External Affairs transformation programme continues with good engagement and support from across the City Corporation. Engagement with members of this sub-committee is underway and input will continue to be reflected in the work that is being taken forward.
6. As part of this programme, a number of in-depth reviews will be carried out to inform future strategies. Understanding how we can best engage, communicate with, and hear from our stakeholders is key for an organisation like the City Corporation. The first-ever comprehensive review of how the City Corporation engages with its stakeholders, gathers intelligence and information, and ensures that there is a consistent approach to relationship management has been commissioned and begins shortly. This will be an intensive programme of work to gather quantitative and qualitative data and will involve input from internal and external stakeholders. The review will inform how we improve future communications and engagement and will be shared with this sub-committee.
7. To improve insight and evaluation capabilities, a new media and social media monitoring and evaluation system has been procured, following an exercise to review the existing contracts and provision in place. The new system will go live in March 2024, with training available for the team as part of a new learning and development programme.
8. A business case has been agreed to expand the Filming team. This will enable the City Corporation to proactively promote the availability of filming locations across its open spaces and the City of London and continue to grow the income generated by supporting the TV and film industry.

Annex B - Corporate Affairs Summary

Strategic Communications and Messaging Development

9. Recruitment has concluded and a candidate has been appointed for a newly created role of Strategic Communications and Insights Manager. This role is critical to the development of a strategic communications function that will drive forward the processes and infrastructure for the division to strategically plan and deliver on the overall communications strategy. It will include extensive internal engagement across the City Corporation to ensure the corporate centre has proper sight of and a strategic overview of planned and proposed activity.
10. The Corporate Affairs Team has also led the integration of cohesive narratives through strategic communications and message development in the following areas:
 - a. Provided significant support to the Corporate Strategy and Performance Team on the structure, narrative and wording of the forthcoming Corporate Plan. This included drafting the names of the six headline outcomes and their descriptions; creating an overarching narrative for the City Corporation and our impact through the Policy Chairman and Town Clerk's respective forewords; writing content for the wider context of each of the six outcomes in report form; and supporting the drafting of the Executive Summary.
 - b. Supported Innovation and Growth with the launch of the City Corporation's US Office in December, developing the theme of 'growing together' across social media posts, Policy Chairman speeches, and the Policy Chairman's regular City AM column.
 - c. Supported Innovation and Growth by delivering a compelling and powerful narrative for COP28 for the Policy Chairman on the City Corporation's Net Zero Delivery Summit, the convening power of the City Corporation, and the world-leading sustainable finance offer found within the City of London.
 - d. Supported Innovation and Growth for the Policy Chairman's visit to the World Economic Forum in Davos, aligning messaging on attracting investment and opportunities presented by AI via a Policy Chairman panel with the Chancellor, Foreign Secretary, and Minister for Investment, alongside the Policy Chairman's regular City AM column.
 - e. Looking to influence political thinking ahead of a general election, developing the next iteration of *Vision for Economic Growth* messaging, focussing less on how we delivered the policy programme and concentrating on the opportunities in AI, trade policy, pensions reform, and more.

Political Engagement

11. Since the last sub-committee meeting in November 2023, the Corporate Affairs Team has prioritised:

- a. Consulting across the organisation, drafting and submitting the City Corporation submission for the 2024 Spring Budget to HM Treasury. It focused on four key policy priorities: implementing the Mansion House reforms, prioritising digital verification, providing certainty and consistency in net zero policy, and ensuring sufficient funding for our policing and local services.
- b. Organising a roundtable discussion on the future of AI policy for Matt Rodda MP, Shadow Minister for AI and Intellectual Property. The roundtable brought together policy makers with the financial and tech industries and academics to discuss how the UK could become a global leader in tech and AI. This roundtable was the direct product of Labour Party Conference follow-up.
- c. Initiating and confirming quarterly meetings with the new City Minister and provided insights and policy recommendations on an FPS partnership council, the ESG code of conduct, and the benchmarking report.
- d. Monitoring potential implications of the outcome of the next General Election for the City Corporation, particularly producing briefing memos on possible policy areas of the two major political parties.
- e. Producing and providing internal briefing and analysis on key Labour policy announcements, such as the Financial Services Review.
- f. Supporting the release of the annual benchmarking report 'Our Global offer to business' by leading on a supportive letter-writing campaign to key relevant politicians, including securing reference to the report in Labour's Financial Services review.
- g. Working with colleagues from the Police Authority Board, City of London Police and Remembrancer's department to ensure robust political briefings ahead of ministerial visits to City of London Police.
- h. Drafting a briefing paper on the politics of Northern Ireland and the Republic of Ireland for the Lord Mayor's visits and assisting the media team with external messaging.
- i. Organising and delivering an internal session for Officers on "*What will a Labour Government mean for Financial Services?*" attended by 30 City Corporation Officers.

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

- a. Bilateral meeting between the Policy Chairman and the Shadow Secretary of State for Business and Trade. The meeting touched on the Policy Chairman's attendance at Davos, Labour's Financial Services review and the City Corporation's Benchmarking review, as well as the challenges of internal investment into the UK.
- b. Bilateral meeting between the Policy Chairman and the City Minister. The meeting touched on many subjects, including the City Corporation proposals for an FPS Partnership Council.
- c. Bilateral meeting with the Permanent Secretary of the Department for Business and Trade.

- d. Bilateral meeting between the Policy Chairman and the Shadow Exports Minister.
- e. The Policy Chairman's attendance at a roundtable with the Shadow Minister for Investment and Small Business.
- f. The Policy Chairman and Deputy Policy Chairman's attendance at the Labour Business Conference.
- g. The Vice Chair of Policy & Resources' attendance at private roundtable organised by Progressive Britain with the Shadow Chief Secretary to the Treasury.
- h. The Lord Mayor at meetings with Prime Minister's Special Adviser on Business and Investment and the Science, Innovation and Technology Minister.
- i. The Chairman of Planning and Transportation's attendance at a Business Networking dinner organised by Bill Esterson MP.

Pan-London Engagement

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

- a. Delivered, in conjunction with internal colleagues, the London Government dinner and working with the GLA on speech remarks for the Mayor of London and Lord Mayor.
- b. Worked with colleagues at Epping Forest and external stakeholders to organise a visit by Rt Hon Mark Spencer MP, Minister of State for Food Farming and Fisheries to the Forest – the visit was to demonstrate a fenceless technology used for the City Corporation's cow herds.
- c. Provided a number of casework responses to Members of Parliament.
- d. Continued to provide briefing support to the Policy Chairman and Deputy Policy Chairman for meetings with London Councils, Central London Forward, Transport for London, the Mayor of Tower Hamlets; and other bodies.
- e. Reviewed General Elections asks to be made by Central London Forward.

Engagement with External Partners

14. The Corporate Affairs Team continues to engage and support engagement of Members with external partners. Activity has included:

- a. After proactive negotiations over the last year, the City Corporation hosted and partnered with the Fabian Society on their annual Near Year Conference in January 2024, taking place at Guildhall. The Policy Chairman spoke to a room of approx. 600 conference attendees on the importance of economic growth. He shared a stage with the Mayor of London. Other notable speakers at the day included the Shadow Secretary of State for Foreign, Commonwealth and Development Affairs, the Shadow Secretary of State for Business and Trade, the Shadow Secretary of State for Transport, the Shadow Secretary of State for Culture, Media and Sport, the Shadow Attorney General and many more.

- b. The City Corporation is partnering on a Green Finance Institute / IPPR report with the aim to land key green policy recommendations with Labour. The report is due to be launched in February.
- c. Hosting Whitehall & Industry Group's Annual Interview, securing opening remarks at the event by the Policy Chairman. The event was attended by HM Treasury Permanent Secretary, James Bowler, and Cabinet Office Permanent Secretary Alex Chisholm, both of whom were introduced to CPR. There was attendance by approx. 200 level senior level industry and civil servant stakeholders.
- d. The Corporate Affairs Team continues to work closely with the Centre for London, in conjunction with internal colleagues. This year, we have provided support with their ongoing report, 'Rebooting London's Economy', having attended various meetings and roundtables to help shape the Report's narrative, ensuring that the City Corporation's messaging is included. Work continues on the report, which will be published at a later date.

Forward Look and Future Engagement

15. The Corporate Affairs Team continues to plan for future engagement with political stakeholders. Priorities for the Corporate Affairs Team until the end of the calendar year include:
- a. Supporting the City Corporation with communications and political engagement regarding the Vision for Economic Growth initiative with a new round of political engagement with key stakeholders.
 - b. Development of General Election Policy Priorities for the City Corporation.
 - c. Negotiating strategic partnerships, such as events, that allow for opportunities for senior level political engagement. This will include dinners for both the Centre for Policy Studies and Onward and discussions are underway with a number of additional partners on opportunities for 2024/2025.
 - d. Preparations for 2024 Party Conference season, with a particular focus on ensuring equitable engagement across political parties. This includes collaborating with other teams on event subject matter and negotiating with possible event partners.
 - e. Continuing to proactively secure senior level engagement across the political spectrum to allow for the opportunity to communicate and influence around key policy areas of strategic interest for the City Corporation.

Kristy Sandino

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Annex C – Campaigns and Community Engagement Summary

Resident Engagement

16. The Resident Campaigns and Communications Manager has engaged in significant activity since the last meeting of this committee, including:
- a. Overseeing large numbers of meetings with members, residents groups, City Corporation departments and institutions – and is putting together a cohesive plan for resident engagement that will inform work across the organisation over the coming year. An update on this plan will be provided to this committee at its next meeting.
 - b. Managing two City Question Time events. The first, an event at the Old Bailey, followed by a social event for residents saw 300 people register to attend. This reflected a new strategy aimed at broadening the likely audience for such events, which was felt to be successful. The second, saw us combine the statutory business ratepayers’ consultation with a finance-themed Question Time event at Guildhall – with 181 people registered – reducing the overall cost of running two events and creating an interesting, focused meeting.
 - c. Funded by the NHS, we ran a campaign for residents to get their winter vaccines across November and December 2023. This involved canvassers knocking on every residential door in the City, delivering 8,330 fliers and having conversations. We also hosted a vaccination booth at the City Question Time in December.

Worker Engagement: City Belonging Project

17. The City Belonging Project continues to grow and scale, increasing the reach of the City Corporation and its engagement with workplaces and organisations across the Square Mile. This has included:
- a. Creating and promoting a number of events, including an “Accessibility in the City” event jointly with the transportation team, hosted by Framstore in Chancery Lane with refreshments paid for by Google. Not only did the event serve to bring together disability staff networks of City firms for an important discussion but showed the potential model of running a community event at zero cost to the City Corporation (except staff time). We were also successful in using the City Belonging Project email list to diversify audiences to existing City receptions, with 81 guests for Diwali and 178 for Chanukah confirmed through the initiative.
 - b. Continuing to develop our relationships with external organisations and networks, including those convening businesses around women’s equality, LGBTQ+, ethnic minority representation and disabilities.
 - c. In February, working with InterLaw Diversity Forum to put on a Holocaust survivor event that will be open to City Corporation staff and the wider community. We will be holding a reception for LGBTQ+ History Month at the Old Bailey with Chris Bryant MP, with refreshments paid by Bloomsbury publishers, as well as funding five LGBTQ+ History walking tours of the Square Mile, delivered by City Guides.

- d. Working to co-ordinate community and diversity engagement with the Business Improvement Districts and will be asking each BID to nominate someone to oversee this stream of work.

Election Engagement and Ward List communication

- 18. Our voter registration campaign was carried out in the normal way for an off-year registration cycle, with a number of businesses seeking to engage for the first time. Two temporary staff were brought on to assist with this work. The final Ward List figures for 2024/25 are being prepared by the Electoral Services Team at the time of writing. A paper on the engagement campaign for our 2025 elections is being brought to this committee and Policy and Resources Committee for discussion and agreement.
- 19. In discussion with members and with the agreement of Electoral Services, an A4 ward-based insert has been included in the annual wardmote letter, including member contact details and updates. As this communication is already being sent, there was no additional postage cost to this activity and presents a cost-effective model for the future outside of election years.

Mark Gettleson

Head of Campaigns and Community Engagement, Town Clerk's Department

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Annex D – Sport Engagement Update

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

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

21. The new Sport Strategy Officer started in post at the end of January 2024 and will be helping to take forward some of the priorities outlined in the new sport strategy. Their initial focus will be on bringing free outdoor sport and fitness facilities to the Square Mile.

Sport Engagement

22. Since the last update provided to Members in November, the following engagement has taken place:

- a. An event was held at Guildhall to celebrate the 200th Anniversary of Rugby in December. In collaboration with World Rugby, the event also looked back on the Men's Rugby World Cup in France and forward to the next Women's Rugby World Cup which will be taking place in England in 2025. The event was a great opportunity to celebrate the impact of hosting major sport events in the UK and promote the importance of women's sport to a wide and diverse audience.
- b. The City Corporation hosted the London FA Grassroots Awards at Guildhall at the end of January to celebrate the achievements of volunteers, coaches and players in delivering community football across London. Alongside the former England player, Jermain Defoe, the Chair of Epping Forest & Commons Committee handed out the award for Best Club of the Year which was won by a club based at Wanstead Flats.

Forward Look

23. Plans for the City Corporation's strategic engagement in Paris for the Olympics and Paralympics continue to evolve following the approval of the Policy and Resources Committee to allocate funding towards this objective. The Head of Sport Strategy & Engagement is involved in several discussions with relevant partners, including UK Government and the Greater London Assembly. A detailed update on the plans for this summer will be brought to the next meeting of this Sub-Committee in April.

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Annex E – Media Team Summary

24. In the reporting period 27 October 2023 to 09 February 2024, the City Corporation's Media Team has delivered a significant number of proactive media strategies to support the delivery of key organisational priorities, aligned to the Corporate Plan.

Priority moments have included:

25. US Office Opening: The Policy Chairman was interviewed by Bloomberg, Sky News and BBC Radio 4's Today. He discussed what London is doing to tackle the listing challenge, boosting capital flows, the importance of the UK's fintech sector, and US-UK trade. The opening was also reported in Reuters, Politico, Evening Standard, Telegraph, City A.M., and over 73 other outlets. Social media posts generated 3,650 engagements with 87,629 views.

26. Benchmarking report: After London regained its position as the number one financial centre in the world, Sky News and BBC News interviewed the Policy Chairman, who outlined the findings of the latest report. This ran on 18 national and regional radio stations via the Global network. Further coverage of the interview ran on BBC London News TV and BBC London Radio which was played in their hourly radio bulletins. There were also over 130 further stories published, including in the Evening Standard, City A.M., and Reuters, with both the Policy Chairman and Lord Mayor quoted, and the Telegraph ran an op-ed by the Policy Chairman on the subject. Social media posts generated 433 engagements with a reach of 18,989 views.

27. Natural Capital Report: BBC Radio London interviewed the Chair of the Natural Environment Board after the report found that the network of internationally important open spaces managed by the City Corporation are worth £282.6 million each year in benefits to society, and £8.1 billion over 50 years. The report, produced by Natural Capital Solutions, was announced through a proactive communications plan. It calculated the value of the benefits that these open spaces deliver to the public, including through recreation, health and wellbeing, air and water quality, and by removing carbon from the atmosphere. Further coverage was secured in the Evening Standard, BBC Essex, Time Out, Horticulture Week, and Pro Landscaper, which quoted the Policy Chairman, the Chair of the Natural Environment Board, and the Chairman of the Epping Forest and Commons Committee. This work achieved significant media impact, reaching key audiences through London's most popular newspaper, radio station, and consumer titles, as well as the leading sector trades. Social media posts generated nearly 8,554 engagements, including 5,886 views of a video made for the announcement, with a reach of 47,537 views.

28. This media summary 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.

29. 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	2,810 articles	1,807 domestic	1,003 international	
Media types	2,537 online	133 broadcast	74 print	66 blogs
Sentiment	1,373 positive	11 negative	1,426 neutral	
Key media	25 Bloomberg	45 City A.M.	19 City Matters	9 Building Design
	25 Daily Mail/This is Money	29 Evening Standard	10 Ham&High	6 Building
	19 BBC national news (TV)	19 BBC Radio London	8 Epping Forest Guardian	3 Property Week
	13 Daily Telegraph	18 BBC London TV	5 Islington Gazette	2 Horticulture Week
	9 Financial Times	16 ITV regional	5 News Shopper	1 New Civil Engineer
	9 The Times	14 Londonist	4 Barking and Dagenham Post	
	9 Sky News	9 LBC	4 Surrey Comet	
	7 The Guardian	8 Time Out		
	5 Sunday Times	4 BBC Radio Essex		
	5 Daily Express			
	3 BBC Radio 4			
Mention position	573 lead paragraphs			

Social Media Impact Analysis: Corporate feeds overview

30. National Apprenticeship Week saw a successful pilot of our enhanced approach to digital communications. This involved more proactive planning and coordination between departments, stronger visual content including videos, themed days, repurposing of digital assets for multi-platform and inter-departmental use (internal and external), faster turnaround times with the utilisation of AI editing tools, and improved amplification. As a result of this approach, the campaign generated 7,020 engagements and a reach of 31,501.
31. Work will continue at pace to embed this collaborative cross-institutional approach and develop it as more digital transformation projects come onstream.
32. Since the last report, our main feeds on X, LinkedIn and Facebook gained 10,012 followers, bringing the total to 142,458. 816 posts sent from these feeds generated 198,782 engagements with a reach of 2,683,197 views (impressions).

Profile	Audience	Net Audience Growth	Published Posts	Impressions	Engagements	Engagement Rate (per Impression)	Video Views
Reporting Period Oct 27, 2023 – Feb 9, 2024	142,458 ↗ 6.5%	10,012 ↗ 91.3%	620 ↗ 15.5%	2,683,123 ↗ 64.2%	198,775 ↗ 125.2%	7.4% ↗ 37.1%	98,655 ↗ 38.9%
Compare to Jul 13, 2023 – Oct 26, 2023	133,717	5,234	537	1,633,645	88,247	5.4%	71,001
@cityoflondon	73,012	3,717	231	963,081	31,530	3.3%	32,280
City of London Corpora...	56,115	6,065	246	1,575,233	159,129	10.1%	64,514
City of London Corpora...	13,331	230	143	144,809	8,116	5.6%	1,861

33. The new Instagram feed was soft launched at the Lord Mayor’s Show and has already gained 553 followers. This is an extremely high growth rate of 23% for the last 30 days; the average is around 1.69% according to credible analytics companies such as Hootsuite. This success can be attributed to a strong content offer, with 75 posts generating 2,424 engagements and reaching 4,039 users. We will continue to analyse the accumulating data the feed is now generating to develop the content plan and deliver it through our increasing content creation capacity.

34. X continues to be our most followed feed with 72,073 followers. However, LinkedIn remains the fastest growing and generates most engagements.

35. All metrics are significantly up on the previous reporting period thanks largely to several planning announcements and the election of the new Lord Mayor and associated events including the Silent Ceremony.

Top five individual posts

Post Content	Total Engagements	Reactions	Comments	Shares	Post Clicks (All)
City of London Corpor... Thu 11/2/2023 7:18 pm GMT With city worker numbers rising by 29,000 since 2021 and now standing at 617,000 in total, the City Corporation... 	22,537	804	36	34	21,663
City of London Corpor... Sat 11/11/2023 1:24 pm GMT A few shots taken by colleagues working on the ground outside Mansion House. #LordMayorsShow 	9,134	1,150	12	34	7,938
City of London Corpor... Fri 11/10/2023 11:27 am GMT Are you ready for The #LordMayorsShow tomorrow? The noisiest, largest, and most colourful... 	8,999	513	25	25	8,436
City of London Corpor... Tue 2/6/2024 7:25 pm GMT Archaeological excavations near Holborn Viaduct in the City of London have revealed an extraordinary array... 	7,448	600	25	29	6,794
@cityoflondon Thu 11/2/2023 2:18 pm GMT We're delighted to share our new image of what the city skyline will look like in 2030. Demand for premium... 	7,217	346	65	44	171
					6,574
					17

Subject Analysis

Corporate plan priority: Support a thriving economy

City Corporation opens first US office to expand joint financial services cooperation

36. The Policy Chairman was interviewed by Bloomberg, Sky News, and BBC Radio 4 Today on the new City Corporation office opening. He discussed what London is doing to tackle the listing challenge, boost capital flows, the importance of the UK's fintech sector and US-UK trade. The opening was also reported in Reuters, Politico, Evening Standard, Telegraph, City A.M., and over 73 other outlets. Social media posts generated 3,650 engagements with 87,629 views.

London regains top spot as world number one financial centre

37. After London regained its position as the number one financial centre in the world, Sky News and BBC News interviewed the Policy Chairman, who outlined the findings of the latest report. This ran on 18 national and regional radio stations via the Global network. Further coverage of the interview ran on BBC London News TV and BBC London Radio which was played in their hourly radio bulletins. There were also over 130 further stories published, including in the Evening Standard, City A.M., and Reuters, with both the Policy Chairman and Lord Mayor quoted. The Telegraph ran an op-ed by the Policy Chairman on the City Corporation's recent benchmarking report. Social media posts generated – 320 engagements with a reach of 18,539 views.

City Corporation bets big on return to the office in the Square Mile

38. Following an interview with the Policy Chairman and the Planning and Transportation Chairman, the New York Times reported that the City of London is awash with construction - the intensity of which is not expected to let up soon. The piece highlighted the City of London will need 13 million square feet of additional office space.

City of London and Scotland financial services partnership agreement

39. Following a pro-active sell-in, the signing of the Scotland and the City of London Corporation's financial services partnership at the Mansion House Burns night dinner was picked up by the Press Association, and covered in 200 publications including The Independent, City A.M., and national Scottish papers. Social media posts generated 1,182 engagements with 29,134 views.

City Corporation unveils images of Square Mile's future skyline

40. New images depicting the City's 2030 skyline garnered significant coverage in over 25 publications, including The Times, LBC, City A.M. The Guardian and BBC News, after a proactive sell-in. The Chairman of the Planning and Transportation Committee was interviewed by BBC London and BBC Radio London. Social media posts generated 29,811 engagements with 202,893 views. These were our most successful posts, with more engagements than all of those for the Lord Mayor's Show combined. We are now promoting planning applications with more photographs across our social media feeds and these posts are often our most popular.

Safety Summit: 'London should lead the way in embracing AI technologies'

41. The Times, The Daily Mail, The Sun, and seven other publications reported on the launch of the City Corporation's new report on AI at the AI Dinner Summit held at Guildhall in partnership with the Department of Science, Innovation and Technology. The report stated that private investment in British AI scale-ups reached £3bn in 2022 - double the funding of France, Germany and the rest of Europe combined. Social media posts generated 950 engagements with 36,473 views.

Lord Mayor's Show

42. Working to a proactive communications plan aligned to the Lord Mayor's theme, 'Connect to Prosper', the Corporate Communications and External Affairs Team delivered the communications for the Show, working closely with the Lord Mayor's Show Ltd, the BBC, the City of London Police, and TfL.

43. Major coverage was achieved both in the run-up to the Show and on the day, including a live BBC1 and BBC iPlayer broadcast, with a feature on the Lord Mayor and the diverse community groups taking part. The broadcast covered Connect to Prosper prominently, and was watched by nearly two million people, making it the most viewed programme between 9am-5pm across all channels. Further coverage was secured in national and London outlets reaching a multi-million audience, including in the Daily Mail, Financial Times, The Times, Daily Telegraph, Sunday Express, Evening Standard, BBC London TV, BBC Radio London, and City A.M.

44. The Publishing Team placed 800 posters on London Underground and Overground stations, with 120,000 leaflets distributed across the City Corporation 'estate' and to key transport hubs, tourist outlets, hotels, libraries, and community centres across London, the Home Counties and the southeast. Advertising was published on the London Calling website and in City A.M. (with its near 400,000 daily readership across London and the Home Counties) and City Matters (with its 55,000 readership of City residents, workers, and visitors).

45. Social media posts generated 29,293 engagements with 219,252 views. By comparison, last year's event generated 14,199 engagements with 120,808 views. The increase this year was thanks to a significant increase in posts from our main feeds, photos and clicks for more information.

Lord Mayor's Banquet

46. Following a proactive media sell-in, significant coverage was secured on the Lord Mayor's Banquet, held at Guildhall, across digital, print, and broadcast. Coverage was included in The Guardian, Sky News, Independent, the Daily Telegraph, Bloomberg, The Sun, City A.M., BBC News at Ten and BBC News 24, with more than 600 pieces of coverage. At the banquet, the Lord Mayor set out his theme, 'Connect to Prosper', and outlined how London's unparalleled global connections can address global challenges from AI to climate change. In addition, the Policy Chairman was photographed in extensive coverage with the Prime Minister upon

his arrival at Guildhall. Social media posts generated 9,131 engagements with 91,851 views. For comparison, last year's event generated 3,607 engagements with 182,872 views. The increase in engagement was thanks to more photos and links generating more clicks, while the drop in reach was due to one large repost the previous year.

City of London welcomes 695th Lord Mayor

47. The Lord Mayor was interviewed by the Financial Times on his plans for the year. He focused on the need to reconnect with Europe and the promotion of London's diverse industries of the future in addition to financial services. He was also interviewed by BBC Radio 4 Today and Bloomberg. Social media posts generated 10,298 engagements with 251,312 views. The Communications Team published six posts talking about the Silent Ceremony and held a livestream. This included posts about the ceremony's history and the Great Hall. For comparison, the previous year's post generated 3,200 engagements with nearly 60,000 views.

City Corporation hosts State Banquet for President of South Korea

48. The Independent, Evening Standard and over 200 other publications reported on UK-South Korea trade negotiations and referenced the State Banquet held at Guildhall to welcome the President of South Korea. The President and first lady, joined by the Duke and Duchess of Gloucester, attended the Banquet hosted by the City Corporation, receiving coverage in The Independent, Daily Telegraph, The Times, ITV, Evening Standard, and the Daily Mail. It was also covered in the leading Korean news outlets, Yonhap News Agency and Korea Times. Social media posts generated 6,562 engagements with 75,606 views.

Destination City Christmas consumer campaign

49. As part of a proactive Christmas consumer communications campaign, the Destination City Director was interviewed on BBC Radio London about Christmas consumer attractions in the Square Mile, reaching a key visitor audience. The piece was used to push core messaging on Destination City which sets out a vision for the Square Mile to become a world-leading leisure destination for UK and international visitors, workers, and residents to enjoy.

50. The Destination City Team launched a Christmas campaign on 13 November promoting the festive offer in the Square Mile. The social media element of the campaign, combining organic and paid activities, generated over 22,000 engagements with a reach of over 1.7m views or impressions.

Corporate plan priority: Contribute to a flourishing society

Policy Chairman: 'Strong code of conduct for ESG raters needed to combat greenwashing'

51. An opinion piece by the Policy Chairman was published in the Financial Times' Sustainable Views, following the publication of the code of conduct for ESG ratings and data providers. Also, writing in Financial News, the Policy Chairman said that

the UK has a crucial part to play in driving private sector funding to address the global challenge of climate change.

National Apprenticeship Week

52. Kiana Evans-Snelling, Apprentice Animal Attendant at Heathrow Animal Reception Centre, was interviewed on BBC London TV lunchtime news as part of a proactive communications plan celebrating National Apprenticeship Week. BBC London TV evening news also carried an interview with Heathrow Animal Reception Centre's Manager, and Kiana, as part of the campaign. Kiana was also interviewed live on the Salma El-Wardany breakfast show on BBC Radio London, and on BBC Radio Surrey. The City Corporation has 181 people currently kickstarting their careers at the organisation in a diverse range of jobs across London and southeast England, and it has supported the career development of 538 people – including its own staff - through apprenticeship placements since 2017. Social media generated 7,020 engagements and a reach of 31,501 views.

Ian Wright receives Freedom of the City award

53. More than 280 pieces of coverage were secured on the Freedom of the City of London award for Ian Wright, the former Arsenal and England footballer. The Policy Chairman was widely quoted after a proactive announcement and photocall, with articles running in national, London, regional, and local coverage across the UK, and internationally, including in the BBC, Independent, Evening Standard, and City A.M. The Media Team partnered with Ian Wright, Arsenal, Match of the Day, and others on the proactive media and on the accompanying social media campaign, which, combined, generated over 2.5 million views. Social media generated 5,740 engagements with 102,853 views from City Corporation organic posts. Overall, Freedom ceremonies during this reporting period generated 16,345 engagements and 315,833 views.

City firms urged to offer internships to young people with SEND

54. Following a proactive announcement, City A.M. reported on City Corporation calls for Square Mile businesses to offer supported internships for young people with Special Educational Needs and Disabilities (SEND). The Deputy Chairman of the Education Board was quoted, reaching a key business audience through the outlet, which has a near 400,000 daily readership. Social media posts generated 2,980 engagements with a reach of 11,976 views

Behind the scenes at Heathrow Animal Reception Centre

55. The Economist was invited by the Media Team to tour the City Corporation's Heathrow Animal Reception Centre to cover the role the facility plays as the Live Animal Border Control Post and Travellers' Point of Entry for Heathrow airport. The piece carried core messaging on the Centre, saying "in 2023, 6.5bn animals passed through, including 30m-odd butterfly pupae, 20m fish, 143,000 reptiles and amphibians, two mongooses, one panda and a gibbon" to prevent diseases entering the UK. The publication has an estimated reach of around 5.1m readers

across its print editions in the UK, US, Aisia, and Middle East, reaching a key audience for the facility.

Corporate plan priority: Shape outstanding environments

Natural Capital Report: City Corporation's open spaces worth billions to society

56. BBC Radio London interviewed the Chair of the Natural Environment Board after a new report found that the network of internationally important open spaces managed by the City Corporation are worth £282.6 million each year in benefits to society, and £8.1 billion over 50 years. The report, produced by Natural Capital Solutions, was announced through a proactive communications plan. It calculated the value of the benefits that these open spaces deliver to the public, including through recreation, health and wellbeing, air and water quality, and by removing carbon from the atmosphere. Further coverage was secured in the Evening Standard, BBC Essex, Time Out, Horticulture Week, and Pro Landscaper, which quoted the Policy Chairman, the Chair of the Natural Environment Board, and the Chairman of the Epping Forest and Commons Committee. This work achieved significant media impact, reaching key audiences through London's and Essex's most popular newspaper, radio station, and consumer title, as well as the leading sector trades. Social media posts generated 6,765 engagements with a reach of 21,003 views.

Climate Action Strategy: City Corporation on track to hit net zero by 2027

57. The Evening Standard covered the release of a Climate Action Strategy report, which was sold-in to media as part of an integrated communications plan. It revealed the City Corporation has slashed its net carbon emissions by 66% since 2018/19, leaving it on track to hit its key target to reach net-zero in its own operations by 2027. The piece carried core messaging on the strategy's aims, the Dorset solar farm, a cut in emissions from the City Corporation's financial investments, and its role in managing 11,000 acres of green space in and around London which remove 16,000 tonnes of carbon from the atmosphere each year. Social media posts generated 452 engagements with a reach of 9,921 views.

Foragers urged: don't pick mushrooms at Epping Forest to protect biodiversity

58. Major national coverage was secured as part of a proactive communications plan, after the City Corporation urged foragers not to pick mushrooms in Epping Forest to safeguard the site's delicate ecological balance. The story ran on BBC 1 Breakfast, Sky News, BBC London TV, BBC London, ITV national news, BBC radio Essex, the Evening Standard, and several national radio stations, quoting the Chairman of the Epping Forest and Commons Committee and carrying key messaging. This campaign reached a key visitor audience and profiled the City Corporation's role in providing 11,000 acres of green space across London and southeast England. Social media posts generated around 231 engagements and a reach of nearly 18,000 views; a video post by the BBC interviewing the Assistant Director of Epping Forest, Paul Thompson, was viewed 4,300 times.

Looking Ahead

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

March

- Tech and Innovation Dinner.
- Spring Budget Response.
- Annual MIPIM Conference.
- Swiss MRA report.
- IRSG G7/G20 report.
- Centre for London report.
- Global Fraud Summit reception and dinner.
- International Women's Day.
- Guildhall illuminated to mark Marie Curie's fourth Day of Reflection to remember those who died during the COVID pandemic.
- Spring COVID booster campaign.

April

- Easter Foreign Banquet.
- Corporate Plan launch.
- Lord Mayor international visits (Italy and Gulf).
- Policy Chairman visit to Switzerland.
- Innovate Finance Global Summit.
- SME strategy.

May

- Policy Chairman visit to Germany.
- Net-Zero Delivery Summit at Mansion House.

June

- Policy Chairman visit to Leeds.
- Pride Flag raising ceremony and early evening reception.
- State of the Sector Report.
- Financial and Professional Services Dinner.

July

- Policy Chairman visit to Birmingham.

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Annex F – Internal Communications and Staff Engagement Summary

Main Report

60. Internal Communications assembled a 'package' of messages built around November's White Ribbon 15 Days of Action and also tackling violence and inappropriate behaviour to women generally.
61. This work brought together White Ribbon activities, the City Police's Christmas Stay Safe campaign, the multi-borough Don't Cross the Line campaign and related action such as the return of taxi marshalling to the Liverpool Street area.
62. There was also a particular emphasis on the Community Safety team's Bystander Intervention Training event which had 70 people attending.
63. The communications were assembled into a 'hub' on the intranet attracting almost 2,000 views, and more than 80% of White Ribbons bought by the City Corporation were taken up by staff across the organisation (not just Guildhall alone).
64. The work also involved having the Town Clerk's status as a White Ribbon ambassador renewed; bespoke filming of both the Town Clerk (which was very well received on his social media channels) and the City Surveyor (as Sponsor of the Women's Inclusive Staff Network) to promote take up; social media posting of both the Lord Mayor and Policy Chairman wearing their ribbons; and reinforcing the message through all-staff emails, Team Briefings and the Members Briefing.
65. The Internal Communications Team was also asked to help put together and promote the Let's Talk About Racism session hosted by the Town Clerk at the Barbican in November. The Team had just over a week to put together this session including producing a detailed briefing note for the Town Clerk, working alongside the Barbican AV staff in coordinating the screen presentation and sorting the Q&A sessions.
66. In all, 245 attended in person and more than 800 online. The event was also filmed, edited and uploaded to the intranet for those unable to attend or dial in. In addition, more than 30 questions outstanding were answered and published on the intranet.
67. The Team also assisted in setting up and running the Town Clerk's first 'Town Hall' session in January. Open to all staff, including institutions, it was an opportunity to hear from the Town Clerk, and receive the latest updates on the Corporate Plan, People Strategy, IT Strategy and the City Corporation finances from senior Officers.
68. Held at Mansion House, the event was at maximum capacity in-person (200), along with another 830 dialling in and 2,189 people visiting the associated intranet page with a video of the event. Officers are currently working through the 150 questions posed, which will be posted on the intranet in due course.
69. Over the past month, Internal Communications has been working closely with Corporate Strategy and Human Resources to develop a communications plan

around the launch of the new Corporate Plan and the organisation's first People Strategy. Potential dates, venues and content are already under discussion to ensure maximum impact given the importance of both documents. The launch event will be the first step in the rollout of both, to get buy-in from staff across the City Corporation and embed them in business plans and behaviours, and to start the work around creating values for the organisation as part of our Fantastic Five Years. Associated work will also take place around the launch of the new IT Strategy, the planned Staff Survey and work on our Vision and Values.

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Committee(s): Communications and Corporate Affairs Sub-Committee Policy and Resources Committee	Dated: 28 February 2024 18 March 2024
Subject: Draft High-Level Business Plan 2024/25 – Corporate Communications and External Affairs	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,2,3,4,5,6,7,8,9,10,11 and 12
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	TBC
What is the source of Funding?	TBC
Has this Funding Source been agreed with the Chamberlain’s Department?	TBC
Report of: Emily Tofield, Executive Director of Corporate Communications and External Affairs	C&CASC – For Discussion P&R - For Decision
Report author: Emily Tofield, Executive Director of Corporate Communications and External Affairs	

Summary

This report presents the high-level business plan for Corporate Communications and External Affairs Department for 2024-2025.

The function is part of the Town Clerk’s Department.

Recommendation

Members of the Communications and Corporate Affairs Sub-Committee are invited to:

- Review and comment on the high-level Business Plan.

Members of the Policy and Resources Committee are invited to:

- Approve the high-level Business Plan.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, two-side business plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.

2. For 2024/2025, the high-level business plans have been further evolved to add more narrative and improve readability. This plan differs significantly from the 2023/2024 submission. It reflects the progress that has been made since June 2023 in the ongoing transformation of the function, provision and strategic ambition for Corporate Communications and External Affairs at the City Corporation. The division has worked closely with the Corporate Strategy and Performance Team (CSPT) on the development of the new Corporate Plan 2024-2029 and will continue to ensure the Business Plan supports the delivery of the Corporate Plan's outcomes, when agreed. This document does not capture the granularity of work but gives the overall picture of activity, customer feedback, trends where applicable and direction of travel.

Draft final high-level Business Plan for 2024/2025

3. This report presents, at Appendix 1, the consolidated draft high-level business plan for 2024/2025 for Corporate Communications and External Affairs.
4. This is the first time the high-level business plan has been presented to the Communications and Corporate Affairs Sub-Committee and represents the ambitious programme of transformation already underway.
5. Corporate Communications and External Affairs is part of the Town Clerk's Department. Due to the recent reforming of a Town Clerk's Department, the Executive Director of Corporate Communications and External Affairs, Deputy Town Clerk and the Chief Strategy Officer are presenting separate 2024-25 high level Business Plans to the committees they report into, but will in future years work together to create a unified departmental high-level Business Plan.
6. The high-level Plan has been developed in consultation with senior officers and teams which make up the division and very much reflects the future direction of travel and ambition within the function. A transformation programme is underway within the division. Extensive engagement has also been carried out across the City Corporation to inform this Plan and to gather the evidence to evaluate the capability of existing core disciplines across the City Corporation. This is supporting the development of evidence-based recommendations for further improvements to ensure the organisation has a fit for purpose, enabled, central, and strategic communications and corporate (external) affairs function, which can become one of the main levers the City Corporation can use to deliver the new Corporate Plan and People Strategy, as well as increasing the skills and professionalism of the teams.
7. The Business Plan describes the core workstreams required to support the current transformation of the Corporate Communications and External Affairs function.
8. A new Chief Officer (Executive Director of Corporate Communications and External Affairs) joined the City Corporation in June 2023 and launched a cross-divisional transformation and engagement programme.

9. Corporate Communications and External Affairs works across the entirety of the City of London Corporation and is responsible for providing comprehensive communications and external affairs expertise and resource to support the delivery of the overarching external and internal objectives of the City Corporation.
10. The division's core purpose is to use the power of first-class strategic communications and external engagement to help deliver the ambitious goals of the City of London Corporation for all the diverse communities it serves on a local, London, national and global scale. Innovative and audience focussed communications are part of what could make the City Corporation the best place to work in the world and the engine room of UK prosperity. Responsibility for the City Belonging Project and the City Corporation's Sport Strategy also fall within this division. The main workstreams for 2024-25 are:
 - a) Communications and External Affairs Strategy – delivery of a comprehensive strategy to support the City Corporation in its delivery of the Corporate Plan and key priorities (the first in around ten years).
 - b) Linked to the above, Transformation Programme – to deliver appropriate skilled and resourced function to ensure the delivery of professional, comprehensive corporate communications and external affairs.
 - c) City of London 2025 Election Engagement Campaign – to drive an increase in voter registration, candidates and participation.
 - d) General Election Political Engagement – continue to strengthen relationships across the political system and influence relevant policy areas.
 - e) Review of core strategic functions where the current expertise and resource are at a particularly low level of maturity – comprehensive expert reviews commissioned to review the City Corporation's digital communications and content, stakeholder engagement and management and brand.
 - f) Build in and strengthen insight and evaluation – improve systems and capability for monitoring the impact of activity to enable the delivery audience and insight-led communications and engagement.
 - g) Culture change communications – deliver comprehensive communications and engagement to support the delivery of the vision work and the new People Strategy (when agreed through the committee process).
 - h) Sport Strategy – deliver the first phase of the 2023-26 Sport Strategy.
11. The key milestones for each workstream are on page 3 of the attached Business Plan.

Departmental Operational Property Assets Utilisation Assessment

12. The function represents a current headcount of 34 FTE, all based in the Guildhall complex. The Corporate Communications and External Affairs team occupies a section of the West Wing and has an allocation of approximately 24 desks. Occupancy was monitored over a week and there was an average weekly occupancy of 57%, with occupancy higher midweek. The assessment identified that assets were fully utilised and this will be kept under review.

Corporate & Strategic Implications

13. The Corporate Communications and External Affairs Division sits at the heart of the organisation but delivers for the whole City Corporation. The communications and engagement strategy will be developed following intensive engagement with members and officers and will align with the Corporate Plan. The strategy will support the delivery of strategic, integrated communications and engagement.

Financial and resourcing implications

14. The function represented by this report within the Town Clerk's Department currently has a total budget of £2.7M and is benefitting from Transformation funding of £0.5m to support the programme of work required to deliver some of the key workstreams. There will need to be a review of the current budget and headcount to ensure the function can deliver its wide-ranging remit.

Public sector equality duty

15. The function is fully committed to Equality, Diversity and Inclusion and is committed to championing accessible and inclusive communications, engagement, images and language. The function will also develop its own EDI plan during 2024/25.

Conclusion

16. This report presents the high-level Business Plan for 2024/25 for Corporate Communications and External Affairs.
- Members of the Communications and Corporate Affairs Sub-Committee are receiving the high-level Business Plan for comment and information.
 - Members of the Policy and Resources Committee are asked to approve the attached business plan.

Appendices

- Appendix 1 – Final high-level Business Plan 2024/25

Emily Tofield

Executive Director of Corporate Communications and External Affairs

Our vision and purpose

The City of London Corporate Communications and External Affairs division sits at the heart of the organisation but delivers for the whole City Corporation.

Our purpose is to use the power of first-class strategic communications and external engagement to help deliver the ambitious goals of the City of London Corporation for all the diverse communities we serve on a local, London, national and global scale. We believe innovative and audience-focussed communications are part of what could make the City Corporation the best place to work in the world and the engine room of UK prosperity.

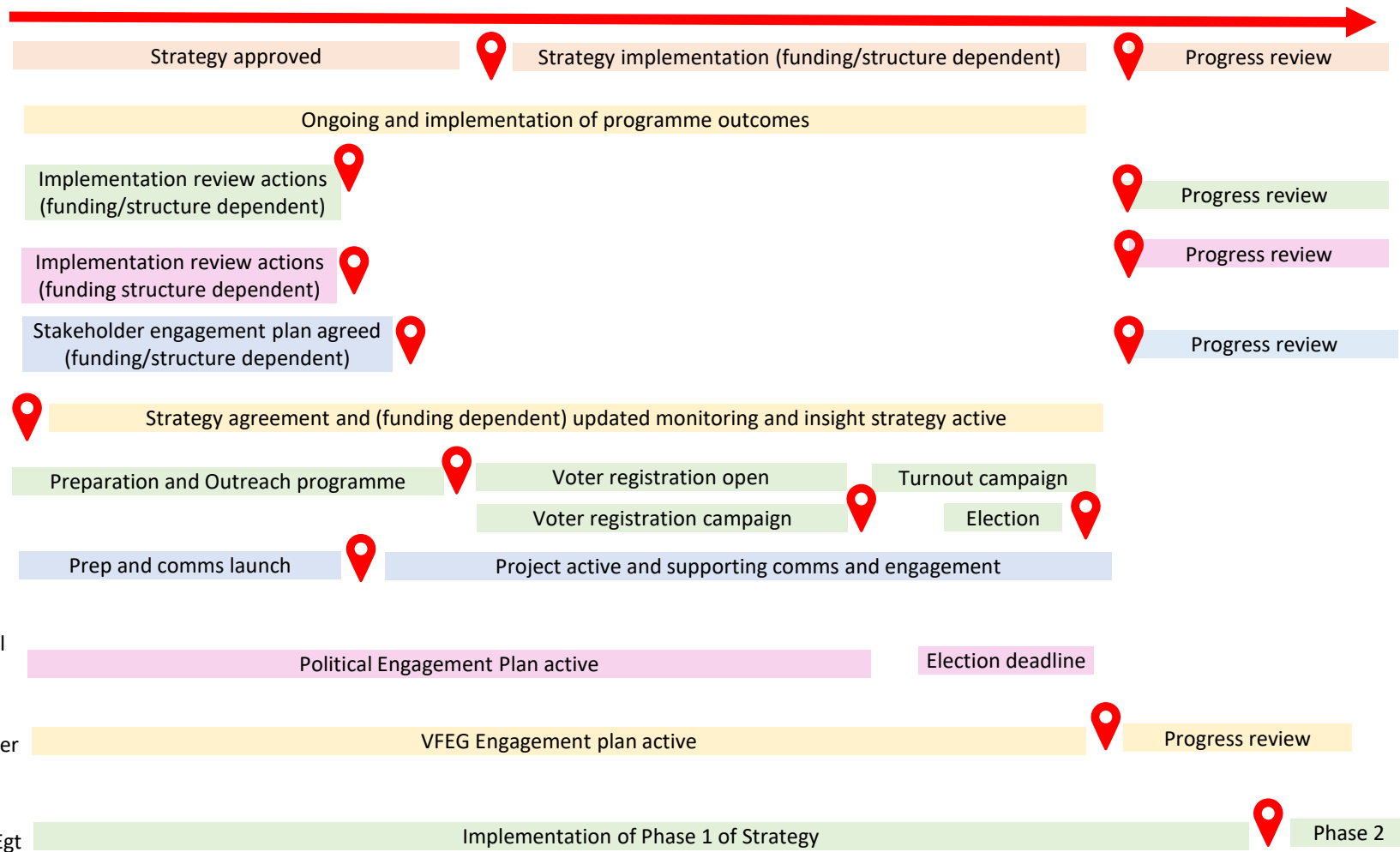
What has changed since 23/24

- **Transformation** – New Chief Officer appointed (Executive Director of Corporate Communications and External Affairs). Linked to this, new cross-divisional corporate communications and external affairs transformation and engagement work underway.
- **Planning and Analysis** – Budget reviewed. Recommendations shared to allow for critical elements of the Business Plan to be delivered. Funding secured to enable transformation work to begin. Support given and evidence provided to cross CoLC Communications and External Affairs deep dive finance review. Existing insight and evaluation tools reviewed; media monitoring contracts renegotiated. Focus on developing strategic planning capability with appointment of new strategic communications planning post.
- **Impact** – Larger scale, ambitious, party conference programme delivered aligned to economic growth and reputation objectives. Comprehensive V4EG political stakeholder briefing exercise underway.
- **Impact** – City Belonging project launched, with 1,000 plus businesses signed up in first few months. Community engagement strategy (resident and worker) being developed where staffing/funding in place. New strategic approach delivering cross-corporation benefits, e.g. support for City of London Police community engagement.
- **Engagement** – Campaigns and Community Engagement team now lead on City Question Time. Three events have been held under the auspices of the Communications Team, with generally higher attendance than previously. Innovations such as recording rather than livestreaming the event and delivering invitations via a door-to-door service have substantially reduced their cost, and the more informal nature of the event has reduced the organisational burden on officers.
- **Impact** – New digital channels launched, including Instagram and LinkedIn continues to grow and deliver significant levels of engagement and continued increase in followers.
- **Engagement** – Successful launch of regular Town Halls and all staff briefings with the Town Clerk and Chief Officers. Consistently attracting more than 1,000 attendees.
- **Engagement and Strategy** – The function and how communications/external affairs and engagement is delivered across the City Corporation reviewed by the Chief Officer to make proposals for a future operating model to underpin a new strategy and implementation plan. Existing barriers to effective strategic planning identified. Development of Head of Profession governance and establishing the first City Corporation Communications Board now prioritised. More than 80 insight gathering meetings and workshops held. bi-laterals with members of the Sub-Committee underway.
- **Culture Change** – Review delivered reinforcing internal communications must be put on an equal footing with other disciplines to meet continued increasing demand for staff engagement strategies to support delivery of the Corporate Plan 2024 -29 and People Strategy.

Our 2024/25 timeline planner priority workstreams and key milestones

Q1 2024/25 Q2 2024/25 Q3 2024/25 Q4 2024/25 Beyond 2024/25

Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar 2025/26 2026/27



Our major workstreams this year will be

Workstream Name	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Delivery of the corporate communications and external affairs strategy	20%	25%	Political priority/key strategic outcome The City Corporation does not have a data/audience/outcome driven communications and external affairs strategy and clear objectives (and has not had one for nearly a decade). In addition, the previous plan made no reference to internal comms despite the organisation being complex and c.4,000 staff. There is currently more communications resource/funding <i>outside</i> the central team than in it, presenting a significant reputational as well as effective delivery/vfm risk. This is a corporate and political priority.	Funding, resource and crucially support, engagement and endorsement from other Chief Officers and members to agree, implement and deliver the strategy and support a non-siloed model to provide benefits to the organisation as a whole and enable the delivery of all elements of the new Corporate Plan.	A clear strategic approach to communications and external affairs across the Corporation and its institutions, governed by the central Corporate team – focused on outcomes and impact for the City Corporation as a whole. Achieving this support for this approach, aligned with the positive outcomes from the TOM (e.g. Head of Profession), from SLT, ELB and members.	Agreement of the strategy (which will have KPIs within it informed by insight projects being funded from the transformation fund) by the C&CASC. This committee will continue to have responsibility for monitoring the effectiveness of its delivery. Delivery of the supporting implementation plan with associated KPIs.	Update provided at each C&CASC		N/A
Transformation Programme to upskill and appropriately resource the corporate communications and external affairs team	0%	20%	Political priority/key strategic outcome Communications and Corporate Affairs is a professional function, as well as being a critical key, strategic enabling function for the delivery of policy and organisational goals and wider City Corporation ambitions, as well as protecting and enhancing the reputation of the City Corporation and our strategic reach. It is currently not resourced or structured to provide a comprehensive, integrated service to the whole organisation It has been made clear at C&CASC that developing and enabling this function is a political priority. The current budget for Corporate Communications and External Affairs is insufficient to cover core basic BAU obligations and roles (with even some statutory obligations and currently unfunded).	Support and endorsement from other Chief Officers and members to agree the new structure, approach and ongoing, business as usual investment required. Also, see further detail above.	This will ensure the function can deliver strategic, integrated communications programmes; deliver policy goals in line with expectations of public/governmental organisation; support and advise all parts of the City Corporation - reducing the necessity to appoint external consultancies to provide the service and advice at greater cost than developing the team in-house. Significant reputational benefits and greater impact for the CoLC could be realised – and C&CASC would have greater/ full oversight of cross organisational activity.	Establishment of a strategic communications function. HoP governance and procedures designed, engaged on and moved into implementation phase. Where benefits/vfm/impact greater for the CoLC, or a less-siloed approach is planned, communications, marketing and external affairs to be centrally-led and coordinated by central team for the benefit of the whole (or as a minimum C&CASC to have oversight/there is a dotted line into the HoP/teams to take a full and active part in Head of Profession governance and communications boards).	Update provided at each C&CASC		N/A
CoL Election 2025 engagement	TBC (subject to approval of bid for funding)	10%	Duty and Statutory This is a duty and statutory priority as the City Corporation is required to engage ahead of the election to secure voter sign up.	Support from the Remembrancers and members to agree the approach to engagement.	Continued increase in voter registrations through wider, ongoing engagement with workers and residents.	Up to 20% increase in voter registration	Update provided to P and R		N/A
General Election Political Engagement	10%	20%	Political priority/key strategic outcome This is a corporate and political priority	Support from OPC, Remembrancers and members to agree the approach to engagement.	Strengthening of relationships with national political parties, influencing policy and lobbying on behalf of the	Strategic stakeholder plans developed and evaluated for priority areas.	Update provided at each C&CASC		N/A

Our major workstreams this year will be

Workstream Name	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Comprehensive review of core strategic functions – digital, brand and identity and stakeholder management to inform the transformation work and strategy development	0% (There is currently no core budget to deliver this work and it is being funded from a transformation fund bid).	25%	Political priority/key strategic outcome The digital capability of the corporate team is severely under resourced and currently not fit for its purpose. There is no brand strategy, and the brand is weak and has been diluted many times and there is no central ownership of stakeholder engagement and management. In order to provide a high-quality modern communications function, the review will make recommendations to enable the creation of appropriate resource, channels and outputs. This is a corporate and political priority.	This is a cross-organisational project and will require support and endorsement from other Chief Officers, institutions and members to agree the investment. Key dependency is the City Corporation's IT team.	This will ensure the function can deliver strategic, integrated full-service communications and corporate affairs programmes, support and give advice to all parts of the City Corporation and will reduce the necessity to appoint external consultancies to provide the service and advice, decreasing reputational risk and improving vfm.	Delivery of separate reviews that feed into the transformation programme and strategy development (see timeline).	On completion of the reviews		N/A
Insight and Evaluation improvement	3% (The budget for an improved service as requested by C&CASC would need to be provided)	15%	Political priority/key strategic outcome The insight currently prepared by the team is not informed due to budgetary and staff development constraints by the latest best practice techniques. It is not being used to properly strategically inform plans or gather audience insight to ensure better targeting and channel usage. This is a political priority.	Support from sub-committee members to agree a new approach to insight and evaluation, which demonstrates impact and informs decision making.	This will be supported with the consolidation of current media and social media monitoring systems into a tool that provides real time insight, audience analysis and targeting. This will inform the planning of activity and usage of the more appropriate channels.	Successful consolidation of multiple media and social media monitoring platforms. Delivery of integrated, comprehensive insight and evaluation.	Update provided at each C&CASC		N/A
Culture change communications – vision and values project	TBC (Current no resource, staffing, budget for this organisational strategic priority).	10%	Political priority/key strategic outcome This will be a corporate and political priority and is a key deliverable in the upcoming People Strategy and to support the delivery of the change needed for the Fantastic Five Years.	As a cross – organisational project we will be working closely with the Chief Officers and in particular the Chief People Officer and team.	Continued increase in staff engagement and the co-creation of the organisation's new vision and values.	Subject to funding and resource, campaign launched to embed, build pride in our vision and values.	Updates agreed following launch of the programme		N/A
Sport Strategy	1% (additional dedicated funding agreed at P&R)	5%	Power and Discretionary There is an organisational commitment to delivering the Sport Strategy. Certain areas of the Sport Strategy are a priority for the organisation to progress – including plans for the future of Golden Lane Leisure Centre.	As a cross – organisational policy area we will be working closely with teams such as DCCS and Environment to deliver the strategy.	Phase 1 (2023-26) - will identify five major objectives, each linked to the priorities, that should be delivered in the first three years of the strategy's implementation.	KPIs to be agreed following objective setting in Phase 1	Update provided at each C&CASC		N/A

Medium Term Plans under consideration(2025/26 and 2026/27)

Priority list (e.g. new legislation, services, projects, automation)	2025/26	2026/27	Funded or Unfunded
Website redevelopment; maintenance support for existing digital platforms; content creation; digital campaigns	x		Unfunded
Engagement; team establishment	x		Unfunded
Delivery of the outcomes of the transformation programme and strategic comms/marketing/new insight or evaluation in any future communications strategy	x		Unfunded

Our Strategy and Cross-cutting and Cross-Systems Strategic Commitments and Ambitions

The central team is currently comprised of Corporate Affairs, Filming Unit, Media, and Publishing. It sits at the heart of the organisation and oversees the communications and corporate affairs priorities of organisation and its principals, building the reputation and impact of the City Corporation as a whole and helping it to deliver its goals. The full benefits for the City Corporation of the Head of Profession role following the TOM are yet to be realised and, with a new Chief Officer in post, plans to begin this process are set out in this Business Plan. A deep dive into posts and funding across the organisation is also underway to establish the totality of roles/spend as in the current structure more resource (people/budget) sit outside the central team than it in, but only the communications and corporate affairs outcomes of the central team are visible to CCASC.

As a highly professional and critical enabling function, the Corporate Communications and External Affairs division supports the City Corporation’s strategic commitments, including delivery of the Policy Chairman’s priorities of UK competitiveness, reinvigorating the square mile and delivery of major capital programmes, such as Markets consolidation. The team also supports the Lord Mayor and his theme – Connect to Prosper and key City Corporation priorities of Destination City and the Climate Strategy. There is established strategic media and corporate affairs engagement to support delivery and, subject to securing support for a proposed new function/structure, the division will be one of the key levers the City Corporation has for delivering the ambitions in the new Corporate Plan, working across the organisation and across our systems to achieve the new collective goals.

To ensure (in a digital age) the service meets the needs of the City Corporation and its institutions – and critically the diverse audiences it serves both at home and globally - a Corporate Communications and External Affairs strategy is in development. Following over 80 plus engagement sessions, there has been almost universal support for this change of approach, which will benefit the City Corporation and those it serves, improve standards and increase impact, and also ensure the teams have access to greater learning and development opportunities, and improved career pathways.

The strategy will be developed through continued engagement and collaboration with the corporate team, members, the organisation and its stakeholders and partners.

It will encompass all components of a strategic, modern communications operation and be supported with an implementation plan.

In addition, there are a number of projects and workstreams to support the transformation programme for Corporate Communications and External Affairs, which are currently in development and will need to have a cross-systems approach to ensure maximum impact.

Our People

- Staff engagement has become a priority since the arrival of the Chief Officer in June 2023. This includes fortnightly team ‘huddles’; and a series of whole-team transformation workshops supported by six workshops focused on media, corporate affairs, publishing and internal communication. More divisional engagement is in development. These first ever whole-team workshops were positively received.
- The division’s Vision and Purpose has now been co-created with all team members and the co-creation of the corporate communications and external affairs strategy is in development.
- Training and Professional Development has been identified as a priority outcome from the whole-team workshops; planning is progressing with a focus on talent management/career progression .
- Appointment of four Apprentices in progress across the team (to address absence of apprentices).
- Working across the team to agree our health and wellbeing priorities (ongoing).

Equality Diversity & Inclusion

We are committed to creating a working environment that is inclusive and where everyone is treated equitably and with dignity and respect. Across the organisation, we continue to champion accessibility and inclusive communications, engagement, images and language. Our priorities are:

- Recognising the vital importance of understanding our diverse audiences and communities, transformation funding has been secured to carry out the first Stakeholder survey for the City Corporation to improve audience insight and help ensure internal and external communications follow the principles of inclusive communications and better embed diversity in practice into our work. It will also give us insight to make positive data driven interventions and encourage teams across the City Corporation to build in diversity at the planning stage.
- Develop a new DE&I plan for our division. Ensure the team is truly inclusive, everyone is supported and has access to health and wellbeing support – and everyone can thrive.

	Minor	Serious	Major	Extreme
Likely	0	0	0	0
Possible	0	0	3	0
Unlikely	0	1	0	0
Rare	0	0	0	0

Key Risks

Risk Title	Score
Reputational damage linked to the current structure with majority of budget and significant posts outside the central corporate team. This has created silos and expensive external commissioning of communications services. The dispersal of the resource outside of the central team means there is not a strategic, integrated function leading the communications planning and activity for the City Corporation and C&CASC has no oversight of the majority of communications activity.	9
Inadequate resource to support the People Strategy and Corporate Plan leading to a lack of awareness, buy-in and inhibiting the City Corporation’s ambition to improve staff engagement overall.	4
Duplication of activity, questions over vfm, and confusion as communications projects and activity not all overseen and led by the corporate team. More comms resource sits outside the central team than within it.	9
Role of the Head of the Profession as set out as part of the TOM is not recognised across the City Corporation and no responsibility placed on Chief Officers and Institutions to align or work with them. This work is only beginning with the arrival of the new Chief Officer, so the division is behind other professions.	9

Our Highlights

- Secured senior political support for the launch of Vision for Economic Growth, including politician attendance at launch and cross-party quotes of support.
- Led policy development, wrote and published the first City Corporation Sport Strategy.
- Delivered new media approach for party conferences, resulting in the City Corporation being mentioned in renowned UK political coverage, highlighting our pivotal role in financial services to a political audience.
- Delivered increased in social media engagement and followers across all platforms and particularly LinkedIn with an increase of 38.6% in followers. Launched the City Corporation's first official Instagram account.
- Delivered a communications campaign with Destination City to reach target visitor audience groups, achieving 124 pieces of coverage as part of a wider marcomms plan, including advertising, marketing, and social media campaigns.
- Delivered significant national and London coverage for the Climate Action Strategy. Included interviews with BBC Radio 4's Costing the Earth, and the New Statesman, two Evening Standard exclusives and coverage on City A.M.'s front page.
- Delivered a proactive communications plan to publicise a dinner to mark the contribution of the civic institutions of the City of London during the Coronation of Their Majesties The King and Queen. Generated over 450 articles mentioning the Lord Mayor and/or the City of London Corporation. This was accompanied by a social media campaign which included the City Corporation's most popular posts ever.
- Led the communications launch of the Vision for Economic Growth in collaboration with 300 stakeholders. Secured over 40 pieces of proactive coverage and two national exclusives with the Sunday Times and Sky News in the run up to the launch. 31,599 impressions across social media channels.

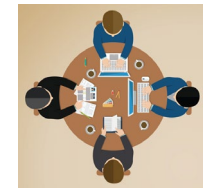
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Our Impacts



Social media followers increased by 17.4% in the last year

Our posts reached 12 million people

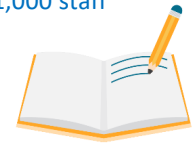


More than 40 engagements with politicians

Nine events during party conference season highlighting pivotal role in financial services



Relationships with 75% of companies with more than 1,000 staff



Delivered 150 speeches, forewords, columns and op-eds for CPR



Generated 13,320 items of media coverage

Issued 271 news releases

Communications and media support and advice to 108 committees, sub-committees and working groups



70% of staff reading the Town Clerk's update and 55% reading 'Know. Act. Inspire. 827 colleagues attended the Corporate Plan and People Strategy next steps session



Filming team facilitated 671 days of location filming during the last year. Business plan for this function now in development

Operational Property Utilisation Assessment

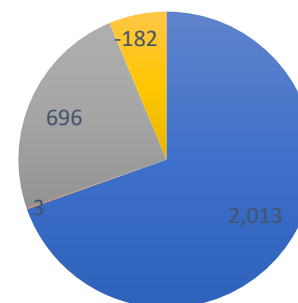
Asset name	Assessment Complete?	Assessment Completion Date
Guildhall	Y	October 2023
Walbrook Wharf	N/A	N/A

Guildhall complex (core central team only). Work ongoing to establish cross-Corporation numbers/cost under Head of Profession role.

34 FTE

Where our money comes from and what we spend it on

Local & Central Risk Communications 22/23 Outturn (£000's)



■ Employees ■ Transport ■ Supplies & Services ■ Income

Our Stakeholders (or Customers) Needs

- Clear and consistent communications, engagement and external affairs across the City Corporation and its institutions.
- Enhancing and protecting the reputation of the City of London Corporation.
- Inclusive and accessible channels and information.

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Partners we work with



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Agenda Item 7

Committee(s): Communications & Corporate Affairs Sub Committee	Dated: 28 February 2024
Policy and Resources Committee	18 March 2024
Subject: Enhanced Political and Strategic Engagement	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
If so, how much?	£137,000
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	For Decision
Report author: Kristy Sandino, Assistant Director, Corporate Affairs	

Summary

This report sets out the City Corporation's proposals to significantly increase strategic planning and engagement with key partners and stakeholders in 2024/2025 due to the certainty of a General Election taking place before January 2025. 2024 is an important year for politics and policy making and will provide a final opportunity for the City Corporation to engage and influence political stakeholders ahead of manifesto launches and any potential change of government. A large-scale opinion poll published in January estimated an 11.5% swing from Conservative to Labour, possibly the largest since 1906.

There is a core budget set for political engagement and, though all activity is reviewed on an annual basis, the majority of the budget is pre-committed to set annual events and engagement such as the City Corporation's party conference programme and think tank partnerships. The allocation of this core budget to necessary annual engagement means that the City Corporation cannot take up more proactive, unique, or broader opportunities to raise, profile, build understanding of our role and impact or support policy development or delivery. It is crucial in the 2024/2025 period to penetrate a much broader audience to ensure the work of the City Corporation is properly understood – both with politicians, and also with a broader audience across the country. 2024 will be a very crowded field with many organisations jostling for position to ensure they can effectively influence the next government.

In view of the strategic importance of political engagement and the unique context of a possible change in government, it is proposed that an allocation of **£137,000** be made from the Policy Initiatives Fund in 2024/25 to cover this additional expenditure. The Communications & Corporate Affairs Sub Committee, which has responsibility for

political engagement in the City Corporation, should continue to monitor and oversee the plans to engage as they develop.

Recommendations

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

- i) Endorse the City Corporation's engagement approach as outlined in this report; and

That, Members of the Policy and Resources Committee

- ii) Agree that £137,000 be allocated from the 2024/25 Policy Initiatives Fund, categorised as 'Promoting the City' and charged to City's Estate to cover costs of this engagement.

Main Report

Background

1. Led by the Corporate Affairs Team, and in close collaboration with the Remembrancer's Office, the City Corporation aims to engage with the most relevant stakeholders across the whole political spectrum, to inform and influence policymaking, communicate our key messages and to build relationships with influential stakeholders.
2. It is proposed that the City Corporation increase its activity for the 2024/2025 year due to a General Election being held before January 2025. It is a highly political year, with much at stake as new policies and approaches will be announced and pursued by both major parties. It will require significant City Corporation influencing and engagement to ensure focus on our priority areas are maintained. The planned programme will provide additional opportunities to engage policymakers across a broad political spectrum, 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, its work in relation to policing and fraud, 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.
3. Every year, the Corporate Affairs Team consults across the organisation on strategic policy priorities for the year ahead to determine its approach. Interventions, such as through a targeted media approach and events, provide opportunities to promote and explain the current and future benefits that a globally competitive financial and professional services sector could continue to bring to the country. Target audiences include senior politicians, policymakers, political advisers, regulators and wider business audiences.

Rationale

4. On an annual basis, there is a core budget set for political engagement; however the majority of the cost is committed to set annual events and engagement such as party conferences and think tank partnerships. While the budget is static, the

cost spent on party conferences can vary year on year and is also impacted by the number of Members joining the delegation. This budget has also not been adjusted for inflationary pressure since at least 2020/2021.

5. Party conference engagement also provides 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 include building and strengthening relationships with politicians and their current and potential future advisers in the Government and the Shadow Cabinet. Party conference activity will continue to be funded through the Corporate Affairs local budget. It has become clear that other organisations operating in our space are also pursuing wider media partnerships during party conference season and the City Corporation may wish to pursue a wider strategic partnership with a media partner to ensure it is reaching a broad audience. The current budget would not allow for this while we maintain our current programme of events, which is recommended. Any additional events over and above the normal level of party conference activity would also need to utilise proposed PIF funding, particularly due to inflationary increases.

Strategic/Priority Link

6. It is pivotal that the City Corporation is able to communicate its role in the city, capital and country. The scale of the organisation's impact is broad, yet as engagement continues to reinforce, it is not well understood to wide audiences, covering areas from financial services to education, policing to culture. An overall new narrative is required that is clear on the impact of the organisation, which must include our priority work on competitiveness and articulates the impact the FPS sector makes to the economy, jobs and overall growth. Despite focused engagement by the Corporate Affairs Team and Remembrancer's Office, the relevance of the FPS sector beyond the City remains poorly understood by key political stakeholders, and there is still evidence of regional divides that must be addressed.
7. 2024 is sure to be a very crowded field with many organisations jostling for position to ensure they can effectively influence the next government. Any significant policy interventions ahead of the General Election will require additional funding to ensure they are strategically planned, targeted and well executed. This could take the format of media partnerships or partnering on major events and conferences.
8. Last year, the City Corporation launched *Vision for Economic Growth: a Roadmap to Prosperity*, the City's strategy to raise investment levels, transform tech and digital, drive the net zero transition, and enhance world-class promotion. In 2023, one core objective was to promote and influence key actors regarding *Vision for Economic Growth*, as well as to strengthen relationships with key influencers and policy makers in the areas covered by the report. In 2024, this will continue to be the strategy guiding our financial and professional services work.
9. There are other areas of strategic importance to the City Corporation where targeted engagement is beneficial and additional resource is needed to deliver dedicated programmes. For instance, fraud accounts for approximately 40% of all

estimated crime in England and Wales. Fraud has grown significantly as new technologies are exploited. The City is the internationally recognised financial heart of the UK and has well established relationships and reputation with financial institutions within the UK and globally. The City of London Police (CoLP) is the National Lead Force for fraud and the National Police Chiefs' Council lead for economic and cyber-crime. This entails coordinating and supporting national, regional and local police forces to tackle fraud, economic and cyber-crime across England and Wales.

10. Working alongside colleagues across Remembrancer's, Innovation and Growth and the Police Authority Board, it is proposed that the organisation dedicate more resource to coordinated development of strategic messaging, and engaging with key actors on fraud, to inform and strengthen relationships with key influencers and policy makers around fraud and economic crime.
11. Another area of interest for the City Corporation is financial inclusion and the overall role that FPS sector can play in social mobility. Previous PIF funding was secured to deliver a small pilot with the Financial Literacy and Inclusion Campaign which concluded in Spring 2023. While there was demonstrated impact from the pilot, there is no long-term funding or officer resource and attention focused on financial inclusion. A portion of this allocation could be dedicated to exploring further where the City Corporation can have an impact in this policy area.

Outcomes, Economy and Delivery

12. Flexibility will need to be maintained to ensure that the City Corporation can be reactive to key opportunities that arise. All proposed activity is over and above the yearly activity already undertaken by the Corporate Affairs and Remembrancer's Teams. In order to develop this bid, indicative costs below have been explored through insight gathering, though no funding or formal agreements have been entered into at this time. Should funding be approved, the following range of opportunities would be explored:
 - a. Partnership with a media partner across 2024/2025 that allows for targeted interventions that will increase profile, reputation and demonstrate our impact. [Estimated / indicative cost: **£30,000**]
 - b. Delivery of an additional series of roundtables above what the Corporate Affairs team would deliver in a typical year on key policy areas such as fraud and competitiveness. [Estimated / indicative cost: **£10,000**]
 - c. Additional partnership with an academic institution or think tank on reports or papers investigating key areas of interest to the City Corporation. Potential topics to explore in particular are on the impact of FPS on the country, trade policy, fraud and financial inclusion. Reports would be released in 2024 in the run-up to manifesto development and the General Election. Exploratory meetings have taken place to confirm possible scope and costings. [Estimated / indicative cost: **£25,000**]
 - d. Partnership with a strategic advisory firm to provide Member and Officer briefings to ensure all are briefed and well-informed on the Opposition's approach to key policy areas, such as Financial and Professional Services. [Estimated / indicative cost: **£10,000**]

- e. Proactively targeting additional large conferences or events for the City Corporation to partner on, ensuring speaking engagements for senior Members and attendance at the events. In return for any financial support (which traditionally would be venue space, catering or AV/tech), the City Corporation would be appropriately recognised through brand and message promotion, given an opportunity for speaking remarks. [Estimated / indicative cost: **£10,000**]
 - f. Membership of additional influential think tank Corporate Forums and Councils for the year 2024/2025, where there is clear policy alignment, to ensure opportunities to engage and representation by City Corporation Members during key policy discussions and conferences. These seats frequently allow for front bench engagement and position Members alongside other senior leaders. [Estimated / indicative cost: **£52,000**]
13. Subject to Members approval of the overall funding, further discussions will be taken forward to finalise the terms of partnership with key organisations, negotiating to obtain the most cost-effective partnerships and contracts to ensure best value for money. A delivery plan including timeline for 2024/2025 will be developed to align with the outlined suggested activity.
14. Success of the project would be determined by completed delivery of the specified Outcomes.
15. It is proposed that an update is prepared and delivered to the Communications & Corporate Affairs Sub Committee for each Committee so it can monitor the plans for engagement and outcomes during this period. Any unspent amount will be returned to the PIF account and can be spent on other initiatives as determined by the Policy & Resources Committee. Progress Update will be provided at the end as specified in the new Contingency Fund Bid Policy.
16. Benefit Sustainment

Corporate & Strategic Implications

17. Strategic Implications – As well as supporting the priorities set out in the new Vision for Economic Growth strategy, the proposals in this paper will align to the City Corporation’s new Corporate Plan outcomes of ‘dynamic economic growth’ and ‘diverse engaged communities’.
18. Financial Implications – Owing to the expenditure commitment required to engage meaningfully across 2024/2025 on areas of strategic interest to the City Corporation, it is proposed that an additional allocation of £137,000 be drawn from the 2024/25 Policy Initiative Fund categorised as ‘Promoting the City’ and charged to City’s Estate. The current uncommitted balance in the 2024/25 PIF is £505,000 prior to any allowances being made for any other proposals on this agenda.
19. Resource Implications – None.
20. Legal Implications – Any agreements will be checked for legal implications with the Comptroller and City Solicitor once finalised.

21. Risk Implications – None.

22. Equalities Implications – There are no immediate equalities implications as a result of the proposals set out in this paper.

23. Climate Implications – None.

24. Security Implications – None.

Conclusion

25. 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 course of 2024/2025. It is proposed that £137,000 be allocated to cover costs of strategic engagement and partnerships 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.

Kristy Sandino

Assistant Director, Corporate Affairs

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Agenda Item 8

Committee(s): Communications and Corporate Affairs Sub-Committee Policy and Resources Committee	Dated: 28 February 2024 18 March 2024
Subject: Election Engagement Campaign 2025	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 9 and 10
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£263,500
What is the source of Funding?	PIF/Committee Contingency
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes
Report of: Executive Director of Corporate Communications and External Affairs	For Decision
Report author: Mark Gettleson, Head of Campaigns and Community Engagement	

Summary

The 2025 City of London elections represent both a challenge and opportunity for our organisation. Our key aims remain the same as in previous election cycles: (a) maximising the number of people registered to vote ahead of the 30 November 2024 deadline; (b) maximising the number of people who turn out to vote in the election in March 2025; and (c) increase the diversity of our elected Members to make them more reflective of the communities we serve.

The above links to key objectives listed in the new draft Corporate Plan’s “Diverse Engaged Communities” outcome:

- *Increase the electorate registered to vote in City-wide elections pre and post 2025.*
- *Increase the number of candidates standing for election in the City-wide elections in 2025.*

Performance measures for the above in the new draft Corporate Plan’s include:

- *Increase number of voters at 2025 and 2029 elections.*
- *Increase number of candidates at 2025 and 2029 elections.*
- *Increase number of contested wards at 2025 and 2029 elections.*

Ahead of the postponed 2021 Common Councillor elections, Policy & Resources Committee utilised £337,000 overall from its contingency funds to support electoral registration, candidate engagement and voter turnout efforts, details of which are below. This report:

- *Outlines the strengths and challenges we face in undertaking our election engagement work ahead of our 2025 elections.*

- Proposes a resourcing and activity plan to effectively deliver the objectives above.

Recommendations

Members of the Communications and Corporate Affairs Sub-Committee are asked to:

- Endorse the proposed campaign plan as set out in paragraphs 6 to 18 of this report in relation to meeting its engagement objectives;

Members of the Policy and Resources Committee are asked to approve one of the following funding Options:

- Agree a budget of up to £263,500 to be met from the 2024/25 Policy Initiatives Fund (PIF); or
- Agree a budget of up to £263,500 to be met from the Policy and Resources Committee's Contingency.

Noting that the current uncommitted balances within the 2024/25 PIF and Committee Contingency are £505,000 and £285,000 respectively and are subject to any items being approved at the February 2024 meeting of the Policy and Resources Committee.

Main Report

Background

1. Much of our complex election engagement work as an organisation is shaped by the nature of our franchise in the City. While residents register and participate in a similar way to other elections (though they must register separately for the Ward List and there is no rolling registration), the ability of workers to participate if registered by their workplace is wholly unique. The registration process is made more complex by: the formula which gives disproportionately more votes to smaller workplaces, a short registration period, and the lack of individual registration or requirement to register.
2. Many of the issues identified in response to our 2022 elections require changes in primary legislation to address, including potential reforms to our franchise and registration process. These are being outlined in a separate paper brought by the Remembrancer's and Comptroller & City Solicitor's Departments.
3. We should also remember that the City will see at least three elections between May 2024 and March 2025, adding pressure to our Electoral Services Team and making it crucial that engagement around our own elections is distinct and effectively resourced. In particular, the General Election will likely be held at the most intensive time for our own voter registration campaign.

Current position

4. Our election engagement work ahead of 2024/25 possesses many advantages compared to three years ago:

- a. **Registration is approximately 50% higher than prior to 2021.** While the final Ward List statistics for 2024/25 are still being finalised, they will be very close to those seen in 2022/23 and 2023/24 – and significantly higher than in 2021/22, where registration was severely curtailed by the pandemic. This means there is a reduced number of businesses needing to produce a wholly new list of voters, and our points of contact will be more recent.
 - b. **We have a developed Speak for the City brand and website** (www.speakforthecity.com) that has proven its effectiveness as a scalable and reusable tool in multiple elections and voter registration periods. While we will want to develop additional functionalities to reflect feedback and priorities, the core product and its features – allowing voters and registrants to find out about our elections, request a vote, see their candidates and where to vote – remain highly effective and unique.
 - c. **Institutional knowledge** surrounding election engagement developed as a result of stable teams, only three years between all-out elections and multiple by-elections and aldermanic elections. Techniques that have proven effective, such as digital advertising, using LinkedIn to find new registration contacts and using temporary staff to support registration, can be developed further.
 - d. **The post-pandemic return to the City** contrasts strongly with a 2021/22 campaign, much of which required engaging City businesses whose staff had not worked in the Square Mile for almost two years. Not only should this make firms easier to reach than previously, but City-related issues and therefore the elections should be of more interest to voters and their workplaces.
 - e. **The City Belonging Project** has begun to access and convene HR and Diversity and Inclusion leaders in the Square Mile, many of which come from unregistered businesses. While still in its infancy, the initiative will likely prove helpful in encouraging voter registration and candidates from under-represented backgrounds. We are also considering ways to convene a network of the Heads of Internal Communications of City businesses to expand our reach across the Square Mile.
5. However, challenges for effective election engagement that relate to our own processes and structures remain. Key among these are:
- a. **No central CRM tracking all business relationships.** Large numbers of relationships are held by various departments, but this information is not currently held in a single place or layered onto electoral registration information to immediately identify unregistered businesses. The Director of Digital & IT is currently delivering a “lighthouse project” to deliver this across departments, the success of which will be crucial to our election engagement efforts.

Moreover, the way in which information on City occupiers is communicated to Electoral Services remains disjointed – especially when it comes to new businesses in the City. The reduction in size of the City Occupiers Database team from eight to two members of staff over the past decade has reduced their scope for outreach work, meaning the team has to rely more heavily on information from other departments. While information collected by Electoral Services can only be used for that purpose, other City Corporation data can be used to support electoral registration work.

- b. **Lack of comprehensive business engagement function – covering all workplaces.** As noted in previous reports, this work is distributed across a variety of teams. This includes engaging our largest financial and professional services firms around policy issues of interest to their sector (Innovation & Growth), engaging the facilities managers of the largest 200 City workplaces and Business Improvement Districts (Environment), SME engagement (SBREC/Heart of the City) and teams working to contact businesses across a range of workstreams, from Destination City to climate action and transportation.

There is no central co-ordination to this work or means of ensuring that all of our business community of over 6,000 workplaces, or even the approximately 700 with more than 100 staff, are hearing from us throughout the year – and that duplication isn't happening. In particular, our lack of comprehensive engagement with smaller workplaces (under 250 staff), who make up the vast majority of our unregistered businesses, remains a challenge. Many of these businesses are not SMEs, but the London office of a larger firm based elsewhere. While the development of the City Belonging Project has helped us access a wider range of businesses, across a range of size and sector, the initiative remains at its early stages.

Building relationships with businesses is both skilled and time-consuming and lies outside of the purview of the Electoral Services Team, whose remit is to administer the election. While developing such relationships between now and December will be difficult, target lists of unregistered businesses with 100 or more staff will be drawn up and circulated to the main teams undertaking business engagement (IG, Environment, etc.) to see where there could be scope to engage with those workplaces over the course of the year.

The Stakeholder Review, commissioned by the Corporate Communications & External Affairs Directorate, looking at all the relationships held by our organisation, will prove crucial in addressing these issues in the future – but its timeline for implementation sits beyond the period covered by this report.

Proposal: 2025 Election Engagement Campaign

6. Ahead of the postponed 2021 Common Councillor elections, this Committee utilised £337,000 overall from its Contingency funds to support electoral

registration, candidate engagement and voter turnout efforts – in particular, £150,000 was allocated towards the recruitment of an Electoral Registration Campaign Manager (10/12/20), £127,000 towards the creation of the Speak for the City website and brand, promotional materials, candidate engagement, digital advertising and additional temporary staff (20/02/20 revised 08/04/21) and £60,000 to extend this work from the registration deadline through to election day (14/10/21). The overall underspend in these budgets were carried through to support engagement around large number of by-elections and Aldermanic elections since March 2022, as well as the voter registration periods in 2022 and 2023.

7. Bearing this in mind, and drawing heavily on lessons from our previous elections, it is proposed to ask the Committee to approve £263,500 in funding from either the 2024/25 Policy Initiatives Fund or Policy and Resources Committee Contingency to support the resources and activities below, each of which is then explained in detail:

Campaign staffing	Campaign Manager (12 month FTC)	£95,000
	2 x Campaign Assistants (7 months)	£60,000
Digital tools	Website development and maintenance	£23,000
	Digital advertising and design	£50,000
Mail and printed material		£6,000
Candidate engagement	Promotional materials	£2,000
	3 x candidate events	£15,000
Ward engagement events		£12,500
TOTAL		£263,500

Campaign staffing

8. The recruitment of a dedicated Campaign Manager, solely focused on overseeing the registration, turnout and candidate engagement campaign was felt to be an effective means of delivering the desired outcomes in 2021/22. It is proposed that while the Head of Campaigns and Community Engagement will still be responsible for the oversight of this campaign, its day-to-day management should be again given to a Campaign Manager, whose sole responsibility will be the effectiveness of this campaign. Part of their responsibilities will include working across the organisation to ensure that all departments with a business engagement function are effectively contributing to the success of the campaign. While it will not be necessary to recruit at a Grade H level of experience, as previously, we must recognise the competitive market for such roles on a short-term basis, especially in a general election year. As such, it is proposed to recruit a Campaign Manager at Grade G, subject to job evaluation.

Proposed Campaign Manager, 12 month fixed term contract: **£95,000 (including on costs)**

9. During the 2021 registration period, six temporary campaign assistants were engaged to contact unregistered or under-registered organisations and identify new contacts. Two assistants were also hired late in the 2022 and 2023 registration periods. As in 2016, this was felt to be a highly effective means of approaching businesses directly, with assistants given a sense of ownership over particular organisations. However, it is felt that starting this process far earlier in the year, allowing firms to be identified and relationships built over several months, will be far more fruitful than a last-minute end of year rush. It also removes the need for training up new staff during the busy registration period itself. It is therefore proposed to engage two temporary Campaign Assistants at Grade D for a period of seven months, from May to December (or as soon as the new Campaign Manager is embedded), to assist with this key work – this will either be through the use of agency staff or as a fixed term contract.

Proposed two campaign assistants for 7 months ahead of the registration deadline: **£60,000 (including on costs)**

Digital tools

10. The “digital first” campaign undertaken in 2021/22 was seen to be a key element of its success, reflecting the ability to reach City workers in a targeted way whether at home or in the office.
11. Previous investment in the Speak for the City website means we start this campaign with an excellent digital platform to allow for engagement with the electorate. However, new functionality to better showcase the registration process and to promote candidature should be developed during the Spring and early Summer (£14,000) – and ongoing maintenance costs of the website covering us to the end of the election campaign in March 2025 should also be paid (£9,000).

Proposed further website development and maintenance total: **£23,000**

12. LinkedIn adverts also proved an effective means of reaching City workers in 2021/22, allowing for the targeting of unregistered businesses at scale – and creating upward pressure on businesses, whose staff were now asking to participate. More than 640,000 adverts were served to City workers over LinkedIn, including 47,000 direct sponsored messages from the Lord Mayor. During the 2021 registration period, more than 1,400 individuals at 600 organisations requested a vote through the Speak for the City website, with many serving as a point of contact to kickstart registration at previously unregistered businesses. Overall, approximately £45,000 was spent on digital advertising and it is proposed to repeat this, along with a further £5,000 towards the design of such advertising.

Proposed digital advertising and design: **£50,000**

Direct mail and printed material

13. While we severely limited the amount of direct mail we distributed ahead of the 2022 election, each voter was sent a postcard ahead of polling day with a link to the candidates’ guide and polling station finder, at a cost of just over £10,000. The

same process has been followed in subsequent elections. As this information links to online material, it is proposed going forward to only send such information through the post where we lack an email address. This not only reduces the overall cost, but allows voters to receive the information in a more timely manner than, for instance, if it needs to work its way through a corporate mailroom.

14. It is also proposed to reprint the business card with registration information that members were able to distribute to business contacts in their ward, as well as specific A5 flyers for both retail units and residents. It is not proposed to repeat the more generic flyers for pavement campaigning and visibility, as these were not felt to produce an effective conversion rate.

Proposed direct mail and printing budget: **£6,000**

Improving candidate diversity

15. The wish to diversify the membership of the Court has long been a priority for this committee. While it is the voters who decide who gets elected, and we must treat all candidates fairly and on an equal basis, work can be done to broaden the range of those who receive information and consider standing for election in the City. Low numbers of candidates (1.35 per vacancy compared to a London average of 3.4) lead to uncontested elections and limit voter choice – both a reputational risk and a barrier to effective engagement.
16. It is proposed that we create and expand informational materials relating to being a candidate and Common Councillor, including testimonials, descriptions of the role and legal requirements. These would then be showcased on the Speak for the City website and disseminated across businesses via the City Belonging Project and other channels. In particular, we would seek to work with diversity networks and initiatives such as InterLaw, ICAN (Insurance Cultural Awareness Network), Change The Ratio and We Are The City, as well as the Lord Mayor's Appeal and Heart of the City, to provide this information to their members. Moreover, the increasing diversity of the working City, any work to better promote candidature across businesses in the Square Mile is likely to result in our reaching more diverse audiences.
17. It was felt that, despite an ongoing pandemic, the informal informational sessions held for potential candidates in 2021 were helpful and effective, with a number of current members having taken the decision to stand as a result. It is proposed to hold at least three such in-person events, with a budget of £5,000 for each – as well as online drop-in sessions.

Proposed design and production of new materials to encourage diverse candidates: **£2,000**

Three proposed candidate informational events: **£15,000**

Ward engagement events for unregistered businesses

18. Unregistered businesses are often those with no or little previous engagement with our organisation or regular invitations to events. While we can prioritise

engagement with these businesses through the City Belonging Project and other channels, there is likely also merit to put on specific events for decision-makers at these businesses, where they can be introduced to our organisation, its activities and elections. These would ideally be done on a ward basis to allow for scale, with members assisting in finding potential organisations to host such events. It is proposed to allocate a budget of £500 per ward to support the creation and publicity for at least one engagement event per ward during the early autumn, with wards combining to create a bigger event where appropriate. This will be overseen by the Campaign Manager, in consultation with ward members. In residential wards, with few unregistered businesses, such an event can be used to promote ward engagement more broadly.

Proposed ward-based engagement events: **£12,500**

Corporate & Strategic Implications

19. Our engagement programme ahead of our 2025 elections will help realise the City Corporation's vision in terms of its existing Corporate Plan. It will help the organisation's contribution to a flourishing society, ensuring people have equal opportunities to enrich their lives through our democracy. The activities and engagement are helping to encourage residents and businesses to become more invested in engaging with democracy at a local level. It is helping to build more socially responsible businesses by engaging them in City democracy and encouraging them to promote diversity among voters and candidates. By reaching out to stakeholders and partners, we are making communities better-connected and encouraging collaboration across our organisation.

It will also prove essential in realising key objectives listed in the new draft Corporate Plan's "Diverse Engaged Communities" outcome, specifically:

- *Increase the electorate registered to vote in City-wide elections pre and post 2025.*
- *Increase the number of candidates standing for election in the City-wide elections in 2025.*

Performance measures for the above in the new Corporate Plan's include:

- *Increase number of voters at 2025 and 2029 elections.*
- *Increase number of candidates at 2025 and 2029 elections.*
- *Increase number of contested wards at 2025 and 2029 elections.*

Financial implications

20. Financial implications – It is proposed that funding of £263,500 is drawn from either 2024/25 Policy Initiatives Fund or Policy and Resources Contingency and charged to City's Estate to support the activities outlined in this report. The current 2024/25 uncommitted balances of £505,000 and £285,000 respectively are subject to Committee's approval for any items where funding has been agreed at the February meeting of the Policy and Resources Committee.

Resource implications

21. Resources from across the City Corporation will be deployed to make our election engagement programme a success and various teams asked to undertake work to support this activity.

Legal implications

22. All engagement activity will continue to work closely with Electoral Services and City Solicitors to ensure that all activity is compliant, including with the GDPR.

Equalities implications

23. The aim of our Election Engagement work is to increase participation in the election and candidate diversity. The proposed spend on promoting registration and candidate will make the process more accessible to a wider and more diverse audience, including those with protected characteristics.

Climate implications

24. While promoting further digitisation of our campaigning methods, the proposals included in this paper do not carry any significant implications for the Climate Action programme.

Appendices

- **Appendix 1** – Contingency/Policy Initiatives Fund Application – Election Engagement Campaign 2025

This information is provided as required under the policy relating to applications to Committee Contingency.

Background Papers

Reports to the Policy and Resources Committee:-

- 20 February 2020 – Common Council Elections in March 2021
- 7 May and 9 July 2020– COVID-19 Implications – possible postponement of the City-Wide elections in March 2021
- 10 September and 8 October 2020 - Common Council Elections Change of Date from March 2021 to March 2022 – Bill for an Act of Common Council
- 19 November 2020 – Electoral Registration Update
- 10 December 2020 – Electoral Registration Campaign Manager
- 8 April 2021 – Election Engagement Campaign
- 8 July 2021 – Election Engagement Campaign Update
- 14 October 2021 – Election Engagement Campaign
- 15 September 2022 – 2022 City of London Elections

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Appendix 1: Contingency/Policy Initiatives Fund Application – Election Engagement Campaign 2025

Rationale – The new draft Corporate Plan contains objectives to increase the number of voters registered on the Ward List and as candidates in our 19/20 March 2025 elections. In order to meet those objectives most effectively, including ahead of the 30 November 2024 registration deadline, this report proposes resourcing for activities for an election engagement campaign. No existing local budget exists for election engagement and this activity has historically been funded by the committee on an ad-hoc basis.

Strategic/Priority Link – In addition to supporting outcomes 1, 2, 3, 4, 5, 9 and 10 of the existing Corporate Plan, this application addresses key objectives listed in the new draft Corporate Plan’s “Diverse Engaged Communities” outcome, specifically:

- *Increase the electorate registered to vote in City-wide elections pre and post 2025.*
- *Increase the number of candidates standing for election in the City-wide elections in 2025.*

Outcomes – That the application fulfils its objectives using the performance measures outlined in the new draft Corporate Plan:

- *Increase number of voters at 2025 and 2029 elections.*
- *Increase number of candidates at 2025 and 2029 elections.*
- *Increase number of contested wards at 2025 and 2029 elections.*

In particular, we will draw up target lists of unregistered and under-registered occupiers and report on their level of engagement.

Economy – While much of the proposed resourcing goes towards staff costs, which are generally fixed, we will continue to ensure our election engagement campaign provides strong levels of value for money, as outlined in previous VFM reports. This includes the use of iterative testing and targeting in our digital content, the effective use of data to better focus engagement and minimising event costs – including exploring the use of free spaces for community events.

Delivery – Activity will begin immediately, with a Campaign Manager engaged as soon as is practicable. The campaign will be run in four stages – with a focus on information-gathering and relationship-building until the end of May 2024, pre-campaign targeted outreach June to August 2024, the registration campaign September to November 2024, then candidate engagement and turnout through to 20 March 2025.

Evaluation – While many external factors may control outcomes in this application, we intend to see a substantial increase in the performance measures outlined above. As in the previous elections, we will evaluate effective activities and channels of resources to inform future campaigns.

Reporting – While Policy and Resources Committee will receive an update prior to the start of the registration campaign in September 2024 and subsequent to the election in March 2025, its Communications & Corporate Affairs Sub-Committee will

receive more regular information, as part of the update report of the Corporate Communications and External Affairs division. The final progress reporting forms will be completed as specified by the new policy.

Repeat Expenditure – Previous election cycles have seen election engagement work funded through Committee Contingency, including the 2021/22 elections. This funding was successful in significantly increasing the size of the Ward List and other engagement objectives. There is no local risk budget for election engagement.

Benefit Sustainment – Engaging people in our democratic processes, either as potential voters or candidates, helps to create habits of engagement and strengthens the long-term connections between the City of London Corporation and our citizenry.

Committee(s)	Dated:
Communications and Corporate Affairs Sub Committee (Policy & Resources) – For information	28 February 2024
Policy and Resources – For information	18 March 2024
Subject: Memberships and subscriptions	Public
Which outcome in the City Corporation’s Plan does this proposal aim to impact directly?	Corporate Plan outcomes 2-10
Does this proposal extra revenue and/or capital funding	No
If so, how much?	N/A
What is the source of the funding	N/A
Has this Funding Source been agreed with the Chamberlain’s Department	N/A
Report of: Executive Director of Communications and External Affairs, Executive Director of Innovation & Growth (IG) and the Remembrancer	For Discussion
Report author: Kristy Sandino, Assistant Director Corporate Affairs Daniel O’Byrne, Strategic Operations Director Bruce Hunt, City Remembrancer’s Office	

Summary

As part of the City of London Corporation’s external engagement strategy on City Corporation strategic areas of interest, a number of memberships and subscriptions are held across various City Corporation teams.

The Communications and Corporate Affairs Sub Committee considered a report at its meeting in November 2023 setting out the City Corporation’s relationship with think tanks. This report complements that one and provides a broader overview of corporate memberships and subscriptions.

For Members’ awareness, a further paper will be submitted to Policy and Resources Committee in March 2024 on the City Corporation’s Partnership Organisations. These are bodies which the organisation provides funding to and, in return, receives benefits beyond those conferred by a membership or subscription model.

It is noted to Members that a similar activity, led by the Deputy Town Clerk, is underway in respect of capturing and updating all of the City Corporation’s associated “Outside Bodies”. The initial activity is being overseen by the Civic Affairs Sub-Committee with proposals to come forward to Policy & Resources in due course.

As part of the activity being undertaken by the Deputy Town Clerk, it is likely that some commonality and consistency of approach in respect of assessing any return on

financial or resource contribution, thereby enabling informed value judgments on continued involvements, might be identified and thereafter be applied across the piece. This will help ensure that the City Corporation understands collectively the extent of the bodies with which it is engaged, and can prioritise ongoing engagement as required in the event of resource pressures.

The memberships and subscriptions described in this paper are reviewed within the context of annual business planning to ensure their ongoing relevance and alignment with the City Corporation's strategic objectives as well as value for money.

Recommendation

Members are asked to:

- Note the current memberships and subscriptions.

Main Report

Background

1. The City of London Corporation engages regularly with third party organisations, financial and professional services organisations, government and policy makers, think tanks and other relevant membership bodies.
2. The engagement serves three core purposes:
 - a. To proactively engage and contribute in senior level discussions across various ecosystems about the City Corporation and its strategic priorities.
 - b. To proactively communicate the City Corporation's strategy and provide engagement opportunities and platforms for senior spokespeople.
 - c. To afford wider opportunities for Members and Officers to engage through events, conferences or other bespoke meetings.
 - d. To learn and gather information that is relevant to the Corporation and its strategic priorities to be disseminated internally, where relevant and appropriate.
3. These relationships are held across the wider City Corporation, predominantly in teams within Innovation & Growth (IG), Corporate Affairs and Remembrancer's, and further the aims of the overarching Corporate Plan as a whole.
4. This report focuses solely on memberships and subscriptions and does not include organisations to which the City Corporation provides formal funding as part of a wider strategic partnership.
5. Some organisations operate a subscription and/or membership model with associated costs. These are reviewed regularly to ensure alignment with the City Corporation's strategic priorities as well as with its policy objectives.

6. It is important for the City Corporation to be able to access a range of information, expertise and views to inform its own strategic decision-making processes. Organisations or membership bodies that are engaged reflect the need for the Corporation to operate across the political spectrum.
7. The organisations or membership bodies reflect the Corporation's target markets as well as the need for the Corporation to be well briefed across wider policy agendas.
8. Following a long period as a member of the Industry Advisory Group to the All Party Parliamentary Group (APPG) on Financial Markets and Service, the Corporation has successfully bid to take over the administration of this APPG. This will be managed through the Remembrancer's Office. This move secures the future of the group, which has been the leading cross-party voice for wholesale financial markets and services in Parliament for over 20 years. This provides both the sector and the Corporation an established vehicle for outreach both in the run up to and after the general election.

Current Position

9. Across the above departments, the City Corporation currently holds memberships or subscriptions with the following organisations or groups:

Innovation and Growth

- Confederation of British Industry (CBI)
- British American Business
- OnePolicyPlace
- EU-UK Forum
- British Chamber of Commerce EU & Belgium
- QED Brussels
- The Centre for European Policy Studies
- The Future of Sustainable Data Alliance

Remembrancer's

- Industry and Parliament Trust
- Commonwealth Enterprise and Investment Council (CWEIC)
- The Financial Markets Law Committee (FMLC)
- Standing International Forum of Commercial Courts (SIFoCC)
- The UK Soft Power Group

Corporate Affairs

- Chatham House
- Centre for London
- International Business and Diplomatic Exchange
- Local Government Information Unit
- New Financial (including our sponsorship of the Women in Finance Charter)
- New Local
- Onward
- Progressive Britain

- Whitehall and Industry Group

Environment, Planning and Development

- Opportunity London

Equality, Diversity and Inclusion

- Stonewall
- Social Mobility Foundation

10. Additional detail on our memberships and subscriptions can be found at **Annex 1**.

11. Per the November Communications and Corporate Affairs Subcommittee, the Corporate Affairs Team committed to sighting the Committee on costs of the current think tank memberships, which can be found for information at **Annex 2**.

Proposals

12. The City of London Corporation will continue to engage with a range of policy makers, policy influencers and membership organisations across the geo and domestic policy spectrum.

13. This activity will be aligned to core strategic policy priorities of the organisation, including the Corporation's Competitiveness strategy, and be managed by a joint group of Officers from across Innovation and Growth, Planning, Corporate Affairs and Remembrancer's. Updates will be provided as part of the regular departmental reports to the Communications and Corporate Affairs Sub Committee.

Corporate & Strategic Implications

14. This activity, these platforms, engagements and communications opportunities support the delivery of the City Corporation's agreed policy agenda as set out in the Corporate Plan.

15. It also provides wider opportunities for Members and Officers to engage through events, conferences or other bespoke meetings. In turn, it provides the chance to learn and gather information that is relevant to the City Corporation and its strategic priorities to be disseminated internally, where relevant and appropriate. It also provides us reputational benefits, aids in increasing visibility and understanding of the City Corporation's contribution and wider impact.

16. This work would also help deliver outcomes 2 – 10 of the 2018-23 Corporate Plan.

Resource Implications

17. No resource implications arise from the recommendations in this report. The majority of the resources utilised for the memberships and subscriptions are deployed from the local risk budget of the identified department.

Risk Implications

18. Given the spread of activity across business, policy and key markets, the risk is currently assessed as low, but is kept under review. The City Corporation mitigates risk by ensuring a balance across the organisations it works with, particularly those in the political ecosystem.

Equalities Implications

19. No equalities implications have been identified although we have the opportunity to use platforms afforded by memberships to showcase our work on Equality, Diversity and Inclusion (EDI).

20. No new legal, security or climate implications arise from the recommendations in this report.

Conclusion

21. Members are asked to note the work of the Communications and External Affairs, Innovation and Growth, and Remembrancer teams in relation to the memberships and subscriptions held across policy related organisations to further the aims of the overarching Corporate Plan as a whole.

Appendices

Annex 1: Additional Detail on Memberships and Subscriptions

Non-public Annex 2: 2023 – 2024 Think Tank Corporate Membership Costings

Background Papers

Think Tank Review and Membership 2023/2024 to the Communications and Corporate Affairs Subcommittee November 2023.

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ANNEX 1 – Additional Detail on Memberships and Subscriptions

1. A separate Think Tank Review and Membership 2023/2024 Paper went to the Communications and Corporate Affairs Subcommittee in November 2023. Memberships held in Corporate Affairs are reviewed on a per annum basis, with Members given the opportunity for feedback every Autumn. Wider Memberships and Subscriptions are also reviewed annually by P&R.
2. The Confederation of British Industry (CBI) is a cross-sectoral business organisation whose membership includes firms and trade associations. It maintains it speaks on behalf of 170,000 businesses. The City of London Corporation has been a member of the CBI since 2004, paying an annual membership fee. The City Corporations membership has been discussed at recent Policy and Resources Committees and, after a recent suspension of Membership due to a series of sexual misconduct claims, the annual subscription renewal was agreed at January 2024 P&R.
3. British American Business is a valuable partner for the Corporation on our US policy work. We have recently accepted an invite to join their new Financial & Professional Services subcommittee and it is an important relationship to retain.
4. QED Brussels is an event coordination and management service. They are well connected in the Brussels ecosystem, and their events often include speakers from European Commission and the European Parliament. Our Annual Membership includes being invited to attend in-person and hybrid events on a series of relevant topics like financial service regulation, sustainability and digitalisation. The membership also includes event speaking opportunities (10-minute presentation and participation in panel discussion). It is an important relationship to retain.
5. The Centre for European Policy Studies (CEPS) is a Brussels-based think tank with areas of expertise that include among others: finance, economic and monetary affairs, trade, digitalisation and climate change. We are members of CEPS and the European Capital Markets Institute (ECMI), an independent think-tank CEPS. CEPS is strongly linked to the European Commission. We benefit from this by meeting key Commission officials at their events and task forces. We are running an event with CEPS at the end of the March. It is an important relationship to retain.
6. OnePolicyPlace (OPP) supports our work and provides daily, personalised, updates on the EU files that are of interest to us. This includes changes in legislation, summaries of meetings and committees etc. It also provides us with a daily newsletter that includes events that may be of interest. It is a valuable source of information.
7. British Chamber of Commerce EU & Belgium facilitates bilateral business & trade between the UK and Belgium. They often host officials from European institutions at their events. We strongly support their work and have been collaborating with them for a long time on a series of events and meetings. We

want to strengthen our relationship in the next months (e.g., by participating in some of their committees) and see the relationship as strategically important.

8. The rationale for the relationships with Chatham House, Centre for the Study of Financial Innovation, Local Government Information Unit, New Financial, New Local, Onward, Whitehall and Industry Group, and International Business and Diplomatic Exchange were laid out in the 31/10/22 (see Appendix 1) (Item 7 – Think Tank Review and Membership 2022/2023) to the Communications and Corporate Affairs Subcommittee.
9. The Industry and Parliamentary Trust (IPT) is an independent, non-lobbying, non-partisan charity that provides a trusted platform of engagement between Parliament and UK business. The IPT is dually supported by cross-party representation of senior parliamentarians on its Board of Trustees, and through the patronage of its industry supporters. The IPT is non-party political and works with all parliamentarians and businesses of any sector or size. The City Corporation's membership provides a platform for a senior City spokesman at 6 events per year across the range of City Corporation policy interests.
10. In 2015, the City Corporation became a founding partner in the establishment of the Commonwealth Enterprise and Investment Council (CWEIC). The City has enjoyed a longstanding association with the Commonwealth and involvement with CWEIC represents the latest significant development in that relationship.
11. The FMLC was originally set up as an initiative of the Bank of England and the Corporation to identify issues of legal uncertainty in the financial markets, in recognition of the importance of this issue to the reputation of London as an international financial centre and the position of English Law as its transactional tool. It has since been conferred with charitable status with an added educational objective of increasing understanding of the operation of the financial markets. Members of the Committee are drawn from the judiciary, and City law firms with representatives of the Treasury, Bank of England and regulators, all serving unpaid in a personal capacity. The City Remembrancer provides advice in that capacity. The Committee is financed by voluntary contributions from the City firms which also provide the staff for the secretariat.
12. The Standing International Forum of Commercial Courts (SIFoCC) is a judicial initiative to support the rule of law. SIFoCC continues to facilitate collaboration between the world's Commercial Courts, to promote and support best practice and the just and effective resolution of commercial disputes. It does so by organising conferences whereby Judges representing each country convene together every 12-18 months. The Secretariat further supports an agreed programme of work that continues in between such conferences. The Secretariat also continues to run a Judicial Observation Programme. The programme enables a small number of younger, relatively junior judges from around the world to shadow the work of judges in London thus learning from experienced judges based in established courts.

13. The UK Soft Power Group (UKSPG) is the premier group representing non-governmental UK-based soft power assets. A membership-based organisation, the group seeks to provide a conduit for the members to speak to, and with, government and parliament figures, as well as to the UK's diplomatic corps. The British Council is a co-convenor of the UKSPG with the British Foreign Policy Group (BFPG).
14. Opportunity London an initiative jointly led and funded by the Mayor of London, London Councils and the City of London Corporation. It promotes sustainable investment in property, regeneration and green infrastructure across London's boroughs and communities; providing a united front to investors by collectively showcasing London as an attractive destination to invest and by building long-term relationships with strategic investors. Opportunity London brings key stakeholders together to encourage external investment to deliver long-term prosperity to our city.
15. Stonewall is a charity that advocates for LGBT rights in the UK. The organisation campaigns on a number of LGBT issues and holds the Diversity Champions Programme and LGBTQ+ Workplace training for employers. The City Corporation's membership is currently under review by the Equality, Diversity and Inclusion Team and it is proposed it is raised at the EDI sub-committee for further discussion.
16. Social Mobility Foundation is a charity that supports students from low-income backgrounds to get into top UK universities. Membership of the Social Market Foundation gives the Corporation the opportunity to showcase our work on Equality, Diversity and Inclusion. It is also useful for benchmarking purposes, it gives access to relevant resources like events, toolkits, and webinars, and it allows us to understand good practice across a range of sectors.

Committee(s): Communications and Corporate Affairs (Policy & Resources) Committee – For Discussion	Dated: 28/02/2024
Subject: Parliamentary Team Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	6,7,8,9,11
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Paul Wright, City Remembrancer	For 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 15th November 2023.

Recommendation(s)

Members are recommended to note the report.

Main Report

Legislative Programme Update

1. The November 2023 King’s Speech, delivered shortly before the last meeting of this sub-committee, presented a smaller legislative agenda than that of the previous session. The number of proposed Bills in the Speech recognised the limited parliamentary sitting time before a dissolution. When an election is called, the Government has a limited period in which to “wash up” and pass Bills. Those not passed will fall.

2. As well as the Bills announced at the King’s Speech, the Government has introduced legislation to respond to topical events and other policy priorities, including the **Post Office (Horizon System) Compensation Act 2024**, which passed all its substantive stages in a month, and the **Safety of Rwanda (Asylum and Immigration) Bill**, in response to the Supreme Court’s November 2023 ruling. While of limited direct relevance to the City Corporation’s interests, debate and legislation on these topics have impacted parliamentary time available for other priorities.

3. Conversely, the King's Speech did not contain some measures that were expected. A pension reform Bill was absent, leading to discussion in the press as to whether this would impede the implementation of the Mansion House reforms. In January the City Minister indicated in the Work and Pensions Committee that a pensions Bill would be brought forward "when parliamentary time allows" following a question on defined benefit pension superfunds. Similarly, a Bill on audit reform, referenced in the 2022 Queen's Speech, was not present.
4. The below summary provides an update on current Bills of relevance to the City Corporation, further to a note on the King's Speech shared with members of the subcommittee at its last meeting.
5. **Criminal Justice Bill** – The Bill introduces a range of new powers for the police, such as the ability to confiscate bladed articles on private property, and creates new offences such as criminalising the taking of intimate images without consent. The City's main interest in the Bill are provisions relating to economic crime, will prohibit the possession and supply of SIM farms (defined as devices that can make calls and texts and hold more than 4 SIM cards at one time) that have no legitimate purpose. The City Police are very supportive of this measure and have undertaken several operations where SIM farms have been used to conduct scams. The Bill has made good progress and awaits Report Stage in the Commons, its first House. The Bill was reported to the Police Authority Board in early February, alongside other measures relevant to the City Police.
6. **Economic Activity of Public Bodies (Overseas Matters) Bill** - This is a carry-over Bill from the last session. The Bill fulfils the commitment in the 2019 Conservative manifesto to ban public bodies from imposing their own direct or indirect boycotts, divestment or sanctions campaigns against foreign countries. The Bill is cast in terms of preventing regard to territory-specific considerations if political or moral disapproval of overseas public authorities would be signalled as a result as regards certain economic decisions. Those economic decisions are "procurement decisions" (decisions about a contract for the supply of goods, services or works to the decision-maker) and "investment decisions". Investment decisions are defined as decisions about (a) the acquisition by the decision-maker of an asset wholly or principally for purposes of investment, or, (b) the management, retention or disposal by the decision-maker of an asset held wholly or principally for such purposes. The Remembrancer submitted evidence at Committee Stage in the House of Commons as regards the definition of public body and the meaning of an "investment" decision in terms of what decisions are in the scope of the Bill. The Bill awaits Second Reading in the House of Lords and the Remembrancer will be considering whether to make any further submission for Second Reading or Committee Stage in the Lords.
7. **Pedicabs (London) Bill** – Building on a campaign by City MP Nickie Aiken, this government Bill introduces controls on pedicabs in London. The Bill gives TFL powers to regulate pedicabs and provides that ministers may issue guidance to TFL on how to regulate. The Bill applies only to pedicabs operating within the TFL area.

8. **Trade (Comprehensive and Progressive Agreement for Trans-Pacific Partnership) Bill** – A technical Bill to facilitate UK accession to CPTPP is making swift progress through parliament and is likely to receive Royal Assent before the next meeting of this committee.
9. **Victims and Prisoners Bill** - The Bill, which was carried over from the previous session, places the key principles of the Victims' Code in primary legislation and sets out the minimum level of service victims can expect from criminal justice agencies, among other related measures. The Bill is at Committee Stage in the House of Lords, its second House.
10. **Freehold and Leasehold Reform Bill** - This large Bill is currently in its first House, the House of Commons, and will have its Report and Third Reading stage in late February. It is primarily of interest to the Corporation in its role as a local authority and as a freehold owner (in its private capacity). Part of the Bill is aimed at empowering leaseholders by making it cheaper and easier for existing leaseholders in houses and flats to extend their lease or buy their freehold, increasing the standard lease extension term from 90 years to 990 years for both houses and flats, with ground rent reduced to a peppercorn, removing the requirement for a new leaseholder to have owned their house for two years before they can extend their lease or buy their freehold and for flats before they can extend their lease and increasing the 25 per cent 'non-residential' limit preventing leaseholders in buildings with a mixture of homes and other uses such as shops and offices, from buying their freehold or taking over management of their buildings - to allow leaseholders in buildings with up to 50 per cent non-residential floorspace to buy their freehold or take over its management. The Bill also has provisions that improve leaseholder consumer rights, such as requiring greater transparency regarding leaseholders' service charges so that all leaseholders receive minimum key financial and non-financial information on a regular basis, including introducing a standardised service charge demand form and an annual report, so that leaseholders can scrutinise and better challenge costs if they are considered unreasonable, replacing buildings insurance commissions for managing agents, landlords and freeholders with transparent administration fees, scrapping the presumption for leaseholders to pay their landlords' legal costs when challenging poor practice and granting freehold homeowners on private and mixed tenure estates the same rights of redress as leaseholders – by extending equivalent rights to transparency over their estate charges and to challenge the charges they pay by taking a case to a Tribunal. The Bill has been flagged to relevant Children and Community Services colleagues: the Remembrancer has also engaged with DHLUC, the relevant Government Department for this Bill, to ensure that reference in the Bill to the Common Council appropriately catch it only in its role as a local authority and housing authority.
11. **Arbitration Bill** - The Bill makes technical changes to the Arbitration Act 1996, including providing clarity that the law governing an arbitration “will, unless the parties agree otherwise, be the law of the seat of arbitration” as well as introducing a “statutory duty on arbitrators to disclose circumstances that might reasonably give rise to justifiable doubts as to their impartiality.” A technical Bill

proposed by the Law Commission, the Bill commanded wide support in the Lords at Second Reading Committee (a special procedure for non-controversial Law Commission-initiated Bills where debate on Second Reading takes place away from the main chamber). It awaits its formal Committee stage.

12. **Renters (Reform) Bill** - This large Bill is currently in its first House, the House of Commons, and it has completed Committee Stage. The individual policies in the Bill include the abolition of 'no fault' evictions and fixed term tenancies, mandating that landlords must provide a written statement of terms setting out basic information about the tenancy and both parties' responsibilities while retaining both parties' right to agree and adapt terms to meet their needs, reforms the grounds for possession with the intention of ensuring they are comprehensive, fair, and efficient and requires landlords not to unreasonably withhold consent when a tenant requests to have a pet in their home, with the tenant able to challenge a decision. It also enables the government to approve or designate one or more redress schemes which all private landlords who rent out property on an assured or regulated tenancy in England will be required to join, regardless of whether they use an agent. It is worth noting that clause 18 of the Bill makes consequential amendments relating to accommodation for homeless people/duties of local authority by amending Part 7 of the Housing Act 1996 to reflect the repeal of fixed term tenancies and the removal of no fault evictions. It does this by amending sections 193B and 193C of the Housing Act 1996 deal with what happens when a person, who is owed either the prevention or relief duty, deliberately and unreasonably fails to cooperate with the local housing authority. The Bill was flagged to relevant officers in Children's and Community Service but it is not of direct concern to the Corporation as it primarily concerns reforms for private renters. However, the Remembrancer has engaged with DHLUC, the relevant Government Department for this Bill, to ensure that reference in the Bill to the Common Council appropriately catches it only in its role as a local authority and housing authority.
13. **Automated Vehicles Bill** -The Bill awaits Third Reading in its first House, the House of Lords. The Bill will provide the framework for the safe deployment of self-driving vehicles and deliver one of the world's most comprehensive legal frameworks for self-driving vehicles, with safety at its core. Under the Bill, local authorities will be required to send the legal orders they make (for example, to set speed limits, close roads and designate parking bays) to a central publication platform. This data will be used to create a digital map of the road network to support the safe operation of self-driving vehicles. The Bill will therefore impose some new duties on the Corporation in its role as a local authority and will be flagged to relevant officers in the Environment Department in due course.
14. Two carried-over Bills, the **Digital Markets, Competition and Consumers Bill** and the **Data Protection and Digital Information (No.2) Bill** have also made progress, with both at Committee Stage in the House of Lords.
15. Amongst Private Members' Bills of relevance to the City, Julie Elliott's (Lab) **Building Societies Act 1986 (Amendment) Bill**, shows promise that it may progress, with Committee Stage taking place in early February. The Bill would

enable building societies to raise more funds from sources other than member savings and bring some administrative rules in line with those which apply to banks. The Bill largely mirrors proposals the Government consulted on during 2022 and has been welcomed by the industry, including Nationwide and the Building Societies Association. Another measure, proposed by former pensions Minister Baroness Altmann (Con), the **Alternative Investment Fund Designation Bill**, would amend the Alternative Investment Fund Managers Regulations 2013 to remove Listed Investment Companies from Alternative Investment Fund designation. However, the Bill does not show signs of progressing and is without a date for Second Reading, despite Altmann asking a question on the Bill in the House in February.

City Corporation Private Legislation

16. The **City of London (Markets) Bill** received its Second Reading on 6 February 2023 without debate, and was subsequently carried over into the current parliamentary session. The London Borough of Havering lodged a petition objecting to any retail trade at the new site and contending the new market infringes their market rights. Negotiations have been protracted. Resolution by agreement consistent with the City's need to retain flexibility in the way the site operates is still being sought but may not ultimately be possible in which case the petition will have to be decided by a parliamentary bill committee. Parliament has a discretion to carry over a Bill into the next Parliamentary session where appropriate.

Forward Look and Engagement Update

17. In December, following consultation with the Chair and Deputy Chair of Policy and Resources, the Office successfully bid to take over the administration of the All Party Parliamentary Group for Financial Markets and Services. This secures the future of the group, which has been the leading cross-party voice for wholesale financial markets and services in Parliament for over 20 years.
18. The group will continue to be led by its Industry Advisory Group (of which the Corporation has been a member for a number of years) and its parliamentary members. However, the City's new position provides an excellent opportunity to add weight to the Corporation's role as convenor of the UK's FPS sector. The Corporation will play a closer role in constructing the APPG's agenda of events. The APPG provides both the sector and the Corporation with an established vehicle for outreach both in the run up to and after the general election. A new chair of the APPG will be elected in due course, following the appointment of previous chair Bim Afolami as City Minister.
19. Opportunities for engagement with the new House of Lords Financial Services Regulation Committee, formed in January, will be explored. Formation of the Committee, which envisaged by the Financial Services and Markets Act 2023, follows discussions between the Commons and the Lords about the future parliamentary scrutiny of financial services regulation, where the Commons

objected to proposals for a joint committee of both Houses. The Policy Chairman has written to the Chairman of the Committee, Lord Forsyth of Drumlean (Con), with the offer of an introductory meeting.

20. The Office coordinated a briefing for Nick Collier, Managing Director of the Brussels office, ahead of an appearance at the House of Lords International Agreements Committee regarding the UK-Switzerland Financial Services Agreement. Speaking alongside TheCityUK's Nicola Watkinson and the Association of British Insurers' Carol Hall, the session covered engagement with industry during the negotiation of the agreement, opportunities for similar agreements with other states, and discussion of the merits of mutual recognition agreements to equivalence decisions.
21. Preparations are underway for the City of London Police's appearance at the Home Affairs Committee, as part of their inquiry into fraud. Representatives from the City of London Police are likely to be AC Nik Adams and Service Delivery Director Chris Bell. In 2023, City Police representatives spoke to the Committee in a private session prior to the launch of the inquiry, and submitted written evidence to the inquiry.
22. The Office supported wider outreach of the Corporation's Benchmarking analysis report "*Our global offer to business: London and the UK's competitive strengths supporting economic growth*". The report was shared with key parliamentary stakeholders, including the Chair of the Treasury Committee and the Chair of the new Lords Financial Services Regulation Committee. The report's various findings will also be integrated into briefings issued to parliamentarians ahead of debates.
23. The City's engagement in support of green and open spaces will include data from the new "Natural capital assessment of the City of London Corporation's open spaces" report.
24. Regular briefing of parliamentarians ahead of debates in either House will continue. Recent topics of briefings include financial education, UK industrial policy, the value of the UK's cultural sector, and capital markets.
25. The Policy Chairman spoke at a meeting of the Industry and Parliament Trust on the subject of developments in the financial sector. He spoke about the importance of innovation and urged support from Westminster's politicians. CPR spoke alongside Mark Hoban, Chair, Pay.UK and former Treasury Minister. Lord Tyrie, former chairman of the Treasury Select Committee chaired the event.
26. The Order in Council required to implement the new parliamentary constituency boundaries was made at a meeting of the Privy Council on 15th November. The new boundaries accordingly came into force on 29th November 2023 and will form the basis of the constituencies to be fought at the next General Election.
27. 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 came into force at the end of December 2023. Practical implications of the amendment for Members is being addressed and a paper has been prepared for the Member Development and Standards Sub-committee and Policy and Resources Committee to seek approval for relevant amendments to the Standing Orders (under urgency). All elected Members have been issued with a summary of the revised position.

William Stark

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Committee(s): Policy & Resources Committee – For Decision Communications and Corporate Affairs Sub-Committee – For Discussion	Dated: 18th January 2024 28 th February 2024
Subject: Draft High-Level Business Plan 2024/25 – Remembrancer’s Office	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	6, 7, 10, 11
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: City Remembrancer	For Discussion
Report author: Ruth Pinner Remembrancer’s Office	

Summary

This report presents for approval the high-level Business Plan for the Remembrancer’s Office for 2024/25.

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Remembrancer’s Office Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2024/25.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2024/25, the high-level Business Plan has been further evolved to describe the funding and people resources associated with each priority workstream. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel. The Corporate Strategy and Performance Team

is working closely with departments to ensure that all Departmental Business Plans are aligned with Corporate Plan 2024-29.

Draft final high-level Business Plan for 2024/25

3. This report presents, at Appendix 1, the draft final high-level Business Plan for 2024/25 for the Remembrancer's Office.

The Remembrancer's Business Plan has been developed with an understanding of Members' wishes for engagement through City events and the annual ceremonial programme, as well as the requirement for optimising the commercial aspect of Guildhall events. Parliamentary activity undertaken by the Office reflects current Corporate priorities and is reported regularly to the Communications and Corporate Affairs Sub Committee of Policy & Resources. Regular consultation is held with the Chief Commoner and Chair of the Civic Affairs Committee to confirm direction of work.

The priorities for the Business Plan are driven by the needs of the City Events programme, which is determined by Members throughout the year, and the legislative and political requirements from Parliament as well as the City's wishes for engagement or representation.

A range of events programmed throughout the year are scheduled to support the Corporate Plan and Priorities. The parliamentary work planned for the forthcoming year is also aligned with the Corporate Plan and carrying out in collaboration with other departments. In addition, the Remembrancer's Office is continually working with a range of departments to deliver events which assist in the achievement of priorities. As the Centre of Profession for Events, there is ongoing work through the Head of Event Strategy to ensure that plans are cross-cutting and take advantage of efficiencies identified.

The majority of costs within the Office are staffing, but staff resources are required in order to deliver the programme of events, engagement and representation. The Remembrancer's Office is dependent upon income generation to supplement operating costs and is maintaining a careful balance with this.

Income generated is compared to previous years with the overall objective to improve year-on-year. Surveys are routinely sent to those hiring venues at Guildhall, and to guests at City events. Responses are analysed and feedback acted on where it is possible to do so. Parliamentary activity is more difficult to measure as the work of the team is reactive to the Government's legislative programme and the underlying political environment.

It is difficult to measure the performance of the Remembrancer's Office as the majority of outcomes are qualitative, with the exception of KPIs such as income generation targets. The Remembrancer's Office is committed to continually looking for methods of gaining feedback from events and attendees to ensure service delivery is of the highest standard and also value for money.

Departmental Operational Property Assets Utilisation Assessment

4. The Remembrancer's Office occupies the first floor of the West Wing and Guildhall, as well as a small team based on the 2nd floor within the committee corridor. The space consists of the Remembrancer's Office and small bedroom, Deputy and Assistant Remembrancer Offices and an open plan office. In addition to office space, the Remembrancer's Office also utilises and oversees the Wine Store, Strong Room, and Members Changing and Gown Stores.

Throughout 2023, there has been a need to install and additional five desks across the office to meet demand. A survey was carried out to monitor the occupancy levels of desks/workstations over a 2 week period in September 2023.

The Remembrancer's Office staff are Workplace+ workers, spending four days in the office, although this can increase to five days at certain periods of the year to meet operational requirements. This factor, along with the return from maternity and introduction of new positions, means that workspaces can be at a premium and there is a pressure on ancillary space for equipment/storage, personal lockers, welfare and private meeting space.

These requirements and demands for additional secure space, means that the Remembrancer's Office is keen to work with the City Surveyor's Department on any future development works as part of the Guildhall Refurbishment Project.

Corporate & Strategic Implications

The Remembrancer's Office works to maintain the constitutional integrity of the City of London and in so doing, supports all of the outcomes in the City's Corporate Plan either through its parliamentary and diplomatic activity or through its City events programme. Strategic priorities and commitments are expressed in **Appendix 1**.

Security implications

There are currently no security implications identified as a result of the business plans and budgets.

Financial implications

The draft high-level summary Business Plan at **Appendix 1** has been drawn up on the basis of a 12% reduction in the departmental budget compared to 2020/21. This is to support the achievement of the TOM savings.

Public sector equality duty

There are currently no equalities or diversity implications identified as a result of the business plans and budgets.

Resourcing implications

There are currently no resource implications deriving from the Business Plan. However, we are experiencing industrywide pressure on the recruitment of experienced professionals following the revival of the hospitality sector post pandemic.

Conclusion

This report presents the high-level Business Plan for 2024/25 for the Remembrancer's Office for Members to consider and approve.

Appendices

- Appendix 1 – Final high-level Business Plan 2024/25

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Remembrancer's Office

The City Remembrancer is one of the City's Law Officers, its Chief of Protocol and a Parliamentary Agent. The Office is also responsible for organising events and hospitality on behalf of the City Corporation.

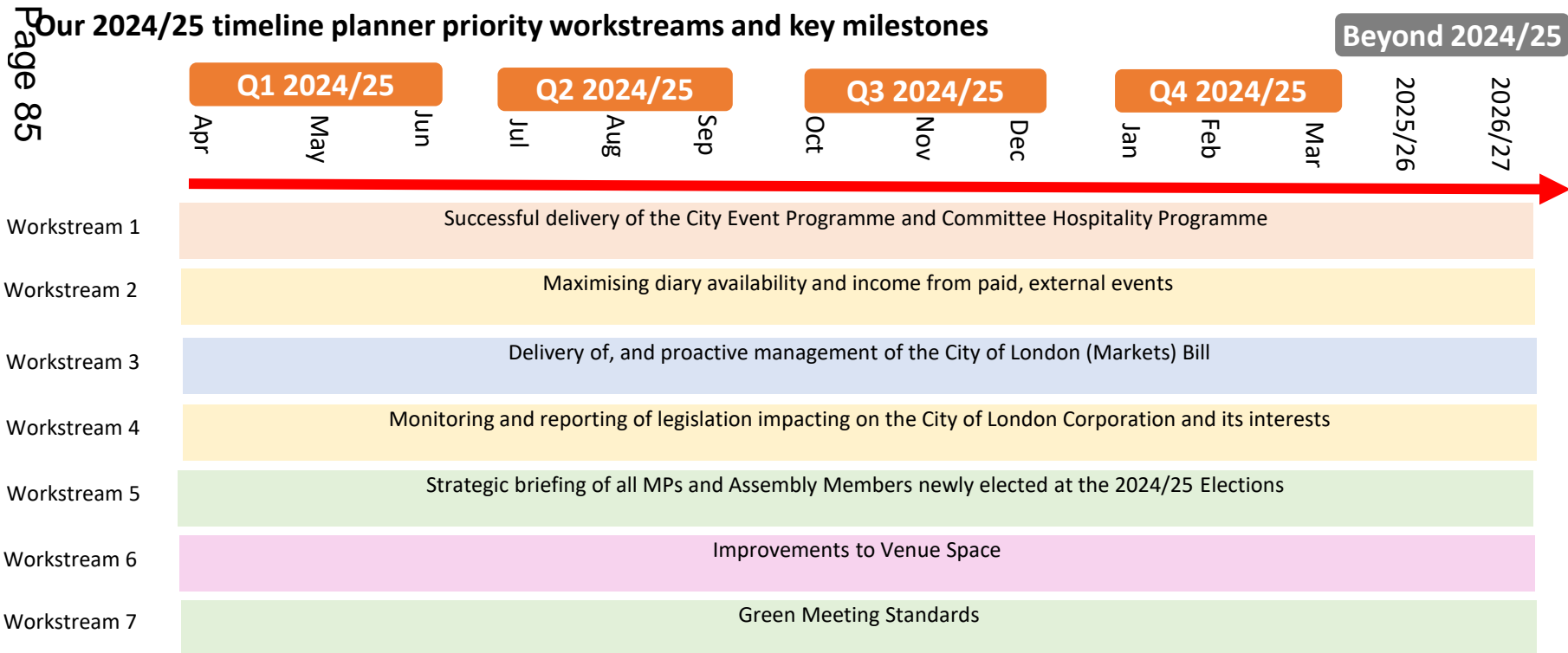
Our aims and objectives are...

- To maintain the constitutional integrity of the City of London.
- Scrutinise all government legislation, represent the City's views and provide evidence to Parliament, its committees and GLA committees and promote the City's private legislation.
- Deliver events that support the interests of the City and the UK.
- Liaise with the Royal Household and the London Diplomatic Corps
- Generate income from private use of Guildhall.
- Provide a service for the City's elected Members including arrangements for Committee events and Common Hall.

What's changed since last year...

- The succession plan for the City Remembrancer has taken place.
- Two apprentices have completed their training and moved into F/T posts.
- Two new apprentices have been appointed.
- Head of Event Strategy now in post.
- The Markets Bill has been introduced and received its Second Reading in the House of Commons.
- Events bookings have returned to pre-pandemic levels.
- The State Visits programme has resumed under the new Monarch.
- The approved caterers list has been updated to include 2 community-based caterers

Our 2024/25 timeline planner priority workstreams and key milestones



Our major workstreams this year will be

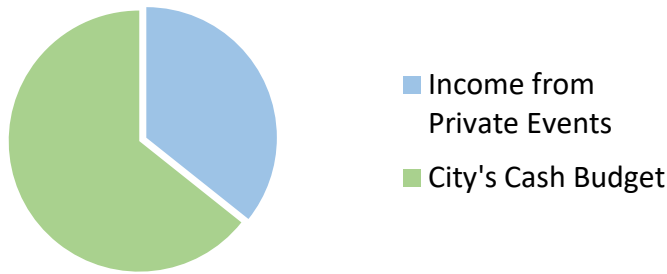
Workstream Name	Priority #	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Successful delivery of the City Event Programme and Committee Hospitality Programme	1	17%	24%	Political priority/Key strategic outcome or will be a key link to Corporate Plan 2025-30 outcomes	Medium and long term planning impacted by ongoing unforeseen events and conflicting priorities.	Positioning the City as a welcoming, diverse and accessible place that is open to everyone, as well as being the centre of the UKs trading and financial services industries.	An overall event satisfaction rate of 90% and above as indicated by the post-event survey.	Quarterly	95%	
							Increase survey response rate	Quarterly	25%	20%
							Increase gender diversity of overall guest lists	Quarterly	40%	35%
							Ensure diversity of guest speakers across the full event programme.	Quarterly		
Maximising diary availability and income from paid, external events	1	18%	24%	Income Generation	Demand continues to increase for in person events. Number of events from internal enquiries are maintained, reduced.	With continual budgetary pressures, increase in hire income will assist with the maintenance and conservation of the venue spaces while helping to offset event related costs for internal departments	Increase in Commercial Income	Quarterly		
							Increase Average Income per event	Quarterly		
							Increase conversion rate of enquiries to bookings	Quarterly		
Delivery of, and pro active management of the City of London (Markets) Bill	1	4%	3%	Political priority/Key strategic outcome or will be a key link to Corporate Plan 2025-30 outcomes	Subject to timetabling of Parliamentary stages by House Authorities, needing input and agreement of outside stakeholders e.g. petitioners	The Bill will, so far as within REM's control, make timely progress with issues identified rapidly	The Bill will hit its milestone targets re Parliamentary passage, unless external factors beyond our control, directly affect that	Annually	100%	
							Member will be kept regularly informed of progress/blockers to progress via appropriate Committees	Quarterly	100%	100%
Monitoring and reporting of legislation impacting on the City of London Corporation and its interests	2	5%	14%	Political priority/Key strategic outcome or will be a key link to Corporate Plan 2025-30 outcomes	Government's legislative programme; Committee schedules	Members will be informed of upcoming legislative change.	All legislation impacting on the City Corporation or its interests will be reported to the relevant service committee(s) within 2 months of Royal Assent	Quarterly	100%	
							Common Council will be informed of all measures introduced into Parliament which may have an effect on the work and services provided by the City Corporation	Quarterly	100%	
Strategic briefing of all MPs and Assembly members newly elected at the 2024/25 Elections	2	3%	4%	Political priority/Key strategic outcome or will be a key link to Corporate Plan 2025-30 outcomes	Subject to timetabling of Elections and engagement from individuals	MPs and Assembly Members will be aware of the City Corporation and its relationship with Government and London Assembly.	Bespoke briefing offered to all Members of the Assembly elected in May 2024 All new MPs written to following the General Election with a bespoke briefing offered to those with a City asset in their constituency, or where there is a known interest in FPS issues.	Annually	100%	
Improvements to Venue Space	3	1%	3%	Income Generation	Funding availability. Capacity of City Surveyors	Enhanced facilities will encourage clients to hire GH, ensure venue remains competitive.	Install new AV System across venue spaces	Annually		
							Install new Wifi System across venue spaces	Annually		
Green Meeting Standards	3	0%	3%	Climate Action	Funding availability and capacity of City Surveyors to implement improvements to the Guildhall complex (Improved insulation / heating facilities and water management)	Green Award logo will be used on online channels (website, social and UVL) and referenced by the event team during client meetings to encourage private hire of GH and ensure the venue remains competitive.	Achieve and maintain Gold Award Status	Annually	GOLD AWARD	SILVER AWARD

Medium Term Plans under consideration

Priority list (e.g. new legislation, services, projects, automation)	2025/26	2026/27	Funded or Unfunded
Ward Elections – New Member inductions	X		
Reviewing City's Election Procedures	X		
Lord Mayor's Show (INHOUSE)		X	
Potential temporary closure of event space (works)		X	

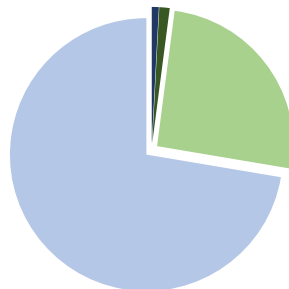
Where our money comes from

Total 2024-25 budget estimate allocation is £6.5 million



What we spend it on

- Transport Related Expenses
- Premises Related Expenses
- Supplies & Services
- Employees



Our Strategy and Cross-cutting strategic commitments

Competitiveness

- Working with Corporate Affairs, IG, OPC and other departments across the Corporation, the Office will continue to promote *Vision for Economic Growth* and ensure that the City's voice is heard in Parliament through briefings for debates, Select Committee submissions, liaison with APPGs, roundtables with party groupings and engagement with individual MPs.
- The Office will use the City events programme to promote competitiveness and by ensuring City events maximise opportunities for business engagement.
- The sources for and composition of guest lists for City events will be reviewed to attract starter and medium-sized businesses and emerging sectors.
- The Office will develop and maintain relations with key stakeholders, the London Diplomatic Corps and other influential bodies.

Cultural

- The City events programme will be utilised to highlight the City's cultural offer and draw attention to City Corporation initiatives.
- The Office will seek to engage with London's diverse communities through the events programme.
- Opportunities to expand on the City's interfaith work will be explored through events.
- The Office will work with colleagues across the Corporation to continue the successful delivery of the Lord Mayor's Show and fully utilise promotional opportunities presented by it.

Air Quality and Climate Action

- The Office will continue to work with Parliamentarians to develop measures to improve air quality in London.
- The Office will work to maintain and improve Green Meetings Standards Award for Guildhall.

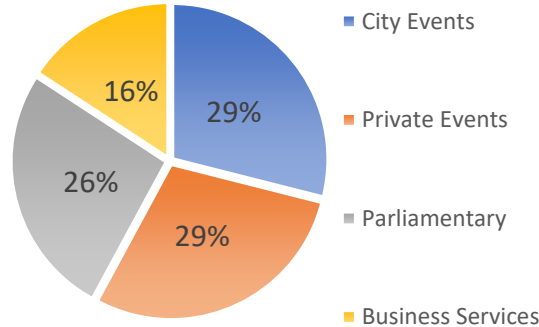
Cross-cutting

- The Office's work in Parliament will seek to further the aims of a number of the City Corporation's strategies by using briefings to MPs and submissions to Select Committees to raise awareness of initiatives and, where necessary, by seeking amendments to legislation that are relevant to City interests.
- The work of the Head of Event Strategy will further the strategic operational development and delivery of the City Corporation's programme of events, to align with and support the Corporation's strategic objectives, working collaboratively across events teams.

Our People

2022 Staff Engagement score: 69%

- Current Staff 38
- 35 Full-time, 3 Part-time
- 32% Male / 68% Female
- 20% over 50yrs, 35% under 30yrs
- 9 New Starters, 5 Leavers
- 2 Apprentices
- Bespoke departmental training sessions



Equality Diversity & Inclusion

Previously the Remembrancer's Office has sponsored the Multi-Faith Network, as well as providing Chairs and supporters to other staff networks including WIN and the new Social Mobility network.

Developed cross corporate knowledge with visits to LMA and Central Criminal Courts as well as Tower Bridge and Mansion house.

Provided opportunities for cross team work experience to ensure inclusion and development across the office.

Departmental EDI priorities

1. Arrange refresher EDI training for all staff
2. Work with EDI Team to identify potential opportunities for EQIA to be carried out
3. Ensure EDI is embedded in working practices across all teams
4. Ensure City events are accessible and welcoming to a broad range of audiences

Operational Property Utilisation Assessment

Asset name	Assessment Complete?	Assessment Completion Date
Guildhall	YES	September 2023

Our Work Location

Guildhall complex	37 FTE
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Total people resource is 37 FTE

Key Risks

Risk Title	Score
REM PRE 001 Income Generation	12
REM PA 001 Impact of UK-EU Relations on the legislative and regulatory landscape	8
CR10 Adverse Political Developments	8

		Impact				Total
		Minor	Serious	Major	Extreme	
Likelihood	Likely	3	3	0	0	6
	Possible	0	0	1	0	1
	Unlikely	0	1	2	0	3
	Rare	0	1	1	0	2



Our Stakeholders Needs



A world class and secure venue for hosting high profile events for VIP stakeholders.



A bespoke and meticulous event planning service.



A responsive business services team that understands the unique requirements of the office.



Timely engagement with MPs and Peers to ensure City of London policy priorities are aired in Parliament.



An efficient member facing attendants team.

Our Impacts



91% of attendees reported a new connection made

£1.8M Income Generated



"Met several people who I had not seen for ages because of Covid and restrictions, so great to feel the City is back to business again!"



163,000 Guests at Guildhall Events

"Good choice of panellists. Valuable information was shared. I would love to see more events like this."



Represented the City on 20 legal working groups

Over 150 individual briefings sent to MPs and peers



"It was such a positive and engaging event. I was able to meet many people across the Sikh community and discuss topical issues facing Sikhs"

12 Select Committees briefed



"Excellent event with a good selection of varied guests from across the services and industry"



4 Multi Faith Events

Partners We Work With



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Committee(s): Resource Allocation Sub-Committee for discussion Communications and Corporation Affairs Sub-Committee for information Planning and Transportation Committee for information	Dated: 24 January 2024 28 February 2024 5 March 2024
Subject: Considerate Lighting Charter Operational Property Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 5,11,12
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?	No
Report of: City Surveyor & Interim Executive Director for Environment	For Discussion
Report author: Graeme Low – Head of Energy and Sustainability Rob McNicol – Assistant Director of Planning Policy and Strategy	

Summary

The Lighting Supplementary Planning Document ('SPD') was adopted 24 October 2023, and this document includes a Considerate Lighting Charter ('Charter') which the City Corporation encourages those involved in lighting in the City, particularly the owners, managers and occupiers of existing buildings, to commit to.

The Charter is a voluntary commitment and includes nine actions for existing buildings to commit to ensure achieving the right light, in the right place at the right time in the City, and this includes turning lights off when not in use, particularly in internal commercial spaces outside of operational hours.

This paper includes a background to the Charter, implications for the relevant identified City buildings including a summary of potential costs, and a draft programme for interventions.

This paper seeks to inform Members of the likely steps needed for implementing the Charter in identified City of London Corporation operational buildings and the implications of the Charter to 'lead by example'.

Recommendations

The Resource Allocation Sub Committee is asked to:

- Note the anticipated steps outlined in Appendix 3 for implementing the Charter for the relevant City of London Corporation operational buildings.

- Note the further work needed to confirm the full implications relating to the adoption of the Charter.
- Note the commitment to the production of a further paper setting out in more detail any funding request to initiate surveys and determine an accurate capital cost to implementation (aiming for Q1 24/25).
- Note the intention to continue to promote the Considerate Lighting Charter via existing channels to encourage adoption and sign up while the work to achieve compliance by the City Corporation is ongoing, and the intention to explore with stakeholders any potential barriers that are preventing them from signing up to the Charter; and the potential for future consideration of a wider publicity campaign.

Background

1. In October 2023, the City of London Lighting Supplementary Planning Document (SPD) was adopted following approval by the Planning and Transportation Committee.
2. The Lighting SPD provides guidance for developers on lighting buildings and the spaces between them. It will help developers to meet the requirements of the Development Plan policies that relate to lighting. It covers the design, delivery, operation, and maintenance of artificial light within the City of London.
3. As part of the adopted SPD, a 'Considerate Lighting Charter' has also been included (appendix 1). The Charter gives an opportunity for building owners, managers and occupiers to make a strong commitment to manage their lighting systems in ways that make a positive contribution to the City of London.
4. For existing buildings where no new development is proposed, the City Corporation has no legal powers to enforce adherence with the Charter. Building owners, managers and occupiers would, however, incur reputational damage if they were to sign up to the Charter but not adhere to the commitments it contains. The Charter does not change, or in any way undermine, the City's Environmental Health function, which will continue to investigate complaints of intrusive light and take enforcement action where necessary.
5. The Charter includes nine commitments, both short and longer term, for existing building occupiers to 'achieve the right light, in the right place at the right time'. This is organised into three categories: 'Manage lighting well'; 'Review our lighting system'; and 'Minimise the impacts of our lighting'. The first action is to ensure lights are turned off when not in use including internal commercial spaces outside of operational hours, and for external lighting, which is required to be on, to comply with curfew times within the Lighting SPD. Curfew times range from 10pm to midnight depending on the area.

6. Signing up to the Charter is a good faith commitment to undertake a range of actions. It is not expected that signatories would have completed actions upon signing up to the Charter but signatories would be expected to regularly monitor and publish their progress against the actions they have committed to.
7. In January 2020, the City of London Corporation set out on a fast-paced, cross-City Corporation journey to develop an ambitious Climate Action Strategy (CAS). The Considerate Lighting Charter broadly aligns with the aims of the CAS and provides additional strategic support.

Current Position

8. The consultation has been completed and a final version of the SPD was prepared and approved at the Planning and Transportation Committee on the 18 July 2023. A final version of the Considerate Lighting Charter has also been produced and was submitted for final approval alongside the SPD at the Planning and Transportation Committee in July 2023.
9. This report details the implications of the Charter on the Operational Portfolio, sets out recommended course of actions to reach compliance with estimated costs and associated timeframes.
10. Officers in the City Surveyor's department and the Environment department have reviewed the required options to calculate costs, savings, and paybacks. These calculations have used industry standard benchmark data (CIBSE Guide F) for lighting energy consumption in buildings and have been applied to provide best and likely costs for lighting upgrades. Estimated costs for specialist consultants to investigate areas such as biodiversity impacts, nighttime glare etc. have been included, which will be refined following the conclusion of site surveys.
11. Details of the actions needed to implement, and the implications of the Charter are highlighted in appendices 2 & 3. Whilst the information here is subject to change, it has been based upon an initial high level desktop appraisal of the Charter, utilising recognised benchmarks for cost and energy savings.
12. The programme to compliance with the Charter is highlighted within appendix 4 and suggest that compliance will be reached within the reasonable period suggested. Beginning in Q1 24/25 and completing in Q4 27/28.
13. The summary of potential costs and savings are highlighted in appendix 5, and range between £8.5m - £13.2m capital. These numbers are estimates at this stage, they could be revised downwards following surveys determining accurately what is needed in terms of investment. It is anticipated that any capital investment required could be largely covered by Climate Action Strategy (CAS) funding and Cyclical Works Programme (CWP) backlog funding but this is subject to confirmation following further survey work.

14. Removing buildings that are likely to be disposed, or developed, by 2028 reduces this capital range to £7m and £11m.
15. A high-level review of the CWP lighting projects that have capital committed and waiting to be drawn down and are due to be completed before 2027 identified a further reduction of £4.3m can be removed which reduces the range further to £2.7m and £6.7m capital.
16. A review of CAS lighting projects that have capital committed and waiting to be drawn down for completion before 2027 identified a further reduction of £2.3m to be removed which reduces the range further to £0.4m and £4.4m capital, prior to survey reports confirming the likely cost.
17. Following the initial review of relevant City of London Corporation buildings, the following are in scope for this paper are¹:

Mayor's Court	Artizan Street Library and Comm.Centre
Central Criminal Court	Barbican Arts Centre
CoL Magistrates Court	Bishopsgate Police Station
Barbican Estate Office	Mansion House
21 New Street	Roman Bath House
Guildhall Complex	Portsoken Community & Health Centre
Walbrook Wharf	Portsoken Pavilion
Temple Bar & Paternoster Lodge	City Information Centre, St Paul's
The Monument	

Next Steps

18. The next step is to collate a specification for lighting surveys to be undertaken at these sites, to determine compliance. In conjunction with the Chamberlain, the budget to undertake the work over and above CAS and CWP will be required (paragraph 20). Surveys will be required to identify biodiversity impacts and mitigation measures, levels of light spill, control and colour temperature of existing lighting, and costs associated with any interventions required to comply with the Charter. Officers plan to return to Committee to seek approval for future stages in Q1 2024.
19. Ultimately, responsibility for delivering the programme within their building will sit with the site owner or premise controller with City Surveyors facilitating these conversations.

Promoting the Lighting Charter

20. The Policy and Resources Committee received a report in July 2023 setting out a proposal to undertake an extensive and targeted promotional campaign for the Considerate Lighting Charter, with funding from the Policy Initiatives Fund. This was, however, withdrawn as it was considered that the Charter had received sufficient interest in the property sector and through press coverage. There are also concerns that promoting the Charter without the City

¹ Excluded buildings are investment group properties, warehouses, schools, residential, open spaces, theatres, markets, sold buildings, out of Square Mile, public toilets, car parks, street lighting.

Corporation signing up to it could prevent any campaign from reaching its full potential without the Corporation's clear leadership on this issue. Since this time, the City Corporation's Planning Division have continued to promote the Charter through their liaison with property groups such as the City Property Association and the City's Business Improvement Districts, although to date there have been no signatories to the Charter. Adoption of the Charter by the City Corporation for its operational property is a crucial step to demonstrate to other property owners that the requirements of the Charter are ambitious but achievable.

21. Once the timeline for the City Corporation to sign up to the Charter for its operational property is agreed, the Environment Department will seek to establish from relevant stakeholders including building managers, occupiers and businesses some further insight into potential barriers that are preventing them from signing up to the Charter. Subject to understanding what actions could support increased sign up and what policy or operational barriers may need to be addressed to enable businesses to support this initiative, Corporation Communications & External Affairs will consider submitting a paper to the Policy and Initiatives Fund, with the aim to fund a strategic communications campaign to help drive increased sign up and promotion of the City of London's leading role in this area.

Corporate and Strategic Implications

22. **Strategic implications:** The Lighting SPD and Considerate Lighting Charter is in line with the aims and objectives of the 'environmental, targeted action and working with others' elements of the emerging City of London Corporate Plan and People Strategy 2024-29. This SPD will support the delivery of the current 2018-2023 Corporate Plan by ensuring that land-use decisions fully incorporate measures to ensure people feel, and are, safe, people enjoy good health and wellbeing, our spaces are secure, resilient, and well-maintained through the planning system (Corporate Plan, Outcomes 1, 2, 5, 11 and 12).
23. **Financial implications:** The Considerate Lighting Charter includes recommendations, many of which constitute best practice for lighting. This will have an individual impact on future projects, for which these recommendations will serve as guidance. In many cases, the recommendations will result in a lower operational cost. There are no commitments to fund works as part of adopting the Considerate Lighting Charter.
24. **Resource implication:** The resource required to understand lack of take up of the charter will be covered by existing roles. Specialist survey work will require additional outsourced resource which will be managed with existing internal resource. However, these are limited resources and as a result, this presents a risk to the timely introduction of the Charter.
25. **Equalities implications:** The Lighting SPD, including the lighting charter, has been subject to an equality screening exercise, which concluded that it would not have any negative impacts on those who share a protected characteristic. Any decisions regarding the approach to lighting on City Corporation's

Operational Buildings will be subject to the City Corporation's Public Sector Equality Duty 2010 and appropriate equality impact assessment where necessary.

26. **Climate implications:** The Lighting SPD and Considerate Lighting Charter will complement the City Corporation's Climate Action Strategy.
27. **Legal implications:** The Lighting SPD has been developed in line with the statutory requirements of the Town and Country Planning (Local Planning) (England) Regulations 2012.
28. **Risk implications:** Failure to implement the Considerate Lighting Charter within the City Corporation's Operational Buildings will risk reputational damage and likely consequence that other organisations fail to adopt the Considerate Lighting Charter across the square mile.
29. **Security implications:** There are no security implications arising from this report. Additional lighting as part of security measures is considered carefully before being implemented, any reduction in external lighting must not compromise safety and security.

Conclusion

30. This paper seeks to inform Members of the likely steps needed for implementing the Charter in identified City of London Corporation operational buildings and to the initial implications of the Charter to 'lead by example'.
31. City Surveyors will produce a paper and collaborate with other City of London Corporation departments to produce a future paper planned by Q1 24/25 requesting funding for the commissioned surveys and to implement any no cost measures as soon as possible. An update will be prepared for information for the Planning and Transportation Committee for the separate promotional activities for the Charter in due course.

Appendices

- **Appendix 1** of this paper includes the adopted Charter within the Lighting SPD.
- **Appendix 2 and 3** includes the Charter requirements, impact, solutions, and implications.
- **Appendix 4** details a draft programme for works to relevant City buildings.
- **Appendix 5** outlines estimated costs for the identified works.

Report author

- Graeme Low – Head of Energy and Sustainability, City Surveyors Department
- Rob McNicol – Assistant Director, Planning Policy and Strategy, Environment Department.

Appendix A: Considerate Lighting Charter City of London Corporation

The City of London Corporation's Considerate Lighting Charter is a set of commitments that will help to ensure that buildings and public spaces in the Square Mile achieve the right light, in the right place, at the right time.

Building owners, managers and occupiers in the Square Mile are encouraged to sign up to this Charter. By doing so, they commit to undertaking the actions of the Charter within a reasonable timeframe.

These actions are the minimum required to comply with the Considerate Lighting Charter. More detailed guidance is available in the City of London Corporation's Lighting Supplementary Planning Document (SPD).

By signing up to the Considerate Lighting Charter, we commit to:

1. Manage lighting well, by:

- 1.1. **Turning lights off when not in use.** Lights in unoccupied interior spaces, particularly commercial spaces, will not be left on unnecessarily. We will ensure external lighting accords with curfew times in the Lighting SPD.
- 1.2. **Installing control systems** such as passive infrared detectors (PIR) as part of a 'smart' lighting system designed in a way that minimises the amount of light used.
- 1.3. **Embedding good lighting management practice** in our facilities management teams and undertaking training for staff on how lighting systems should be operated.

2. Review our lighting system, by:

- 2.1. **Carrying out an initial review** and updating it regularly, with the aim of minimising light spill, reducing energy consumption and carbon use, improving safety and character and ambience, and which considers equality, diversity and inclusion.
- 2.2. **Consulting neighbouring properties** particularly those who are most affected by our lighting, as part of the review. We will publish information about changes to our internal and external lighting and provide contact details.
- 2.3. **Considering biodiversity**, through identifying the local context and adjusting our lighting system to limit impacts on biodiversity.

3. Minimise the impacts of our lighting, by:

- 3.1. **Reducing glare and light spill for internal and external lighting**, through measures such as installing low-glare downlighting, louvres or blinds, and removing or reducing any internal lighting within 1.5 metres of the building facade.
- 3.2. **Procuring sustainable light fittings** that have the minimum embodied carbon and lowest operational energy, and can be easily repaired, replaced and recycled. We will consider 'lux leasing' and other circular economy approaches.
- 3.3. **Improving the performance of our lighting**, through avoiding cooler colour temperatures after dark; putting limits on the illuminance and brightness of external lights, and internal lighting that is visible from outside our building(s); and making external lighting efficient (in line with Building Regulations and/or BREEAM).

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Appendix 2 – Considerate Lighting Charter actions.

1. Manage lighting well

1.1. Turning lights off when not in use

In the City of London Corporation buildings covered by the Considerate Lighting Charter with an evening cleaning contract the cleaning staff will be asked to turn off lighting in unoccupied areas once they have finished cleaning the area. This is not applicable for those buildings with a morning cleaning schedule but a change to nighttime cleaning could be considered during contract renewal.

In buildings that have 24-hour security personnel will be asked to turn lights off in unoccupied areas when patrolling the building.

For buildings with manual light switching a 'Switch It Off' campaign will be launched to encourage staff members to turn lights off. Typically, these campaigns are based around saving energy and have a limited impact. As this is based around the Lighting Charter requirements it could get additional 'buy in' from staff however, this would need to be monitored. If existing, suitable sub-metering is available a competitive element with floors competing to save energy could be instigated (or a 'name and shame' nighttime audit process).

1.2. Installing control systems

For the buildings being considered a number already have automated lighting controls in place. These controls will be Passive Infra-Red (PIR) controls that detect movement and turn lighting on or off accordingly, LUX detection that turns lighting off if sufficient natural lighting already exists or a combination of both. The figures given in Appendix 5 show the likely costs to retrofit these controls into buildings that do not already have them in place either through single controllers that cover an area of the building or, if the luminaires are dated and need replacing, with energy efficient LEDs with individual controls per luminaire to provide more granular control.

This type of lighting control is typical in modern office installations and so would be installed as and when building spaces are refurbished. In non-office spaces these controls might not always be appropriate for the function/use of the space but would be considered for the back of house areas.

1.3. Embedding good lighting management practice

For the City of London Corporation buildings covered by the Considerate Lighting Charter this commitment will require training employees and on-site staff (security and cleaning) to avoid overriding automated controls. The nature of staff churn in on-site roles means training would need to be refreshed regularly. This training would need to operate alongside embedding a 'Turn It Off' culture throughout the organisation to ensure that all building users work to reduce lighting operation.

2. Review our lighting system

2.1. Carrying out an initial review

Lighting surveys have already been undertaken in a number of the operational buildings that are being reviewed as part of the Cyclical Work Programme, Climate Action Strategy or Build Back Better programme.

For other buildings not yet upgraded a lighting survey will identify existing internal and external lighting and provide costs to replace it with modern LED fittings with controls to reduce operation or turn them off. The lighting survey will identify glare issues and will recommend luminaires with minimal light spillage outside of the intended areas whilst providing a safe, ambient, and characterful space to enhance the intended use.

Specialist Equality, Diversity and Inclusion consultants will be utilised to identify any specific requirements for users with, but not limited to, protected characteristics, intersectional experiences or cultural differences. This requirement is likely to be limited to external lighting of outside spaces as it will have already been considered for inclusion within buildings.

2.2. Consulting neighbouring properties

To allow the City of London Corporation operational buildings to achieve the Lighting Charter commitments the approach to consulting neighbouring properties is being assessed. This may include using building managers to engage with their immediate neighbours to better understand external impacts of their buildings lighting alongside other channels of communication, including email and letters as appropriate. A survey template will be designed to capture responses in a structured way for comparison. Based on these conversations the building manager will provide information to these neighbours about any proposed changes to internal and external lighting and provide contact details should any changes create an unwanted impact.

2.3. Considering biodiversity

To understand the impact of a buildings lighting on local biodiversity an external specialist consultant will be employed to undertake dark period site visits throughout the year to review and assess any impacts of biodiversity from a buildings lighting. Budget costs for this will be requested but are anticipated as between £30-£50k could be required to assess fully the impact on Biodiversity in relation to lighting from City of London operational buildings.

3. Minimise the impacts of our lighting

3.1. Reducing glare and light spill for internal and external lighting

A lighting design survey for a new lighting installation will consider, and mitigate, the impacts of glare for internal users of the building. External lighting, and the impacts of internal lighting on the surrounding external space, will be reviewed as part of a building lighting audit (2.1 Carrying out an initial review) and following feedback from neighbouring properties (2.2. Consulting neighbouring properties).

City of London Corporation buildings covered by the Considerate Lighting Charter that have blinds or curtains installed, and have nighttime cleaning regimes or on-site security, will be required that these staff members check these at a set time each evening and close if required. Additionally, we will use staff networks and COLNET to promote good practice among staff and encourage lights to be turned off where not in use and blinds closed in the evening where fitted. Those buildings without blinds, will be surveyed to assess the cost of installation quotes to purchase and install them with staff required to close them at set periods.

Existing external lighting will be assessed and where necessary replaced with luminaires that have zero upwards light leakage and installed on timers to comply with lighting curfews.

3.2. Procuring sustainable light fittings

The City of London Corporation procurement team will check the market and specify that any luminaire purchased for projects within our buildings are compliant with a sustainability accreditation body that covers all aspect of the luminaire from construction, operation and recycling at its the end of life.

3.3. Improving the performance of our lighting

City of London Corporate buildings that are covered by the Lighting Charter will be assessed for the performance of their lighting regarding the temperature/colour of the light provided (between 2,300K and 4,000K), the illuminance and brightness and the efficiencies to ensure that they are within the recommendations of BREEAM and/or Building regulations.

Improving the performance of our lighting will encompass the findings from reviewing our lighting systems to improve the efficiency, control, effects of glare and spill. This will fall under a project to refurbish non-compliant lighting systems generally to adhere to the lighting charter. The Operations department of City Surveyors has been asked to estimate the cost impact of this with the results shown in Appendix 5. However, it must be noted that due to the size of the estate and the potential variety in systems which may or may not comply, this estimate has necessarily been based on benchmarks and rough cost data from existing projects and therefore will have a wide range of accuracy.

The cost of improving lighting systems to comply with the charter ranges from a best case of £8.5m (where all lights can be simply retrofitted) to £13.2m (where more complex work is required to wiring and distribution). This takes into account (i.e. does not include) funds already spent and planned through Climate Action related projects to bring efficient lighting at Guildhall and Barbican, as well as upcoming funds planned on lighting in the Cyclical Works Programme, which amount to approx. £7m.

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Appendix 3 – Lighting Charter potential financial requirements and other implications.

<u>Item</u>	<u>Charter Requirement</u>	<u>Solution</u>	<u>Responsible Department and Implications</u>
1.1	Turning lights off when not in use	<p>Include task within Security contract to monitor and switch off unnecessary lighting</p> <p>Embed a 'Turn It Off' culture within the organisation</p>	<p>Responsible: Facilities Management</p> <p>Potential financial implication: None</p> <p>Resource implication: None</p>
1.2	Installing Control Systems	<p>Retrofit PIR detection systems on existing lighting circuits where possible, based on findings from “Carrying out an initial review of lighting system”</p> <p>Follow good practice and Climate Action Design Standards for new installations</p>	<p>Responsible: Minor Works</p> <p>Potential financial implication: See task 3.3</p> <p>Resource implication: Additional project management resource required</p>
1.3	Embedding Good Lighting Management Practice	<p>Training employees and on site staff (security and cleaning) on how any automated lighting system works to avoid them overriding any automated controls.</p> <p>Embed a 'Turn It Off' culture within the organisation.</p>	<p>Responsible: Facilities Management</p> <p>Potential financial implication: TBC</p> <p>Resource implication: TBC</p>
2.1	Carrying out an Initial Review of Lighting System	<p>Commission lighting survey on existing installation, to provide recommendations on upgrades to improve the performance of Lighting.</p>	<p>Responsible: Energy Team</p> <p>Potential financial implication: £100k</p> <p>Resource implication: TBC</p>

<u>Item</u>	<u>Charter Requirement</u>	<u>Solution</u>	<u>Responsible Department and Implications</u>
2.2	Consulting Neighbouring Properties	Engage with all stakeholders via most appropriate mechanism (discussion forum, email campaign, door stepping etc).	Responsible: City Surveyors Potential financial implication: None Resource implication: None
2.3	Considering Biodiversity	Commission biodiversity survey with specialist provider with emphasis on lighting impacts - this maybe a service offered by lighting design company.	Responsible: City Surveyors Potential financial implication: £50k Resource implication: None
3.3	Reducing Glare and Light Spill	Commission lighting survey on existing installation to ascertain impact of buildings on glare and light spill according to planning standards. Instruct security to close blinds as part of rota. Install blinds and curtains where this is not the case.	Responsible: Operations Group Potential financial implication: £30k - £50k Resource implication: None
3.2	Procuring Sustainable Light Fittings	Ensure lighting standards according to this charter are met when procuring light fittings.	Responsible: Procurement Potential financial implication: None Resource implication: None

<u>Item</u>	<u>Charter Requirement</u>	<u>Solution</u>	<u>Responsible Department and Implications</u>
3.3	Improve the Performance of our Lighting	Implement the findings from “Carry out an initial review of lighting system”	Responsible: Minor Works Potential financial implication: £8.5m-£13.2m Resource implication: Additional project management resource required.

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Appendix 4. Programme Gantt Chart

Delivery Plan (Gantt chart) FY2023/24 - FY2026/27

Task	Task Name	Responsible	Start Date	End Date	Output / Key milestones	FY 24/25				FY 25/26				FY 26/27				FY 27/28			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Project Stage 1																					
1.1	Turning off lights when not in use	Facilities Management			<ul style="list-style-type: none"> Review security and cleaning staffing arrangements and routines 	■															
					<ul style="list-style-type: none"> Instruct respective teams to switch lights off as part of a daily routine 		■														
					<ul style="list-style-type: none"> Design and produce publicity for "Switch it Off" campaign 		■	■	■												
					<ul style="list-style-type: none"> Install sub metering of lighting circuits to enable monitoring 			■	■	■	■	■	■	■							
1.2	Installing Control Systems	Minor Works			<ul style="list-style-type: none"> Review results from task 2.1 						■										
					<ul style="list-style-type: none"> Consult with respective buildings and departments 						■										
					<ul style="list-style-type: none"> Procurement and execution of design work 						■	■	■								
					<ul style="list-style-type: none"> Approval of budget 							■	■	■							
		<ul style="list-style-type: none"> Delivery 									■	■	■	■	■	■	■				
1.3	Embedding Good Lighting Management Practice	Facilities Management			<ul style="list-style-type: none"> Mobilisation of staff 	■															
					<ul style="list-style-type: none"> Regular training sessions 	■	■	■	■	■	■	■	■	■	■	■	■				
2.1	Carrying out an Initial Review of Lighting System	Energy Team			<ul style="list-style-type: none"> Scoping and soft market testing for study 	■															
					<ul style="list-style-type: none"> Gain approval for project budget 	■															
					<ul style="list-style-type: none"> Procurement of provider 		■														
					<ul style="list-style-type: none"> Carry out study 			■	■												
2.2	Consulting Neighbouring Properties	Planning			<ul style="list-style-type: none"> Identify key neighbours and suitable contacts 	■															
					<ul style="list-style-type: none"> Design publicity and engagement 	■															
					<ul style="list-style-type: none"> Undertake engagement pieces 		■	■	■												
					<ul style="list-style-type: none"> Review information received back and ascertain any impact on review of lighting system 				■												

Appendix 5. Summary of potential costs

	<u>Calculated lighting consumption at building type</u> kWh per annum	<u>Calculated energy savings</u> kWh	<u>Calculated cost savings per year</u> £	<u>CO2 Saving per year</u> Tonnes CO2e	<u>Best Case - Calculated cost to replace lighting</u> £	<u>Best Case - Simple payback</u> years	<u>Likely Case - Calculated cost to replace lighting</u> £	<u>Likely Case - Simple payback</u> years
Mayor's Court	39,995	24,125	6,755	3	40,825	6.0	63,448	9.4
Central Criminal Court	963,827	581,377	162,786	79	983,822	6.0	1,529,022	9.4
CoL Magistrates Court	42,150	25,425	7,119	3	43,024	6.0	66,867	9.4
Barbican Estate Office	27,522	16,601	4,648	2	28,093	6.0	43,661	9.4
21 New Street	223,614	134,883	37,767	18	228,253	6.0	354,743	9.4
Guildhall Complex	1,866,208	1,125,690	315,193	154	1,904,923	6.0	2,960,566	9.4
Walbrook Wharf	507,584	306,173	85,728	42	518,114	6.0	805,235	9.4
Artizan Street Library and Community Centre	46,348	27,957	7,828	4	47,310	6.0	73,527	9.4
Barbican Arts Centre	3,584,909	2,162,405	605,473	295	3,659,278	6.0	5,687,125	9.4
Bishopsgate Police Station	586,648	353,864	99,082	48	598,818	6.0	930,662	9.4
Mansion House	420,025	253,358	70,940	35	428,738	6.0	666,330	9.4
Roman Bath House	14,146	8,533	2,389	1	14,439	6.0	22,441	9.4
Portsoken Community & Health Centre	4,422	2,667	747	0.4	4,514	6.0	7,015	9.4
Portsoken Pavilion	7,150	4,313	1,208	0.6	7,298	6.0	11,343	9.4
City Information Centre, St Paul's Churchyard	2,860	1,725	483	0.2	2,919	6.0	4,537	9.4
Temple Bar & Paternoster Lodge	2,684	1,619	453	0.2	2,740	6.0	4,258	9.4
The Monument	418	252	71	0.0	427	6.0	663	9.4
TOTAL		5,030,968	1,408,671	687	8,513,535	6.0	13,231,445	9.4
TOTAL minus disposed/developed by 2028 buildings		4,186,498	1,172,219	572	7,084,502	6.0	11,010,490	9.4

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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