



Policy and Resources Committee

Date: THURSDAY, 16 OCTOBER 2025

Time: 1.45 pm

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy Christopher Hayward (Chairman)	Deputy Ann Holmes
Deputy James Thomson CBE (Deputy Chair)	Shravan Joshi MBE
Tijs Broeke (Vice-Chair)	Alderman Vincent Keaveny CBE
Deputy Caroline Haines (Vice-Chair)	Florence Keelson-Anfu (Ex-Officio Member)
Munsur Ali	The Rt. Hon. The Lord Mayor Ald. Alastair King DL (Ex-Officio Member)
Shahnan Bakth (Ex-Officio Member)	Deputy Paul Martinelli
Brendan Barns (Ex-Officio Member)	Alderman Bronek Masojada
Deputy Emily Benn	Deputy Andrien Meyers
Sheriff & Deputy Keith Bottomley	Deputy Alastair Moss
Deputy Henry Colthurst (Ex-Officio Member)	Deputy Benjamin Murphy
Deputy Peter Dunphy (Ex-Officio Member)	Deputy Henry Pollard (Ex-Officio Member)
Deputy Helen Fentimen OBE JP	Alderman Sir William Russell
Steve Goodman OBE	Deputy Tom Sleigh (Ex-Officio Member)
Jason Groves	James Tumbridge
Alderman Timothy Hailes JP	Philip Woodhouse
Deputy Jaspreet Hodgson	Irem Yerdelen

Enquiries: Ben Dunleavy
ben.dunleavy@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link:

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

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

NB: Certain items presented for information have been marked * and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting. These for information items have been collated into a supplementary agenda pack and circulated separately.

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**

To consider minutes as follows:-

- a) To agree the public minutes and non-public summary of the meeting held on 18 September 2025. (Pages 7 - 16)
- b) *To note the public minutes and non-public summary of the Member Development and Standards Sub-Committee meeting held on 8 July 2025.
- c) *To note the draft public minutes and non-public summary of the Civic Affairs Sub-Committee meeting held on 21 July 2025
- d) *To note the draft public minutes and non-public summary of the Resource Allocation Sub-Committee meeting held on 9 September 2025.

4. **INCOME GENERATION WORKING PARTY - TERMS OF REFERENCE REVISION**

Joint Report of the Chamberlain and the Deputy Town Clerk.

For Decision
(Pages 17 - 22)

5. **BENEFITS-IN-KIND 2024/25 REPORTING AND PROPOSALS FOR FUTURE MANAGEMENT**

Joint Report of the Acting Managing Director of City Bridge Foundation and the Deputy Town Clerk.

For Decision
(Pages 23 - 36)

6. **POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**

Report of the Chamberlain.

For Decision
(Pages 37 - 44)

7. **DESTINATION CITY PROGRAMME - DELIVERY UPDATE REPORT**

Report of the Deputy Town Clerk.

For Decision
(Pages 45 - 78)

8. **WARD COMMUNICATIONS**

Report of the Chief Strategy Officer.

For Decision
(Pages 79 - 82)

9. **2025 ELECTION ENGAGEMENT CAMPAIGN REVIEW**

Report of the Chief Strategy Officer.

For Discussion
(Pages 83 - 98)

10. ***UPDATE ON BUSINESS IMPROVEMENT DISTRICTS (BIDS)**

Report of the Deputy Town Clerk.

For Information

11. ***MEMBERSHIPS AND SUBSCRIPTIONS**

Joint Report of the Executive Director of Innovation & Growth, the Chief Strategy Officer, the Remembrancer and the Executive Director, Environment.

For Information

12. ***SUPPORT FOR UK-BASED FINANCIAL AND PROFESSIONAL SERVICE - INNOVATION AND GROWTH QUARTERLY REPORT**

Report of the Executive Director for Innovation and Growth.

For Information

13. ***ANNUAL PROGRESS UPDATE ON YEAR 4 OF CLIMATE ACTION STRATEGY, AND UPDATE ON YEAR 5 QUARTERS 1 AND 2**

Report of the Executive Director of Innovation and Growth.

For Information

14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

16. **EXCLUSION OF THE PUBLIC**

MOTION - 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.

Part 2 - Non-Public Agenda

17. **NON-PUBLIC MINUTES**

To consider non-public minutes of meetings as follows:-

- a) To agree the non-public minutes of the meeting held on 18 September 2025.
(Pages 99 - 102)
- b) *To note the non-public minutes of the Member Development and Standards Sub-Committee meeting held on 8 July 2025.
- c) *To note the non-public minutes of the Civic Affairs Sub-Committee meeting held on 21 July 2025.
- d) *To note the non-public minutes of the Resource Allocation Sub-Committee meeting held on 9 September 2025.

18. **LEADENHALL MARKET: STRATEGIC VISION AND ASSET OPTIMISATION**

Report of the City Surveyor.

For Decision
(Pages 103 - 116)

19. **PERMISSION TO LET FORMER LOUGHTON GOLF COURSE, CLAYS LANE, EPPING**

Joint Report of the City Surveyor and the Executive Director, Environment.

For Decision
(Pages 117 - 126)

20. **RISK APPETITE FOR CR30**

Report of the Executive Director for Innovation and Growth.

For Decision
(Pages 127 - 130)

21. ***MPO DASHBOARD**

Report of the Chamberlain.

For Information

22. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

Part 3 - Confidential Agenda

24. **MINUTES**

- a) To agree the confidential minutes of the meeting held on 18 September 2025.
- b) *To note the draft confidential minutes of the Civic Affairs Sub-Committee meeting held on 21 July 2025.
- c) *To note the draft confidential minutes of the Resource Allocation Sub-Committee meeting held on 9 September 2025.

25. ***GENDER IDENTITY & THE FOR WOMEN (SCOTLAND) JUDGMENT**

Report of the Comptroller and City Solicitor.

For Information

26. ***REPORT OF ACTION TAKEN**

Report of the Deputy Town Clerk.

For Decision

POLICY AND RESOURCES COMMITTEE

Thursday, 18 September 2025

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 18 September 2025 at 1.45 pm

Present

Members:

Deputy Christopher Hayward (Chairman)
Deputy James Thomson CBE (Deputy Chair)
Deputy Caroline Haines (Vice-Chair)
Shahnan Bakth (Ex-Officio Member)
Brendan Barns (Ex-Officio Member)
Deputy Keith Bottomley
Deputy Henry Colthurst (Ex-Officio Member)
Deputy Peter Dunphy (Ex-Officio Member)
Deputy Helen Fentimen OBE JP
Steve Goodman OBE
Jason Groves
Alderman Timothy Hailes JP
Deputy Jaspreet Hodgson
Shravan Joshi MBE
Alderman Vincent Keaveny, CBE
Florence Keelson-Anfu (Ex-Officio Member)
Deputy Paul Martinelli
Alderman Bronek Masojada
Deputy Andrien Meyers
Deputy Benjamin Murphy
Deputy Henry Pollard (Ex-Officio Member)
Alderman Sir William Russell
Deputy Tom Sleigh (Ex-Officio Member)
James Tumbridge
Philip Woodhouse

Officers:

Ian Thomas, CBE	- Town Clerk and Chief Executive
Gregory Moore	- Deputy Town Clerk
Caroline Al-Beyerty	- Chamberlain
Paul Wilkinson	- City Surveyor
Paul Wright	- Remembrancer
Katie Stewart	- Executive Director, Environment Department
Damian Nussbaum	- Executive Director, Innovation & Growth
Dionne Corradine	- Chief Strategy Officer
Simon Latham	- Acting Managing Director, City Bridge Foundation

Ellie Robles	- Chamberlain's Department
Sonia Virdee	- Chamberlain's Department
Genine Whitehorne	- Chamberlain's Department
Mark Gettleson	- Chief Strategy Officer's Department
Robert Murphy	- City Surveyor's Department
Chris Pelham	- Community and Children's Services Department
Edward Wood	- Comptroller and City Solicitor's Department
Ruth Pinner	- Remembrancer's Department
Jen Beckermann	- Town Clerk's Department
Ben Dixon	- Town Clerk's Department
Ben Dunleavy	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department

Also in attendance:

Deputy Madush Gupta
Charles Edward Lord OBE JP
Theresa Grant

- Independent Consultant

1. APOLOGIES

Apologies for absence were received from the Lord Mayor, Munsur Ali, Deputy Emily Benn, Tijs Broeke, Deputy Ann Holmes and Irem Yerdelen.

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

Steve Goodman, noting the possibility that education matters would be discussed in the meeting, declared that he had recently been elected as Chair of the City of London Academy Trust Board.

3. MINUTES

a) To agree the public minutes of the meeting held on 3 July 2025

The public minutes and non-public summary of the meeting held on 3 July 2025 were agreed as a correct record.

b) To note the public summary of the inquorate Equality, Diversity and Inclusion Sub-Committee meeting held on 16 June 2025

The public summary of the inquorate Equality, Diversity and Inclusion Sub-Committee meeting held on 16 June 2025 was received.

c) To note the public minutes of the Resource Allocation Sub-Committee meeting held on 25 June 2025

The public minutes of the Resource Allocation Sub-Committee meeting held on 25 June 2025 were received.

d) To note the draft public minutes of the Capital Buildings Board meeting held on 16 July 2025

The draft public minutes of the Capital Buildings Board meeting held on 16 July 2025 were received.

e) To note the public summary of the Destination Advisory Board meeting held on 11 June 2025

The public summary of the Destination Advisory Board meeting held on 11 June 2025 was received.

4. EDI SUB-COMMITTEE NAME CHANGE

The Committee heard from the Town Clerk regarding proposed changes to the Equality, Diversity and Inclusion Sub-Committee.

Vice-Chair Deputy Caroline Haines, also the Chair of the Equality, Diversity and Inclusion Sub-Committee, requested the Committee's agreement to changing the name of the sub-committee to the Equity, Equality, Diversity and Inclusion Sub-Committee. The Chief Strategy Officer had added equity to her team's portfolio to reflect best practice in this sector. Recognising that the change would have wider implications, she also requested that the Committee delegated authority to the Town Clerk to update the Sub-Committee's terms of reference to reflect the new name. The Sub-Committee would undertake a fuller review of its terms of reference and return with recommendations which aimed to strengthen the connection between officer work and member governance.

RESOLVED: That Members:

- a) Agree to change the name of the Equality, Diversity and Inclusion Sub-Committee to the Equity, Equality, Diversity and Inclusion Sub-Committee.
- b) Delegate authority to the Town Clerk to update the Sub-Committee's terms of reference to reflect the new name.
- c) Note that the Sub-Committee will be directing officers to undertake a fuller review of its terms of reference.

5. SCHEME OF DELEGATIONS – MANAGING DIRECTOR OF CITY BRIDGE FOUNDATION

The Committee considered a report of the Managing Director of City Bridge Foundation concerning the Officer Scheme of Delegations.

RESOLVED: That, upon the recommendation of the City Bridge Foundation Board in the discharge of functions for the City Corporation as Trustee of City Bridge Foundation (CBF) in that charity's best interests, the Policy & Resources Committee in the discharge of its functions:

- i) Agrees the proposed amendments to the Overall Delegations to Officers and Managing Director of CBF sections of the Scheme of Delegations for recommendation to the Court of Common Council for approval;
- ii) Agrees the proposed amendment to the Chamberlain & Chief Financial Officer section of the Scheme of Delegations for recommendation to the Court of Common Council for approval; and
- iii) Delegates authority to the Town Clerk, in consultation with the Chairman and Deputy Chair of the Policy & Resources Committee, to agree any

consequential amendments to the entries in respect of other Chief Officers, where these are required to give effect to the proposed amendments and/or impact on the Managing Director of CBF post.

6. INVESTMENT GOVERNANCE UPDATE

The Committee considered a joint report of the City Surveyor and the Town Clerk concerning investment property transaction thresholds in the Standing Orders.

RESOLVED: That Members:

1. Note the procedure for approving investment property transactions as set out at paragraph 5 and 2
2. Recommend the following to the Court of Common Council:
 - Amend the thresholds for investment property transactions in Standing Orders as set out at paragraphs 3 to 5 and in Appendix 1.
 - Authorise the Town Clerk to make the necessary amendment to the Scheme of Delegation to Officers to give effect to these changed thresholds.

7. APPOINTMENT OF ADDITIONAL INTERNAL MEMBERS TO COMPETITIVENESS ADVISORY BOARD

The Committee considered a report of the Executive Director of Innovation and Growth concerning the composition of the Competitiveness Advisory Board.

RESOLVED: That Members:

1. agree that the Terms of Reference for the Competitiveness Advisory Board be updated to include the ability for the Chairman, in consultation with the ex officio members, to exercise discretion over the number of internal Members appointed from the Court of Common Council, based on the scoring and recommendations provided by the officer panel; and
2. endorse the appointment of the following individuals to the CAB for the 2025–2028/29 term:
 - Melissa Collett
 - Prem Goyal
 - Stephen Hodgson
 - Shravan Joshi
 - Sushil Saluja

8. FAITH IN THE CITY

The Committee considered a report of the Chief Strategy Officer concerning the Faith in the City programme.

Introducing the report, officers noted the importance of addressing the increasing diversity of the City and its changing religious demographics for the City Corporation's Corporate Plan and strategies such as Destination City. The proposals followed research undertaken by Union Street Consulting, which

after consulting with over 1,000 participants showed a strong desire for faith communities, prayer spaces and cultural programming at work. The results suggested that a multi-faith model like that operated at Canary Wharf, tailored to the Square Mile's unique context, would be widely supported. The project has gained backing from a range of faith and political leaders, including the Lord Mayor and the Policy Chairman. Funding was being sought from a range of organisations, and officers said that formal endorsement from the City Corporation through the Policy & Resources Committee would be crucial in supporting these funding bids.

During discussion, a Member raised several concerns about the proposals in the report. They informed the Committee that, prior to the meeting, they had asked for further information on costing but had been told it was not possible to disaggregate this from business-as-usual. They also noted that the report showed that the major change in the religious make-up was in the percentage of people with no religion. The reference to the post-pandemic faith awakening was based on research by Union Consulting, who were also the convenors of the Faith in the City project, and the Member felt this meant the company had a stake in the outcome of the consultation. They acknowledged the comparators of Abu Dhabi but said that homosexuality was illegal in the former and Friday prayers in the latter were segregated by sex. The Member felt the project could only be advanced if LGTBQIA+ and women's rights were protected. He continued to ask for the following: further information on the success and failure metrics for the project; how it fitted in with the request from Member at the P&R Away Day for the City Corporation to focus on things it was already good at; and how it would reach diverse communities. Several other Members also raised their concerns, focusing on the level of engagement with the consultation and the chance that the City Corporation might eventually be required to provide financial support for the project.

In reply, officers said that the diversity considerations would be worked out as part of the pilot process. People from the LGTBQIA+ community had participated in the research, and officers noted that the sample size of 1,000 was one of the largest they had ever seen for such an activity. They acknowledged that the diverse needs of communities could sometimes lead to friction; this was the advantage of learning other models. The success metrics would be worked out with the eventual funders of the small-scale pilot have not yet been worked out but there would be clear scores for effectiveness. The strategic focus of the project met the Corporate Plan's outcome for focusing on diverse communities. Supporting communities of faith had long been a challenge in the Square Mile as it didn't have the religious infrastructure that other local authorities had. The project would help to create the framework for the Corporate Plan and the City Corporation's statutory objectives under the Equality Act. The City Corporation was being asked to endorse the project and the pilot; it would not be funding it. The direct cost for the City Corporation would be officer time, but this was time already spent on engaging faith communities. Faith in the City would simplify the work already being done in the faith space and the perception of the City Corporation as a neutral convening body would give it credibility that schemes from church bodies would not.

Other Members confirmed their support for the proposal as providing a chance to reflect the changing make-up of City Workers in the City Corporation's

policies. A Member, also the Chair of the Planning and Transport, said that they felt the sort of space noted as being needed for religious activity could count as cultural space in planning applications. A Member said that the proposal was a logical extension of the success of the City Belonging project. They noted that there were various initiatives in the Square Mile for people to bring their 'whole self' to work; this included religion. Some of these had not worked because companies lacked the City Corporation's convening power.

In reply to a question about data security, officers said that a data sharing agreement would be required where users would consent to their data being shared.

Deputy Peter Dunphy noted their discomfort with the official connection suggested in the recommendation, and moved an amendment to the second bullet point in the recommendation as follows:

- ~~Endorse the adoption of~~ Supports Faith in the City ~~as an official project of the City of London Corporation~~ – with a vision to “to make the City of London the most faith friendly and religiously literate business community in the world, enabling it to attract and retain the very best global talent.”

The amendment was second by Alderman Tim Hailes and agreed by the Committee, with one Member voting against.

RESOLVED: That the Policy & Resources Committee:

- Notes the research undertaken by Union Street Consulting, in which more than 1000 individuals participated.
- Supports Faith in the City – with a vision to “to make the City of London the most faith friendly and religiously literate business community in the world, enabling it to attract and retain the very best global talent.”
- Agrees that the City Corporation establish a Faith in the City Advisory Group to facilitate delivery, with membership drawn from elected Members, officers, faith leaders, business representatives and civil society. Membership will be proposed by officers with approval delegated to the Policy Chairman.
- Agrees that City Corporation officers provide support for the pilot phase of this project and that the organisation use its convening power to secure funding and develop a longer-term vision for faith facilities and services.

9. NORTH EAST LONDON ROUGH SLEEPING PREVENTION AND RECOVERY GRANT DELIVERY PROPOSAL

The Committee considered a report of the Executive Director, Community and Children's Services Committee concerning the Rough Sleeping Prevention and Recovery Grant.

RESOLVED: That Members note the report and approve the proposal for the City of London Corporation to act as the lead authority, commissioning body and administrator for the Rough Sleeping Prevention and Recovery Grant (on behalf of the North East London sub-region).

10. **ANNUAL REPORT OF THE PANEL OF INDEPENDENT PERSONS**
The Committee considered a report of the Town Clerk concerning the Panel of Independent Persons.
A proposal to amend the report with the affect of increasing the uplift to £325 for three years, to avert the need for annual updates, was seconded and approved.
RESOLVED: That Members:
- Note the report.
 - Support the request from the Panel regarding the daily attendance allowance, and recommends an uplift to £325.00, to be reviewed after three years.
11. **POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**
The Committee received a report of the Chamberlain concerning the Committees funds.
RESOLVED: That the report be received and its contents noted.
12. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
The Committee received a report of the Town Clerk concerning decisions taken between meetings.
RESOLVED: That the report be received and its contents noted.
13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There was no other business.
15. **EXCLUSION OF THE PUBLIC**
RESOLVED: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act..
16. **NON-PUBLIC MINUTES**
- a) **To agree the non-public minutes of the meeting held on 3 July 2025**
The non-public minutes of the meeting held on 3 July 2025 were approved as a correct.
- b) **To note the non-public summary of the inquorate Equality, Diversity and Inclusion Sub-Committee meeting held on 16 June 2025**
The non-public summary of the inquorate Equality, Diversity and Inclusion Sub-Committee meeting held on 16 June 2025 were received.

- c) **To note the non-public minutes of the Resource Allocation Sub-Committee meeting held on 24 June 2025**
The non-public minutes of the Resource Allocation Sub-Committee meeting held on 24 June 2025 were received.
 - d) **To note the draft non-public minutes of the Capital Buildings Board meeting held on 16 July 2025**
The draft non-public minutes of the Capital Buildings Board meeting held on 16 July 2025 were received.
 - e) **To note the draft minutes of the Income Generation Working Party meeting held on 3 July 2025**
The draft minutes of the Income Generation Working Party meeting held on 3 July 2025 were received.
17. **TO NOTE THE MINUTES OF THE COMPETITIVENESS ADVISORY BOARD MEETING HELD ON 23 JULY 2025**
The minutes of the Competitiveness Advisory Board meeting held on 23 July 2025 were received.
 18. **ADVERTISING INCOME**
The Committee considered a joint report of the Chamberlain and the Executive Director, Environment concerning approaches to advertising in the Square Mile.
 19. **GUILDHALL CHARGING REVIEW**
The Committee considered a report of the Remembrancer concerning private hire charges for Guildhall.
 20. **PERMISSION TO LET FORMER LOUGHTON GOLF COURSE, CLAYS LANE, EPPING**
The report was withdrawn.
 21. **RESOLUTION FROM THE PENSIONS COMMITTEE**
The Committee considered a resolution from the Pensions Committee.
 22. **MAJOR PROGRAMMES DASHBOARD – SEPTEMBER 2025**
The Committee received a report of the Chamberlain concerning major projects.
 23. **REPORT OF ACTION TAKEN**
The Committee received a report of the Town Clerk concerning decisions taken between meetings.
 24. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

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

There was no other business.

26. **MINUTES**

a) **To note the draft confidential minutes of the Capital Buildings Board meeting held on 16 July 2025**

The draft confidential minutes of the Capital Buildings Board meeting held on 16 July 2025 were received.

b) **To note the draft confidential summary of the inquorate Equality, Diversity and Inclusion Sub-Committee meeting held on 16 June 2025**

The draft confidential summary of the inquorate Equality, Diversity and Inclusion Sub-Committee meeting held on 16 June 2025 were received.

c) **To note the draft minutes of the Freedom Applications Sub-Committee meeting held on 14 July 2025.**

The draft minutes of the Freedom Applications Sub-Committee meeting held on 14 July 2025 were received.

27. **POLICY & RESOURCES COMMITTEE AWAY DAY ACTIONS AND NEXT STEPS**

The Committee considered a report of the Town Clerk concerning the Committee's Away Day in July 2025.

28. **AMBITION 25: MY CONTRIBUTION, MY REWARD GATEWAY 1-4**

The Committee considered a report of the Town Clerk concerning the Ambition 25 project.

The meeting ended at 3.48 pm

Chairman

Contact Officer: Ben Dunleavy
ben.dunleavy@cityoflondon.gov.uk

This page is intentionally left blank

Committee(s): Policy & Resources Committee	Dated: 16 October 2025
Subject: Income Generation Working Party – Terms of Reference revision	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes 	
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of:	Deputy Town Clerk and the Chamberlain
Report authors: Ben Dunleavy Genine Whitehorne	Principal Governance and Member Services Officer Director Commercial, Change and Portfolio Delivery

Summary

The Income Generation Working Party recommends revisions to its terms of reference with the aim of further developing the approach to its meetings and bringing greater focus and momentum to its work.

Recommendation(s)

Members are asked to approve the revised terms of reference for the Income Generation Working Party at Appendix 1.

Main Report

Background

1. The Income Generation Working Party ('the Working Party') was established by the Policy & Resources Committee in May 2025 to support the generation of income by the City of London Corporation. The Working Party was tasked with overseeing and making recommendations to the Policy & Resources Committee pertaining to income generation options and opportunities.
2. At its first meeting in July 2025, Members of the Working Party said that they felt its terms of reference required revision to strengthen them, and instructed officers to return with .

Current Position

3. The Working Party considered revised terms of reference at its meeting on 25 September 2025. The revisions are attached at Appendix 1.
4. The revisions aim to introduce additional strength to the Working Party's role by allowing it to directly address the relevant areas at the City Corporation where income generation opportunities can and should be realised. This will be done through identifying key services to be the focus of deep dives at each meeting. Representatives will be invited to attend to engage in discussion and constructive challenge with Members to ensure their proposals are sufficiently robust and ambitious. An income generation dashboard with clear metrics will be developed and reviewed at each meeting. The first draft of this dashboard will be presented to the Working Party's November meeting.
5. At its meeting, the Working Party supported the recommendation of the revised terms of reference to the Policy & Resources Committee for approval.

Corporate & Strategic Implications

6. Strategic implications – Income generation is a priority area for the City Corporation. The revised terms of reference will support a strategic and programmatic approach to the exploration and realisation of opportunities. This will develop financial resilience across the organisation but also to drive the cultural change needed to develop greater commercialism and contribute to the Corporation becoming a modern, lean and effective enterprise.
7. Financial implications – the proposed references do not have any financial implications. Opportunities for income generation and reviewing efficiencies in service delivery will form an important part of developing the Medium-Term Financial Strategy.
8. Resource implications – resources to deliver income generation opportunities are limited. As the business cases for individual opportunities are developed, consideration will be given to the resources required to realise them. This resource requirement will be costed and presented as part of the anticipated Return of Investment (ROI) for each opportunity. Alongside, the delivery of individual opportunities, the corporate programme team, will also embed learning to inform the development of internal capabilities and competencies.
9. Legal implications – None.
10. Risk implications – None.
11. Equalities implications – None..
12. Climate implications – None.
13. Security implications - implications will be considered for each opportunity.

Conclusion

14. This proposed revisions to the terms of reference, as recommended by the Working Party, will support it in its role and assure pace of delivery against its objectives

Appendices

Appendix 1 – updated IGWP Terms of Reference

Background papers

Income Generation Working Party Policy & Resources Committee – 8 May 2025

Income Generation Working Party Minutes – 3 July 2025

Genine Whitehorne

Director, Commercial, Change and Portfolio Delivery

T: 07749402140

E: genine.whitehorne@cityoflondon.gov.uk

This page is intentionally left blank

Income Generation Working Party Terms of Reference

Responsibilities:

The Working Party will make recommendations to the Policy and Resources Committee on matters relating to:

1. Guiding a unified income generation strategy
2. Providing strategic direction on prioritisation on new and emerging income generation projects including decisions on strategic enablers such as policy decisions to maximise commercial potential
3. Ensuring accountability and monitoring performance against the Corporate Plan Priorities and income generation targets
4. Supporting adaptability include mechanisms for reviewing and adjusting strategies to remove any unreasonable blockers to the realisation of income generation opportunities
5. Providing constructive challenge to drive commercial thinking and the development of an entrepreneurial culture across the Corporation
6. Conducting a series of deep dives on agreed priorities areas included in the Working Party's forward plan
7. Providing oversight to the development of robust and ambitious metrics as part of the income generation programme dashboard
8. Providing a steer to the Policy and Resource Committee on the development of the Income Generation Workstreams and subsequently monitoring delivery progress and outcomes.
9. Scrutinising whether income generation targets already built into the medium-term or five-year financial plans for departments are likely to be met, and unlocking barriers to achieve targets and make recommendations to Efficiency and Performance Working Party where there are opportunities and/or concerns around efficiencies.

Composition:

- The Chair of the Policy and Resources Committee (Chair) and Deputy Chair of Policy and Resources Committee (Deputy Chair);
- Up to seven other Members of the Court of Common Council.
- NB: At least 3 Members of the Working Party (including the Chair) must sit on the Policy and Resources Committee and 2 must sit on the Finance Committee (not in an ex-officio capacity).
- 3 Members must be present to form a quorum

City of London Corporation Committee Report

Committee(s): Policy & Resources Committee – For decision	Dated: 16/10/2025
Subject: Benefits-in-Kind 2024/25 reporting and proposals for future management.	Public report: For Decision
This proposal: <ul style="list-style-type: none"> Delivers Corporate Plan 2024-29 outcomes 	Diverse Engaged Communities; Dynamic Economic Growth; Leading Sustainable Environment; Vibrant Thriving Destination; Providing Excellent Services; Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£31k 26/27 £14k 27/28
What is the source of Funding?	Policy Initiatives Fund
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Simon Latham, Interim Managing Director of City Bridge Foundation Greg Moore, Deputy Town Clerk
Report author:	Jack Joslin, Head of Central Funding and Charity Management Ben Dixon, Head of the Policy Unit

Summary

This report provides an overview of the level of support provided by the City of London Corporation to external organisations through Benefits in Kind (BIK) and grant funding.

The Policy & Resources Committee asked the Charity Management Team (CFCMT) and the Policy Unit to undertake a deep dive into Benefits in Kind, working with departments and institutions of the City Corporation.

The data provided in this report represents the most comprehensive picture to date and provides data on the level of BIK and grant funding provided, sorted by external organisation.

This data is currently collected manually and this report makes recommendations to improve the collection of BIK data, bringing its management more into line with grant management.

It asks for agreement to commission further piece of work to establish a common process for management and renewal of accommodation provided to external organisations (accommodation BIK). Furthermore, the report recommends measures to ensure proper recognition by external organisations of BIK support provided by the City Corporation.

Recommendation(s)

Members of the Policy & Resources Committee are asked to:

- **Note** the report which sets out the level of grant and Benefit in Kind support provided to external organisations during 2024/25 as requested.

In line with the proposals at Option 2:

- **Approve** the allocation of £45,000, over 2 years from April 2026, from the Policy Initiative Fund for the proposed extension of the system used for funding management. This system will improve the annual collection, management, reporting and analysis of BIK data. The funding will cover the implementation, running costs and departmental training until March 2028.
- **Approve** the introduction of twice annual reporting to Resource Allocation Sub-Committee on approved BIK to provide additional scrutiny and oversight to BIK approvals.
- **Authorise** the Head of the Central Funding and Charity Management Team in consultation with the Comptroller to implement new BIK Terms and Conditions with the aim of ensuring proper acknowledgement of City Corporation support by BIK recipients.
- **Approve** the commissioning of a further piece of work to assess the status of organisations currently in receipt of accommodation BIK with a view to standardising the process for agreement and renewal of such arrangements.

Main Report

Background

1. The City of London Corporation's definition of BIK is:

Abatement of a full commercial rent; abatement of a fee or charge for services provided; or the provision of goods or services to a third party at either a nil or reduced charge by the City Corporation. This includes Officer volunteering time, general support and the provision of advice or guidance to external bodies/charities. The CFCMT collects this data from departments and institutions each year in the spring for Autumn reporting. The full policy can be found at **Appendix 1**.

2. In September 2024 the Chamberlain requested for further data to be secured from departments and institutions to show what funding arrangements there are in place for outside bodies. When this data was presented to the Policy and Resources Committee in early 2025, Members requested that a deep dive took place with additional support from the Policy Unit to ensure that members have the most comprehensive overview possible for 2024/25.

Current Position

3. The current data suggests that the City Corporation made **287 BIK** with an overall value of **£3,739,484** in the 2024/25 Financial Year and **77 Grants** totalling **£13,024,572**. There was an **increase of 90 BIK recorded in 2024/25** from the year before at an additional monetary cost of £226,869. The combined total BIK and Funding provided was £16,764,056. This does not include the charitable grants provided by the City Bridge Trust.
4. The increase in BIK in 2024/25 is most likely the outcome of conducting a more intensive collection process with the support of the Policy Unit. Data was collected from the 18 departments and institutions across the City Corporation.
5. Out of the 77 funding arrangements, these are split across City Fund, City Estate and City of London Corporate Charities. The CFCMT have oversight and management of the majority of those grants awarded through the various programmes it oversees, namely the Central Grants Programme, Proceeds of Crime Act funding and the Community Infrastructure Levy Neighbourhood Fund. All funding awarded through programmes managed through the CFCMT have clear outcomes and impact frameworks which are monitored through grant management and end of year impact and learning reports.
6. Table 1 sets out the top 25 recipients of grant and BIK support provided by the City Corporation.

Recipient	BIK value	Grant Funding	Total Value (in £ equivalent)
A New Direction	£174.00	£3,649,998.00	£3,650,172.00
London Symphony Orchestra	£6,300.00	£2,488,642.00	£2,494,942.00
City of London Academy Trust	£50,750.00	£2,226,000.00	£2,276,750.00
The City UK		£450,000.00	£450,000.00
University of East Anglia		£417,963.00	£417,963.00
Friends of the Elderly		£399,548.00	£399,548.00

CoL Housing - New Developments & Special Projects Team		£390,419.00	£390,419.00
Barbican Centre Trust	£300,000.00		£300,000.00
Innovate Finance	£133,950.00	£150,000.00	£283,950.00
International Investment	£245,220.00		£245,220.00
Mental Fight Club		£195,971.00	£195,971.00
New London Architecture	£194,580.00		£194,580.00
Family Action		£162,184.00	£162,184.00
The Lord Mayor's Appeal	£157,411.00		£157,411.00
Sculpture in the City Partner Board - Various Recipients	£150,000.00		£150,000.00
Maggie Keswick Jencks Cancer Caring Centres Trust		£145,500.00	£145,500.00
Centre for Finance, Innovation & Technology		£143,625.00	£143,625.00
City of London Crime Prevention Association		£131,600.00	£131,600.00
Age UK City of London		£108,980.00	£108,980.00
Green Finance Initiative		£100,000.00	£100,000.00
Impact Investing Institute		£100,000.00	£100,000.00
Shoreditch Trust		£97,030.00	£97,030.00
Thames Festival Trust		£96,960.00	£96,960.00
Financial Services Skills Commission		£95,000.00	£95,000.00
Partnership for Young London	£38,000.00	£53,000.00	£91,000.00

Table 1: Top 25 external organisations supported by total of grant funding and BIK.

NB The largest grant awarded was to *A New Direction*. This was awarded from the City Educational Trust Fund a charity where the City of London is the Corporate Trustee. This is a one-off grant provided to deliver a specific project, supporting the City Educational Trust Fund to spend down its Endowment and close in line with the work of the Corporate Charity Review.

Public acknowledgement

- Only 33% of BIK items were publicised or acknowledged by recipients, highlighting a clear gap in promoting the wider contributions of the City Corporation through the BIKs.

Accommodation BIK

- During the course of the BIK collection officers noted that there are several organisations that benefit from desk space and accommodation on the Guildhall Estate and across other buildings owned by the City of London. From discussion with the Surveyors department, it is not clear on what basis these agreements have been made which will require further investigation.
- £2,933,679 of BIK awarded were for office space in City of London Buildings or an Abatement of a full commercial rent. This makes up a significant amount of the BIK portfolio and this report asks for agreement to a further piece of work to standardise the process for agreeing and renewing accommodation BIK.

Collection

10. Manual collection of BIK data makes it challenging to obtain a full picture from across the whole organisation. Some of the data collected is incomplete and there are different approaches to the agreement, review and allocation of BIK across the City of London and its institutions.
11. There is also a clear difference in the rigour with which grants are managed when compared to how BIK is managed.

Options

12. Two options are set out below for consideration.
13. The first option is to retain the current system for BIK collection, recognising that there has been a greater level of reporting than in previous years.
14. The second option sets out measures that would enhance the recording and reporting of BIK data, to ensure recognition in publicity and to carry out further work to standardise the process for agreement and renewal of accommodation BIK.

Option 1 – Maintain current reporting processes

15. Maintain the current BIK process. This will ensure that the Policy and Resources Committee still receive an annual report on BIK awarded across City Corporation institutions and departments. The CFCMT will continue to collect this data and support colleagues in ensuring the data is up to date. Collection this year has demonstrated greater depth and completeness compared to previous years.
16. The current BIK policy has robust procedures in place for Chief Officers to manage BIK but is lacking any specific member scrutiny other than the annual reporting requirements.

Option 2 – Enhance collection, reporting and communication of BIK. Commission a further report to make recommendations on accommodation BIK.

17. The CFCMT and Policy Unit have spent a significant amount of time during the spring collecting the most comprehensive list of BIK to date across CoLC departments and institutions. The current process is administratively resource intensive and requires considerable officer resource to collate and report data, ensuring it is complete and accurate and that all departments and institutions are following the approved BIK process.
18. Officers recommend a new solution to managing the BIK process which will both enhance reporting and analysis on BIK but also provide a central point for BIK and grant data.
19. The CFCMT use a grant management system to manage all its funding commitments. The developer of the system has outlined that BIK data could also be held on this system, with a bespoke online form created to support departments with logging Individual BIK throughout the year. In addition, there would be training developed for departments and institutions on how to upload BIK to the new system.
20. An application is being made to the Policy Initiative Fund (PIF) to fund the set-up of the grant management system to accept BIK and implement the new process. The bid also includes a request for maintenance over the next two years and a

contribution to officer time to manage the system, analyse the data on a quarterly basis and provide enhanced support to departments on how to upload BIK.

21. If approved, the grant management system will be designed and implemented at the start of the 26/27 Financial Year. BIK data for 2025/26 will be carried out in the usual way for the final time. The new process for departments to record BIK into the new system will commence in June 2026, with training provided. The oversight and management of the data will continue over a 24-month period, with twice annual reporting provided to the Resource Allocation Sub-Committee. It is anticipated that the ongoing costs for the work will be covered by any savings made from a more robust and informed BIK process.
22. In addition, the new process will allow for BIK to be tracked against the Corporate Plan Objectives, allowing for members to see the impact of the BIK awarded.
23. This option includes an enhanced governance process for BIK. Appendix 1 outlines amendments that need to be made to the BIK policy to ensure there is more robust scrutiny of BIK. Members are asked to agree that RASC is given oversight of BIK and reported to on a Bi-annual basis for 2026/27 on agreed BIK in year.
24. Officers are seeking delegated authority to the Head of the Central Funding and Charity Management Team in consultation with the Comptroller to develop Terms and Conditions for BIK awarded.
25. In addition, further work should be endorsed by members to ensure that all BIK which include the use of desk space and accommodation needs to be investigated further, with a clear set of principles established in consultation with the Surveyors department to ensure all of these agreements remain relevant and continue to deliver outcomes to the City of London.
26. The total cost of this option will be £45,000 over 2 years.

Proposals

27. In line with Option 2, the following measures are proposed:

Digital collection

28. It is proposed to implement a digital solution for the collection and reporting of Benefits in Kind across the City Corporation and its institutions.
29. This solution would:
 - a. Enable officers to see in real time what other grant and BIK support is being provided to an external organisation by the City Corporation and its institutions.
 - b. Reduce the administrative burden of annual whole-organisation BIK data collection.
 - c. Enable better quality and more regular reporting to Members.

Reporting

30. Once the digital solution is implemented, it is proposed that the system is used to provide in year reporting to Resource Allocation Sub-Committee on BIK on a bi-annual basis.

Budget

31. The estimated costs of designing and implementing the digital system are:

Budget	2026/27	2027/28
Design & Implementation	£10,000	
Maintenance	£4,000	£4,000
Training module for users	£2,000	
CFCMT Time	£15,000	£10,000
Total	£14,000	£14,000

32. Subject to approval of funding, the proposed digital system could be rolled out for use from June 2026. Funding is being requested until the end of March 2028 to allow for the CFCMT to manage the implementation and test the new process. It is anticipated that the new process will ensure departments are reviewing BIK to ensure they are relevant. It is anticipated that this will reduce the total BIK amount over time creating savings.
33. From April 2028 it is anticipated that the ongoing costs of the management of the digital system could be funded through savings made. It would require between 1 to 2% in savings across BIK awarded to fund this on an ongoing basis. A report will be brought back to Policy & Resources Committee setting out the impact of the digital system. If the rollout has been successful then a proposal will be made to encompass the change into Business as Usual.

Publicity and acknowledgement

34. Under the new process each BIK of more than £10,000 will be sent Terms and Conditions in a similar way to funding awards. The Terms will lay out how the City should be acknowledged in any publications or marketing with the CFCMT providing links to Communications colleagues when requested.

Accommodation BIK

35. Members are asked to agree a further piece of work specifically in relation to accommodation BIK. The aim of this piece of work is to understand the terms under which external organisations are provided with accommodation BIK, and to standardise the process for agreement and renewal of accommodation BIK.

Key Data

- The City Corporation made 287 BIK to outside bodies with an overall value of £3,739,484 and 77 Grants totalling £13,024,572 in FY2024/25.
- The combined total BIK and Funding provided was £16,764,056. This does not include the charitable grants provided by the City Bridge Fund.
- The proposed digital system is estimated to cost £45,000 over the next 2.5 years. The cost is proportional to the overall amount of BIK and grant funding.

Corporate & Strategic Implications

36. Strategic implications: Using existing grant management system will improve the collection, management, reporting and analysis of BIK that supports the City Corporation's Corporate Plan: *Diverse Engaged Communities; Dynamic Economic Growth; Leading Sustainable Environment; Vibrant Thriving Destination; Providing Excellent Services and Flourishing Public Spaces*.
37. Financial implications: Funding for the set up and implementation of the transfer of data to the existing grant management system is being sought through PIF. It is anticipated that the more robust process will lead to savings over time, which in turn will be able to fund the ongoing costs from April 2028.
38. Resource implications: The grant management system is already procured and used by the Central Funding and Charity Management Team. There are additional costs required to allow for the developer to create the systems to host the BIK information and provide a new recording process for Departments and Institutions. The CFCMT will require additional resource to implement and manage the new process ongoing.
39. Legal and Risk implications: The proposed data management software is already used for the management of grant funding across the City of London. Data agreements are in place and regularly reviewed by the City of London's Information Officer. A data mapping exercise will be conducted in advance of the new process going live.
40. Equalities implications: This proposals at Option 2 will enable the City Corporation to better understand and communicate the impact it is having through BIK provided to external organisations. This would enhance its ability to deploy BIK in support of its equalities objectives.
41. Climate implications: This proposals at Option 2 will enable the City Corporation to better understand and communicate the impact it is having through BIK provided to external organisations. This would enhance its ability to deploy BIK in support of its climate objectives.
42. Security implications: BIK data will be more secure and accurate when managed through the proposed Grant Management System.

Conclusion

43. This report captures the Benefits-in-Kind (BIK) provided by the City Corporation to outside bodies in FY2024/25, recording BIK of £3,739,484 and grants of £13,024,572 — a total of £16,764,056. This is 90 additional BIK items, worth £226,869, compared with the previous record. The report outlines recommendations to improve BIK management, including transfer of data to the grant management system to more effectively collect, manage, report, and analyse BIK data. Members of this Committee are asked to note the BIK report and approve these recommendations.

Appendices

Appendix 1 – Amended BIK Policy for Approval

Appendix 2 – Policy Initiative Fund Application

Jack Joslin

Head of Central Funding and Charity
Management Jack.Joslin@cityoflondon.gov.uk

Ben Dixon

Head of Policy Unit

Ben.Dixon@cityoflondon.gov.uk

Appendix 1: Benefits in Kind Policy:

Purpose

The City of London has a strong and longstanding history of granting Benefits in Kind (BIK) as part of its philanthropy, sharing its time, assets and skills with organisations for the good of the City and the communities it serves.

When considering whether to provide a BIK, it is required that all Departments and Institutions can justify the award, ensure that it is in line with this policy and is aligned with Corporate or Institutional Policy.

Definition

The City of London Corporation's definition of BIK is:

- a) Abatement of a full commercial rent;
- b) Abatement of a fee or charge for services provided; or
- c) The provision of goods or services to a third party at either a nil or reduced charge by the City of London Corporation. This is to include Officer volunteering time and general support and the provision of advice or guidance to external bodies/charities

Governance

1. In accordance with the existing corporate governance framework, all BIK should be approved by either a Chief Officer (or delegate), or relevant service Committee (or Sub-Committee):

a. Any BIK decisions with a monetary equivalent of under £10,000 may be taken by Chief Officers –

- i. In relation to property matters, subject always to the advice of the City Surveyor, in both managing the physical assets, including land and buildings for which they are responsible; and in approving the casual or occasional use of land, premises or equipment under the control of the department (as provided under the officer Scheme of Delegations); and

- ii. otherwise in respect of goods and services in accordance with any properly approved charging policy (as provided for in the Financial Regulations).

- iii. If the aggregate value of the delegated BIK's (agreed by a single department) in any financial year reach £100k, the relevant service Committee (or Sub-Committee) must receive notification, including a breakdown of all decisions to be taken.

b. Any BIKs with a monetary equivalent over the threshold of £10,000

shall, subject to a specific discretion otherwise granted to a Chief Officer (as provided for in the Financial Regulations), be reported to the relevant service Committee for approval in setting any charging policy.

2. At the time of agreement of a BIK, a review or end date must be included.

3. All data from internal pro-bono support from staff must be included. This would include any Officer time provided in terms of general support, advice or guidance to external bodies/charities. An aggregation of data (time spent and equivalent cost) is acceptable from each department. This data collection does not apply to City of London Corporation Members. Staff Volunteering through the LEAP programme will be collected separately by the Corporate Volunteering Manager and reported through the Volunteering Strategy.

4. All BIK allocated to external organisations over a value of £10,000 should be acknowledged in any relevant publicity. City of London Corporation branding should be used in each such instance (in line with the current guidance of the Communications Department).

Departmental/ Institutional Mandatory Process:

- BIK must be reviewed by Departments/ Institutions, as part of the annual Budgeting process.
- Each Department/ Institution's Senior Leadership Team (SLT) must review the full list of Departmental BIKs on a quarterly basis, including reporting to the responsible service Committee where applicable.
- Each Department must nominate members of their team to be responsible for the ongoing management of its BIK and provide names of these individuals to the Central Grants Unit.
- Chief Officers must provide a schedule of their BIK on an annual basis to the Executive Leadership Board (ELB) for peer review at ELB meetings. This is to ensure that BIK are being implemented in the spirit of the policy.
- BIK must be discussed by Department/ Institutions' SLTs as part of year end process, to ensure the list of BIK is up to date, accurate and that all BIK have been reviewed and are still relevant.
- In year BIK will be reported on a Bi-Annual to the Resource Allocation Sub-Committee for oversight and scrutiny.
- All departments are required to maintain a rolling register of BIK, ~~in a standard format rather than relying on end of year data capture.~~ Every BIK approved will need to be submitted to the CFCMT through an online form. These will be fed into the CFCMT who will maintain a central, transparent register.

- All BIK to be reported to the **Policy and Resources Committee**, annually in the Autumn. A standardised template will be provided to all department for completion throughout the year.

Role of the Central Funding and Charity Management Team:

- The CFCMT will provide training, support and advice to Departments/ Institutions on BIK decision-making and reporting.
- **The CFCMT will retain a central data management system of all BIK. Departments will be required to upload BIK decisions throughout the year.**
- The CFCMT will continue to collate BIK reporting across all Corporate Departments and Institutions and report annually to the Policy and **Resources Committee in the Autumn.**
- The CFCMT will ensure that all individuals nominated to manage a Department's BIK are aware of the BIK policy and process.
- For all internal queries please contact: grants@cityoflondon.gov.uk

This page is intentionally left blank

Appendix 2 – Policy Initiatives Fund Application

Rationale for PIF application

This item was not part of the annual business planning process, having arisen mid-year from a Policy & Resources Committee request. Policy Initiatives funding is therefore sought to enable officers to procure and implement a solution quickly.

Strategic/Priority Link

The proposed solution supports the overall corporate objective of effective management of resources.

Outcomes

The proposed solution is intended to provide the following outcomes:

- Reduce administrative burden to manually identify and report on Benefits in Kind over previous 12-month period.
- Enable officers to see in real time what other grant and Benefits in Kind an external organisation is receiving from the City Corporation and its institutions, reducing instances of multiple funding of the same organisation.
- Enable more regular and more accurate reporting to Members on Benefits in Kind support being provided.

Economy

The proposed solution will add onto an existing system used for management of grants. Established ways of working with an existing provider and staff familiarity with the system mean that the proposed solution should be cost effective and deliverable.

Delivery – Once approved, the grant management system will be designed and implemented at the start of the 26/27 Financial Year. BIK data collection for 2025/26 will be carried out in the usual way for the final time. The new process for departments to record BIK into the new system will commence in June 2026, with training provided. The oversight and management of the data will continue over a 24-month period, with twice annual reporting provided to the Resource Allocation Sub-Committee. It is anticipated that the ongoing costs for the work will be covered by any savings made from a more robust and informed BIK process.

Evaluation

A user questionnaire and statistical analysis will be carried out to understand impact and provided to Members as part of benefits reporting.

Reporting

A benefits report will be submitted to Policy & Resources Committee after 12 months and 24 months of operation of the digital solution.

Repeat Expenditure – Has this item been funded in previous years?

No

Benefit Sustainment

If operated successfully, the digital solution should provide greater grip and oversight of BIK. If, following PIF funding elapsing, the solution has achieved the target outcomes and the evaluation indicates a positive response from users, then the ongoing maintenance should be folded into mainstream budgets. Officers estimate that the cost of the digital solution is equivalent to around 2% of annual BIK.

Committee(s): Policy and Resources Committee	Dated: 16/10/2025
Subject: Policy and Resources Contingency/Discretionary Funds	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Chamberlain	For Decision
Report Author: Geraldine Francis - Chamberlain	

Summary

This report provides the schedule of projects and activities which have received funding from the Policy Initiatives Fund (PIF) and the Policy and Resources Committee's Contingency Fund for 2025/26 and future years with details of expenditure in 2025/26. The balances remaining for these Funds for 2025/26 and beyond are shown in the Table below.

Fund	2025/26 Balance Remaining after Approved Bids £	2026/27 Balance Remaining after Approved Bids £	2027/28 Balance Remaining after Approved Bids £	2028/29 Balance Remaining after Approved Bids
Policy Initiative Fund	1,415,207	958,900	1,200,000	1,200,000
Policy & Resources Contingency	390,592	300,000	300,000	300,000

Recommendations

Members are asked:

- To note the report and contents of the schedules.
- Agree to increase the 2025/26 multiyear PIF cap by £31,000 from the 2025/26 Committee Contingency's uncommitted balance of £390,592 **should the Benefits In Kind Bid be approved at today's Committee**. Whilst the overall 2025/26 PIF uncommitted balance is £1,415,207, there is no funding available for multiyear Bids, as shown in Paragraph 15. Should this be approved, the remaining available balance for 2025/26 Committee Contingency will be £359,592.

Main Report

Background

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

12. It is expected that recurrent expenditure is covered by local risk budgets through the budget setting process unless extenuating circumstances.

Current Position

13. Appendices 1 to 2 list committed projects and activities approved by this Committee for the current and future financial years with the remaining balances available for the PIF (Appendix 1) and your Committee's Contingency (Appendix 2).
14. The balances that are currently available in both the Policy Initiatives Fund and Committee Contingency Fund for 2025/26 as seen in the Table below shows the latest balances post July 2025 approvals.

Fund	2025/26 Openin g Balanc e £	2025/26 Approve d Bids £	2025/26 Balance Remaini ng after 2025/26 Approve d Bids £	2025/26 Pending Bids £	2025/26 Balance Remainin g after 2025/26 Pending Bids £
Policy Initiative Fund	2,566,016	(1,150,809)	1,415,207	(31,000)	1,384,207
Policy & Resources Contingency	651,735	(261,143)	390,592	0	390,592

15. The remaining multiyear allocation is shown in the Table below with details, as shown in Appendix 1, prior to any allowances being made for any other proposals on today's agenda. It should be noted that the multiyear allocation for 2025/26 is now depleted.

	2025/26	2026/27	2027/28	2028/29
Balance remaining of Multiyear PIF allocation	£0	£358,900	£600,000	£600,000

16. Should Committee approve the Benefit In Kind multiyear Bid, the Table below shows the remaining multiyear allocation:

	2025/26	2026/27	2027/28	2028/29
Balance remaining of Multiyear PIF allocation	(£31,000)	£344,900	£600,000	£600,000

Corporate & Strategic Implications

17. Strategic implications – Although each PIF application has to be judged on its merits, the application must include how the item will advance either:
- a) A policy lead area defined by this Committee
 - b) Another Committee priority
 - c) A Corporate Plan outcome

- d) Promotion of the City or City's role in London or nationally
18. Financial implications – Each PIF application should be approved on a case by case basis and Departments should look to local budgets first before seeking PIF approval, with PIF requests only being submitted if there is no funding within local budgets available.
 19. Resource implications – None
 20. Legal implications – None
 21. Risk implications – None
 22. Equalities implications – None
 23. Climate implications – None
 24. Security implications – None

Appendices

- Appendix 1 – PIF 2025/26 and Future Years
- Appendix 2 – P&R Contingency 2025/26 and Future Years

Geraldine Francis

Senior Finance Officer, Chamberlain

T: 020 7332 1770

E: Geraldine.francis@cityoflondon.gov.uk

Policy and Resources Committee - Policy Initiative Fund 2025/26 to 2028/29

Budget	2025/26	2026/27	2027/28	2028/29
Initial budget	£ 1,200,000	£ 1,200,000	£ 1,200,000	£ 1,200,000
Uncommitted balance brought forward from 2024/25	£ 996,206	£ -	£ -	£ -
Unspent balances deferred from 2024/25	£ 330,710	£ -	£ -	£ -
Transferred from P&R Contingency re: Multiyear Bid: Proposal for D/ment of CBIU	£ 39,100			
Revised Budget	£ 2,566,016	£ 1,200,000	£ 1,200,000	£ 1,200,000

Date	Name	2025/26 Bid	2025/26 Actual	2026/27 Bid	2027/28 Bid	2028/29 Bid
05/07/18	Events Partnership with The Strand Group, King's College London	£ 13,787	£ 13,000			
11/06/20	British Foreign Policy Group (BFPG)	£ 9,000	£ -			
05/05/22	Support for Integrity Council for the Voluntary Carbon Market (IC-VCM) & UK-VCM	£ 137,710	£ 6,257			
23/02/23	Finalising CoL Overseas Presence	£ 50,000	£ -			
20/04/23	Transition Finance Competitiveness Taskforce	£ 660	£ 284			
08/06/23	Global City of Sport - A New Sport Strategy for The Square Mile	£ 212,217	£ 78,301			
08/06/23	Livery Company Website	£ 23,591	£ 6,756	£ 20,000		
21/09/23	City Occupiers and Investment Study	£ 42,815	£ 15,625			
22/02/24	Innovate Finance Funding	£ 75,000	£ 75,000			
06/06/24	Transition Finance Council	£ 104,529	£ 53,125			
07/11/24	Development of a New Culture Strategy	£ 45,000	£ -			
12/12/24	Research into Historical Trade Enslaved	£ 34,400	£ 34,400			
13/02/25	Proposal for Development of a City Business Investment Unit (CBIU)	£ 221,100	£ -	£ 221,100		
08/05/25	Income Generation Working Party	£ 31,000	£ -			
03/07/25	Financial Services Investment Hub / Concierge Service	£ 150,000	£ -			
	Total Allocations	£ 1,150,809	£ 282,748	£ 241,100	£ -	£ -
	Balance Remaining	£ 1,415,207		£ 958,900	£ 1,200,000	£ 1,200,000

Bids for Committee's Approval: **16 October 2025**

- Benefits In-Kind	£31,000	-	£14,000	-	-
-	-	-	-	-	-
Total Balance if pending bids are approved	£ 1,384,207	£ -	£ 944,900	£ 1,200,000	£ 1,200,000

	Multi Year PIF Bids	2025/26 Bid	2026/27 Bid	2027/28 Bid	2028/29 Bid
	Multi Year PIF Allocation	£ 639,100	£ 600,000	£ 600,000	£ 600,000
23/02/23	Finalising CoL Overseas Presence	£ 50,000	£ -		
08/06/23	Global City of Sport - A New Sport Strategy for The Square Mile	£ 175,000			
08/06/23	Livery Company Website	£ 20,000	£ 20,000		
22/02/24	Innovate Finance Funding	£ 75,000			
06/06/24	Transition Finance Council	£ 98,000			
13/02/25	Proposal for Development of a City Business Investment Unit (CBIU)	£ 221,100	£ 221,100		
	Total Multi Year Allocations	£ 639,100	£ 241,100	£ -	£ -
	Multi Year PIF Allocation Balance	£ -	£ 358,900	£ 600,000	£ 600,000

Bids for Committee's Approval: **16 October 2025**

- Benefits In-Kind	31,000	14,000	-	-
-	-	-	-	-
Total Balance if pending bids are approved	-£ 31,000	£ 344,900	£ 600,000	£ 600,000

This page is intentionally left blank

Policy and Resources Committee - Contingency 2025/26 to 2028/29

Budget	2025/26		2026/27	2027/28	2028/29
Initial Budget	£ 300,000		£ 300,000	£ 300,000	£ 300,000
Uncommitted balance brought forward from 2024/25	£ 129,692		£ -	£ -	£ -
Unspent balances deferred from 2024/25	£ 261,143		£ -	£ -	£ -
Transferred to PIF re: Multiyear: Proposal for D/ment of CBIU	-£ 39,100				
Revised Budget	£ 651,735		£ 300,000	£ 300,000	£ 300,000

Date	Name	2025/26 Bid	2025/26 Actual	2026/27 Bid	2027/28 Bid	2028/29 Bid
08/05/14	City of London Scholarship - Anglo-Irish Literature	£ 9,976	£ 207	£ -	£ -	£ -
09/06/22	Civic Affairs	£ 20,319	£ 423	£ -	£ -	£ -
19/10/23	Allocation of Funding to King Edward's Witley School	£ 230,848	£ -	£ -	£ -	£ -
	Total Allocations	£ 261,143	£ 631	£ -	£ -	£ -
	Balance Remaining	£ 390,592		£ 300,000	£ 300,000	£ 300,000

Bids for Committee's Approval: 16 October 2025

-	-	-	-	-
-	-	-	-	-
Total Balance if pending bids are approved	£ 390,592		£ 300,000	£ 300,000

City of London Corporation Committee Report

Committee(s): Policy & Resources Committee – For Decision	Dated: 16/10/2025
Subject: Destination City Programme - Delivery Update Report	Public report: For Decision
This proposal: <ul style="list-style-type: none"> delivers Corporate Plan 2024-29 outcomes 	Vibrant, Thriving Destination
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	The Destination City programme is funded through a reallocation of the Growth Bid.
Has this Funding Source been agreed with the Chamberlain's Department?	Yes - funding has been agreed for the duration of the programme.
Report of:	Gregory Moore , Deputy Town Clerk
Report author(s):	Jennifer Beckermann , Executive Director and Private Secretary to the Policy Chairman, SRO for Destination City. Benjamin Dixon , Head of the Policy Unit and Interim Head of Programme, Destination City Emily Slatter , Policy Unit, Office of the Policy Chairman

Summary

This report provides an update on the Destination City Programme as agreed by Members in October 2024 following the recommendations within the independent review of Destination City by Paul Martin. This report highlights progress across core deliverables, including the development of a Destination City Dashboard, while comparing key data against agreed KPIs.

At their recent Policy and Resources Away Day in July, Members asked officers to 'scope understanding of changing values and demographics of the next generation of workers.' To that end, this report makes recommendations on progressing Member's direction in line with the Destination City outcomes of being '*an inclusive and welcoming destination which attracts the next generation of talent*'.

The report presents an evidence base and seeks the Committee's approval to establish baseline metrics for this outcome by: (a) working with colleagues across

the Corporation to consult the Office for National Statistics on their estimates of City-wide worker demographics and assess the quality and coverage of this data, with the aim of developing a shared dataset and common understanding of its application across the Corporation; and (b) conducting a survey of City workers.

Recommendation(s)

Members are asked to:

- **Note** progress in implementing agreed Destination City outcomes, including the development of the Destination City Dashboard at Appendix 1.
- **Note** initial research identifies '*meaning*', '*wellbeing*', and '*upskilling*' as the core areas of focus under the Destination City outcome '*an inclusive and welcoming destination which attracts the next generation of talent*'.
- **Approve** the Destination City Hub – in consultation with Corporation colleagues – to consult the Office for National Statistics on their estimates of City-wide worker demographics and assess the quality and coverage of this data, with the aim of developing a shared dataset and common understanding of its application across the Corporation.
- **Approve** the Destination City Hub to act as the corporate lead to scope and commission a repeatable survey of City workers to measure sentiment.
- **Approve** minor amendments to the Destination City Partnership Fund Policy at Appendix 2.

Main Report

Background

1. Following the 2024 Martin Review, the Policy & Resources Committee agreed to reframe Destination City as the growth strategy for the Square Mile; a programme of collective action that seeks to ensure that the Square Mile remains a globally attractive place for businesses, attracts workers back to the office, and is a place in which people want to live, work, learn and explore. Through Destination City, we are working together to ensure the long-term economic success of the City of London.
2. Members agreed the programme would focus on four overlapping outcomes:
 - To be a globally attractive destination for business
 - To attract current City workers back to the office - "*earning the commute*"
 - To be an inclusive and welcoming destination which attracts the next generation of talent
 - To be a destination where people want to live, work, learn and explore
3. In February 2025, Members agreed the DC Hub could return with recommendations on how to deliver and relevant metrics for the outcome, "*to be an inclusive and welcoming destination which attracts the next generation of talent*". This aligns with a request from the Policy and Resources Committee at their Away Day in July 2025 to better understand changing values and demographics of the next generation of workers. More detail on this can be found below.
4. The four outcomes are supported by several cross-cutting pieces of work, including a renewed approach to communications, resetting our relationship with our Business Improvement Districts (BIDs) and the development of the Destination City Dashboard – an update of which can be found below.
5. The DC programme is being delivered by the Destination City Hub. This small programme management team sits within the Town Clerk's Department, and works alongside the City Corporation Service Departments, Institutions, and with external partners, guided by the Destination Advisory Board and the Policy and Resources Committee.

Current Position

6. The Destination City Hub is making progress across all agreed outcomes of the programme, with delivery enabled through cross-organisational collaboration, as well as external partnerships such as with our City institutions and City BIDs.

Destination City Dashboard

7. Recommendation 8 of the Martin Review proposed that the City Corporation 'establish a Destination City dashboard'. Members agreed the initial scope and indicative metrics to be included in this dashboard in February 2025. Since then, work has been undertaken to consolidate relevant datasets into Microsoft Fabric,

the City Corporation's common data platform, as the foundation for an interactive PowerBI dashboard.

8. The consolidation of data into Microsoft Fabric will enable the City Corporation to collate, measure and report progress consistently, while also providing a mechanism to hold both internal departments and external partners to account for delivery, success, and value for money.
9. The Destination City Dashboard will be published externally on the City Corporation website and updated regularly. The Hub will assemble and publish this dashboard, focusing initially on available datasets while working closely with partners to obtain additional datasets or information relevant to the DC programme.
10. Alongside the dashboard, the Hub will produce regular insight reports to inform further action and shape future activities. A static copy of the first version of the Destination City Dashboard is included as Appendix 1, consisting of the following sections:
 - a. **State of the City:** This section presents top-level indicators for the City: on economic performance, spend, and visitors. Monitoring these indicators will allow us to ensure we understand and reflect on the wider context within which we are operating. For instance, in tracking monthly indicative footfall data, we noted that July was the busiest month the Square Mile has seen for three years, with the number of visitors and workers surpassing 11.5 million.

The data in this section is drawn from the Office of National Statistics, the GLA's High Streets Data Service, and TfL's open-source publications. Where relevant and possible, updates are automated to ensure the latest data is presented. Appendix 1 shows a screenshot of the data taken on 23/09/2025.
 - b. **Destination City Outcomes:** This section outlines the specific measures and targets for each of our Destination City programme outcomes. This will help evaluate the impact of our chosen interventions. Data in this section is drawn from the GLA's High Streets Data Service and internal reporting.
 - c. Further work is being undertaken to develop the third section of the Destination City Dashboard: **the City Health Check**. This section will bring together a wide range of data and indicators linked to our Destination City Outcomes, from a variety of internal and external sources. Updates to the City Health Check will be added periodically to the dashboard once the relevant information is incorporated into Microsoft Fabric.
11. Members are asked to **note** the progress made on developing the Destination City Dashboard at Appendix 1.

The Destination City Partnership Fund

12. Destination City aims to deliver its outcomes in partnership, following Mr. Martin's advice to support external organisations with events and activations, rather than deliver events ourselves. The Destination City Partnership Fund was established to encourage creative and innovative ideas that help to deliver the

aims of the Destination City Programme. Through the fund, the City Corporation aims to draw on the ideas and delivery expertise of all those who operate in or interact with the City. The fund seeks to ensure the Corporation is a co-funder of projects, moving away from a trend of the Corporation being the sole funder.

13. The total value of the fund is £200,000 for the fiscal year 2025-2026. Applications opened in May 2025 and are processed by the Central Funding and Charity Management Team. It is a rolling programme with applications received throughout the year. The decision-making board includes representatives from across the Corporation – including the Environment Department, Culture Team, Destination City Team, Central Grants Team, as well as a representative from our City BIDs.
14. To date, we have received ten applications. Five applications have progressed to the panel; three have withdrawn, one did not meet the funds criteria, while two are currently being processed by the Central Grants Team ahead of being assessed by the decision-making board.
15. Four applications have been approved and are detailed below:
 - Temple Bar Trust:** Establishing an annual ceremony to mark the 'Opening of the Gates' of Temple Bar - a colourful historic moment which seeks to attract visitors, workers and local residents. Funding was awarded to pilot the ceremony, with the aim of making the event a regular occurrence.
 - Guildhall School of Music and Drama:** To support the delivery and marketing of the inaugural Vibrance Trail of light projections, soundscapes and immersive artworks, including expansion of the trail to include St Giles' Cripplegate.
 - Dr Johnson's House Trust:** To support marketing and Sunday opening costs at Dr Johnson's House, attracting weekend visitors to the City.
 - Team London Bridge:** To develop and deliver a series of guided walks to promote medical heritage and health innovation through time in The City and London Bridge.
16. Members are asked to **approve** changes to the Fund's policies, following a 6-month review of operation. This can be found in full at Appendix 2. In summary, these changes propose:
 - a. Increasing the maximum individual grant from £10,000 to £20,000, and raise the total Destination City Partnership funding available to the same applicant from £20,000 to £30,000 within any two-year period, measured from the application date of the first grant awarded; and
 - b. Extend the assessment period from 8 to 12 weeks from receipt of a valid application.

Launching the City Business and Investment Unit

17. A core aim of the Destination City Programme is to position the City as 'a *globally attractive destination for business*'. To support this, Members approved establishing a premium concierge service for relocating businesses. In June

2025, the City Business and Investment Unit (CBIU) was launched at Guildhall in partnership with stakeholders across the Square Mile. As the UK's economic heart, the Square Mile benefits from the CBIU, which aims to attract, retain, and grow investment by providing concierge-style support to new and existing occupiers and investors, keeping the City ahead of global competition.

18. The Destination City Hub supports the CBIU by providing City-specific data, policy analysis, and delivering initiatives that reinforce the City of London's status as a global business hub. This includes collaborating with the CBIU on business engagement and service development. For instance, in early September, the DC Hub and CBIU jointly sent a letter to 100 of the City's major occupiers, encouraging closer partnership in our ambition to "attract workers back to the office." The letter has already achieved a 20% response rate thus far, with positive early feedback noting that senior stakeholders would "be very interested to understand more about this initiative, and potential opportunities to work together to support this."

Destination Advisory Board

19. The Destination Advisory Board met for its third meeting on 11 June 2025 to welcome new members and review progress on key initiatives supporting the City's growth. Members received a copy of the minutes of the Board at their September meeting.
20. The Board highlighted health and wellbeing, sustainability, and investment in future talent, and discussed tailoring messaging for different audiences. The Board also considered ways to increase worker engagement, footfall and received an update on a co-commissioned ground floor use report examining amenities and opportunities across the City.

Commissioning of a Ground Floor Study

21. As noted above, developing a consistently lively and animated ground floor experience is an important component of ensuring the City is a destination where people want to live, work, learn and explore. This concept was also a key component of the Martin review.
22. In partnership with the five City BIDs and the City River Partnership, the City Corporation has instructed Bruce Gillingham Pollard, following a competitive tendering process, to undertake a piece of work that will provide a sense of amenity provision across the Square Mile, look at future demographic trends and identify the components of a lively and active ground floor experience. Progress will be reported to this Committee in due course.

Convening & Communicating

23. **City of London Calendar of Events:** One of the main recommendations from the Martin Review was to establish a '*consolidated calendar of events*' which promotes and brings together all of the activities already happening across the Square Mile. The calendar should promote, not duplicate efforts on our own social media channels.

24. In August 2025, a new interactive ‘*What’s On*’ calendar was launched, designed to improve event discoverability and user experience on our consumer-facing website - CityofLDN. Developed in collaboration with the Culture Team and NLA, the calendar allows users to view events by date, filter by themes such as family, music, free, and food & drink, and quickly identify activities of interest. The calendar has been actively promoted through social media and newsletters, driving strong engagement since launch. Views on the What’s On page have risen by 35.43% month-on-month, underlining the impact of consolidating City events into a single, accessible platform.
25. The NLA and City Corporation are working to further consolidate our online platforms. Work is underway to bring together the CityofLDN and OneCity websites.
26. **Destination City Bulletin:** In April 2025, a new monthly Destination City Bulletin was published to provide updates from across the Destination City portfolio and promote collective successes from across the Square Mile. Recognising the power of sharing data and insights, the Destination City Hub team also brings readers the latest City of London data and news on the progress of the programme. Core audiences include elected Members and key partners.

Creating ‘An inclusive and welcoming destination that attracts the next generation of talent’

27. Sustaining that economic growth requires a strong talent pipeline of skilled workers and requires the City Corporation to respond to the evolving needs of workers — an issue highlighted at the Policy and Resources Committee Away Day in July. This underpins the Destination City objective to position the Square Mile as “*an inclusive and welcoming destination that attracts the next generation of talent.*”
28. In agreeing the Destination City Programme implementation plan in February 2025, Members agreed officers should return to the Committee with our proposals for delivering this workstream. The DC Hub have undertaken research to develop an evidence base to underpin our approach to this outcome and consulted widely across the City Corporation on how best to progress.
29. While currently available demographic and workforce data offer valuable insights, data of this kind can be complex, and its use across the Corporation remains fragmented. Drawing primarily on Office of National Statistics figures¹, we can provide indicative statistics on the City’s workforce, though these are based on self-reporting and may not present a complete picture:

¹ The following insights were compiled by the Office for National Statistics (ONS) following a series of requests submitted in June-August, for data relating to the demographics and characteristics of those in employment in the City of London. The data provided for all characteristics, except for Sexual Identity, is derived from the Annual Population Survey, April 2024 – March 2025, weighted 2022. Whilst ONS interviewers attempt to capture information as accurately as possible, some respondents do give ‘City of London’ as a generic response when their workplace may not strictly be within that area. Estimates of some characteristics are based on a small sample size, which may result in a less precise estimate. As such, the ONS advises that they should be used with caution.

Ethnicity: 37% of the City's workforce was of black, Asian or a minority ethnic origin, with the largest sub-section identifying as Black/African/Caribbean/Black British, at 9% of the total.

Age: 60% of City workers are aged between 25-44, 12% are over 55.

Gender: The City workforce gender balance is 63% male and 37% female.

Religion²: 43% of City workers are non-religious. Of the 57% of City workers identifying as religious, the largest proportions identify as Christian (35%), Muslim (10%) and Hindu (5%).

Disability status: 10% of City workers have a disability under the Equality Act.

Sexual Identity³: 94% of City workers identify as heterosexual/straight. Small sample estimates indicate that 3% of City workers identify as gay or lesbian, 2% bisexual and 2% other.

30. To identify key priorities for action, the Destination City Hub conducted further desk research into the changing preferences of the future workforce. For this purpose, officers defined the future workers as '*Gen Z*' (born 1997-2012, currently in their teens and twenties) and '*millennials*' (born 1981-1996, currently in their thirties and early forties), with some consideration of '*Gen Alpha*' (born 2010-2025, the oldest of which are around 15 years old).
31. This research indicated that these generations value not only financial reward but also meaning, wellbeing, opportunities for skills development, sustainability, and diversity and inclusion. These sources are noted at Appendix 4 but, for example:
 - Around 90% of Gen Z and millennials say that having a sense of purpose is important to job satisfaction and wellbeing, and over 40% have left roles they felt lacked purpose.
 - 70% of Gen Z and 59% of millennials engage in skills development at least weekly.
 - Work-life balance and mental and physical health are particularly important for Gen Z, with nearly a third indicating that benefits supporting stress management would incentivise them to attend the office more frequently.
32. Complementing this, a City Corporation commissioned report of October 2024 by Yard Creative/CBRE identified six success factors and opportunities which the City should focus on in order to enhance its appeal to the future workforce – namely, to be:

² The ONS advise that disclosure rates tend to be lower for questions around religion. As such, the baseline total of employees when calculating the percentage differs from other characteristics.

³ Sexual identity dataset is derived from the Annual Population Survey, January 2023 – December 2023, weighted 2022. Sexual identity estimates have their own weighting as responses to these questions are only taken in person (i.e. the ONS does not take proxy answers from other household members). This means that totals for this characteristic can differ from variables which use our broader weighting.

Accessible: Well-connected by public transport

Sociable: Close to amenities that drive social connection, built community and attract people to the office

Serviceable: Close to life-centric amenities

Healthy: Close to green space

Inspiring: Inspirational area that supports and an occupier's brand

Strategic: Provides access to talent

33. The report further emphasised that business occupiers and investors prioritise access to skilled talent, often following it when making investment decisions. This highlights the strategic importance of promoting the City and implementing targeted interventions: creating a highly skilled and inclusive workforce directly supports economic growth.
34. While some factors lie beyond the City Corporation's direct control, evidence points to a clear set of priorities shaping the choices of the next generation of workers: meaning, wellbeing, and upskilling. Although these priorities are not exclusive to younger cohorts, their growing emphasis reflects shifting attitudes over time and signals where the Corporation can focus efforts to strengthen the City as "*an inclusive and welcoming destination.*"
35. The DC Hub has consulted widely across the organisation for input, including but not limited to the City Corporation's Culture Team, Education Strategy Unit, Police Authority Board, Communications and Engagement Team, Innovation and Growth, the CBIU, Mansion House, and core institutions such as GSMD and the Barbican.
36. In response, the Destination City Hub is mapping existing initiatives and programmes across the Corporation that align with these themes. This mapping will provide a clearer picture of the City's current offer and identify opportunities to enhance, coordinate, or better communicate activity to workers, residents, and visitors. This work is intended to provide a clearer understanding of what is currently being delivered and where opportunities exist to improve alignment and efficiency.
37. Officers will continue to map, consolidate, and communicate existing activity across relevant areas, with progress and outcomes reported to Committee at appropriate points.
38. For example, in relation to "meaning" and "wellbeing," the Hub will work with the Communications and Engagement team to extend the impact of the City Belonging Project, as well as highlighting other existing work such as Progress Together. For "upskilling," it will collaborate with the Education Strategy Unit and others to showcase the City's exceptional educational ecosystem and access to lifelong learning opportunities – such as AI and coding courses, amongst others.
39. The Destination City Hub is also identifying gaps in our data as well as consulting on the most appropriate usage of available data sets to determine which pieces of information could be obtained to better understand the changing nature of the

City's workforce, both in demographics and attitudes to work and place. A sentiment raised also during the Policy and Resources Away Day in July 2025 and built upon in the proposals below.

Proposals

40. At their Away Day in July, this Committee asked officers to provide more information, allowing them to better understand changing values and demographics of the next generation of workers.
41. To support this request and advance the Destination City goal of becoming *an inclusive and welcoming destination*, this report seeks approval to work across the organisation on two activities to form baseline metrics for this outcome: (a) working with colleagues across the Corporation to consult the Office for National Statistics on their estimates of City-wide worker demographics and assess the quality and coverage of these data, with the aim of developing a shared dataset and common understanding of its application across the Corporation; and (b) conducting a survey of City workers.

a) Cross-Corporate ONS Demographics Data Capture

42. Currently, worker demographics data is obtained from the ONS through the lens of the City of London's role as a global business hub for financial and related professional services, providing facts and figures about employment and firms located within the City, as well as highlighting some recent changes to the City as a workplace.
43. ONS data presents some well-known difficulties, including small sample sizes, difficulty identifying City workers, and concerns over recent data quality. These challenges are well known within the Corporation, and we will work closely with ONS to mitigate them and ensure use of the best available data.
44. The Destination City Hub seeks to address some of these challenges, supplement the data beyond those within the financial and related professional services, and ensure coordinated use of data across the organisation. To do so, the Destination City Hub has consulted with teams across the Corporation – seeing value in expanding our requests to the ONS to reflect the entire business and worker data across the City of London, looking to produce a standard data set that can be used across multiple departments.
45. By developing a standardised data set usable across multiple departments, the Corporation can ensure consistent, evidence-led decision-making and better align cross-corporate initiatives with workforce needs. It is proposed that this consultation would be led by the Destination City Hub in coordination with Innovation and Growth, and with input from colleagues across the Corporation who would find such data useful for their own work.

b) Survey of City Workers

46. We propose to address some of the challenges with the ONS data, by complementing existing demographic analysis with an annual survey of City workers. This survey will be designed to capture evolving perspectives on the

priorities of *meaning, wellbeing, and upskilling*, alongside wider attitudes to work, community, belonging, and the Square Mile as a place. It will help to fill key gaps in our evidence base and enable us to develop a series of measurable sentiment scores for City workers. Importantly, we recommend a professional firm conduct the survey to ensure data veracity.

47. This report recommends that the Destination City Hub act as the corporate lead for this survey. Due to the diverse nature of the City worker population, obtaining a representative sample across sectors and seniority may be complex – so we will work with potential research partners to address these issues as far as possible, as well as seek advice on survey questions which will be developed in consultation with cross-departmental teams.
48. Insights gathered will help enable the Corporation to track trends over time, measure the effectiveness of its actions, anticipate shifts in expectations, and demonstrate leadership in shaping a more inclusive and welcoming City. This report recommends that the Destination City Hub act as the corporate lead for this survey in consultation with teams across the Corporation.
49. The survey will be funded within pre-approved Destination City budgets and commissioned in line with corporate procurement rules. If there's a wider desire for a larger representative survey, officers would assess the necessary resources with the departments involved. In the immediate term, approval from Members will allow the commissioning process to begin and establish the foundations for a long-term evidence base.
50. By combining enhanced demographic intelligence with a deeper understanding of workforce — and aligning this with existing initiatives — the Corporation will be better positioned to identify priorities, close gaps, and monitor progress. This cross-corporate, evidence-led approach will ensure efforts are mutually reinforcing, maximise the impact of the Corporation's investment in people and place, and strengthen the City's position as a truly inclusive and welcoming destination for the next generation of talent.

Corporate & Strategic Implications

Strategic implications – The proposals contained in this paper will deliver against the Corporate Plan outcomes of Vibrant, Thriving Destination and Dynamic Economic Growth.

Financial implications – The Destination City Programme is funded through a reallocation of the Growth Bid over 2 years.

Resource implications – Delivered by existing programme team.

Legal implications – We will comply with GDPR, data protection and any associated procurement rules as per City Corporation legal obligations and policies.

Risk implications – Data from a single survey is time-limited: useful for point-in-time analysis but insufficient to track changing needs and expectations. ONS data also presents risks, including small sample sizes, difficulty identifying City workers, and concerns over recent data quality. These challenges are well known within the Corporation, and we will work closely with ONS to understand exactly what they can

provide, the quality of the data and associated concerns, and guidance as to how it can be used.

Equality implications – The proposals above recommend undertaking research to better understand the demographics of the target worker population to ensure the City of London is both welcoming and inclusive to the future workforce.

Climate implications – N/A

Security implications – N/A

Conclusion

51. Work across the DC programme is progressing at pace – with significant progress being made across all four Destination City workstreams. This includes the launch of our new Destination City Dashboard, a key recommendation from the Martin Review aimed at enhancing the City Corporation’s in-house capacity for obtaining, analysing and visualising data.
52. The City Corporation already delivers a wealth of programming, activity and initiatives that deliver on our ambition to become, *“an inclusive and welcoming destination that attracts the next generation of talent”*. However, this work is scattered across the City Corporation and there are ways to better promote and potentially consolidate programming that deliver similar outcomes, or provide better, more tailored services, based on an enhanced understanding of our worker population.
53. Members are asked to approve two evidence-gathering initiatives: consult the Office for National Statistics on their estimates of City-wide worker demographics and assess the quality and coverage of this data, and conducting a survey of City workers with a view to conduct this on an annual basis. Together, these will create a robust evidence base to guide future action and ensure the City remains attractive to the next generation of workers.

Appendices

- Appendix 1 – Destination City Dashboard: Test Examples
- Appendix 2 – Destination City Partnership Fund: Proposed Policy Amendments
- Appendix 3 – Destination Advisory Board Public Summary July 2025
- Appendix 4 – Research Note

Jennifer Beckermann, Executive Director and Private Secretary to the Policy Chairman, SRO for Destination City. Jen.Beckermann@cityoflondon.gov.uk

Benjamin Dixon, Head of the Policy Unit and Interim Head of Programme, Destination City. Benjamin.Dixon@cityoflondon.gov.uk

Emily Slatter, Policy Unit, Office of the Policy Chairman.
Emily.Slatter@cityoflondon.gov.uk

City of London Corporation

Destination City Dashboard



Destination City is the growth strategy for the Square Mile

In the decade ahead, the City aims to be a globally attractive place for businesses, seeks to attract workers back to the office, and be a place where people want to live, work, learn and explore. Its future success relies on being a welcoming and inclusive destination for all.

Destination City is a programme of collective action which aims to achieve four overlapping – and corporate wide – outcomes:

A globally attractive place for business

Attracting current City workers back to the office by "earning the commute"

An inclusive and welcoming destination which attracts the next generation of talent

A destination where people want to live, work, learn, and explore

This dashboard collates and visualises data to help us bring to life the actions and impact of the Destination City Programme and the wider City Corporation, as well as tell a story about our unique value proposition – which is key for attracting and retaining businesses, but also key to understanding our audiences and the communities we serve. It is presented in three sections:

State of the City

This section presents top-level indicators for the City; on economic performance, spend, and visitors. Monitoring these indicators will allow us to ensure we understand and reflect on the wider context within which we are operating.

Destination City Outcomes

This section outlines specific measures and targets for each of our Destination City programme outcomes. This will help us evaluate the impact of our chosen interventions.

City Health Check

This section brings together a wide range of data linked to our Destination City outcomes – and that we know influence our wider objective to make the city a magnetic place. They tell us more broadly what is happening across the Square Mile.

Navigation Pane

Reference Pages

Programme Outline

Sources and Data Definitions

State of the City

Economic Indicators

Square Mile Spend Index

Footfall in the Square Mile

TfL Exit Taps at Square Mile Stations

Destination City Outcomes

Measures and Targets

City Health Check

A globally attractive place for business

Attracting current City workers back to the office

An inclusive and welcoming destination which attracts the next generation of talent

A destination where people want to live, work, learn and explore

Sources and Data Definitions

State of the City: Economic Indicators

City Productivity

City Productivity data is drawn from the Subregional Productivity: labour productivity indices by local authority district dataset, published by the Office for National Statistics (ONS), which can be found here:

[Data related to Regional and subregional labour productivity, UK - Office for National Statistics.](#)

The data currently displayed is from the June 2025 release, relating to calendar year 2023, and will be updated annually.

City Workers

City Workers data is drawn from the Business Register and Employment Survey (BRES) data, published by the Office for National Statistics (ONS).

The data was downloaded via a bespoke query from Nomis, the official census and labour market statistics service operated by the ONS.

The dataset returned covers calendar years 2015 to 2023, and will be updated annually.

This data can be examined through four types of employment status:

- Employees: An employee is anyone aged 16 years or over that an organisation directly pays from its payroll(s), in return for carrying out a full-time or part-time job or being on a training scheme. It excludes voluntary workers, self-employed, working owners who are not paid via PAYE.

- Full-time employees: Employees working more than 30 hours per week.

- Part-time employees: Employees working 30 hours or less per week.

- Employment: Employees plus the number of working owners. BRES therefore includes self-employed workers as long as they are registered for VAT or Pay-As-You-Earn (PAYE) schemes. Self employed people not registered for these, along with HM Forces and Government Supported trainees are excluded. Working owners are typically sole traders, sole proprietors or partners who receive drawings or a share of the profits.

When referring to City Workers, the City Corporation uses the figures for Employment as standard.

City Businesses

City Businesses data is drawn from Inter Departmental Business Register (IDBR) data, published by the Office for National Statistics (ONS). The data was downloaded via a bespoke query from Nomis, the official census and labour market statistics service operated by the ONS. The dataset returned covers calendar years 2015 to 2023, and will be updated annually.

High Growth City Enterprises based in the City of London

Data on High Growth Enterprises is drawn from Inter Departmental Business Register (IDBR) published by the Office for National Statistics (ONS), which can be found here: [Business demography, UK - Office for National Statistics.](#)

The data currently displayed is from the November 2024 release, relating to calendar years 2018 to 2023, and will be updated annually.

High Growth Enterprises are defined as any business with 10 or more employees with average annualised growth in employment greater than 20% per annum, over a three-year period.

Navigation Pane

Reference Pages

Programme Outline

Sources and Data Definitions

State of the City

Economic Indicators

Square Mile Spend Index

Footfall in the Square Mile

TfL Exit Taps at Square Mile Stations

Destination City Outcomes

Measures and Targets

City Health Check

A globally attractive place for business

Attracting current City workers back to the office

An inclusive and welcoming destination which attracts the next generation of talent

A destination where people want to live, work, learn and explore

Sources and Data Definitions

State of the City: Spend and Visitors

Square Mile Spend Index

Spend Index data is anonymised and aggregated from Mastercard, via the High Streets Data Service. The dataset runs from 1st January 2023 to the date displayed on this page. Spend is the sum of Mastercard spend during the selected period. Values are not in pound/pence amounts, but are indexed to show relative change over time. Transactions are counted if they are made using UK-registered Mastercard debit or credit cards, made onsite at a point-of-service (POS) pay point. Online transactions are not included. This page includes the option to filter between three scales of area: the City of London as a whole, the five City Business Improvement Districts, and the six Principal Shopping Centres as outlined in the City Plan.

Footfall in the Square Mile

Footfall data is anonymised and aggregated from BT, via the High Streets Data Service. The dataset runs from 1st January 2023 to the date displayed on this page. Footfall includes all types of visitors (workers, domestic visitors & international visitors), and will not double count the same visitor within a single day. Footfall counts include people who have spent at least 10 minutes in a specified area. Footfall is indicative, and may vary compared to other datasets. This page includes the option to filter between three scales of area: the City of London as a whole, the five City Business Improvement Districts, and the six Principal Shopping Centres as outlined in the City Plan.

TfL Exits at Square Mile Stations

TfL Exits data is powered by TfL Open Data. Contains OS data © Crown copyright and database rights 2016' and Geomni UK Map data © and database rights [2019]. The dataset runs from 1st January 2023 to the date displayed on this page. It also includes the calendar year 2019 as a pre-pandemic baseline. Exit taps have been chosen as a measure of visitors arriving within the City, and cover arrivals across the whole 24 hour period. This page includes the option to filter between different groups of stations: stations geographically sited within the City of London, and stations which service the City of London i.e. are not located within the City but which passengers (particularly commuters) could use to access the Square Mile by walking or using a bus.

Navigation Pane

Reference Pages

- Programme Outline
- Sources and Data Definitions

State of the City

- Economic Indicators
- Square Mile Spend Index
- Footfall in the Square Mile
- TfL Exit Taps at Square Mile Stations

Destination City Outcomes

- Measures and Targets

City Health Check

- A globally attractive place for business
- Attracting current City workers back to the office
- An inclusive and welcoming destination which attracts the next generation of talent
- A destination where people want to live, work, learn and explore

Destination City Outcomes: Measures and Targets

A globally attractive place for business

Our target is to increase the number of new investors in the Square Mile, increase the number of new business occupiers, and increase the number of businesses we support who are starting or expanding in the City, in line with our SME Strategy.

Data for this outcome is provided by the City Corporation's City Business Investment Unit (CBIU), and will be updated on a quarterly basis.

Attracting current City workers back to the office by "earning the commute"

Our target is to reduce the average difference from 36% to 30% between the mid-week footfall and Mondays and to reduce the average difference from 42% to 37% between the mid-week footfall and Fridays.

Data for this outcome is anonymised and aggregated from BT, via the High Streets Data Service. The dataset runs from 1st January 2023 to the date displayed on the State of the City: Footfall in the Square Mile page.

An inclusive and welcoming destination which attracts the next generation of talent

Our target for this outcome is being developed, working alongside our City Belonging Project, to determine the best measurements and interventions for this area of work.

A destination where people want to live, work, learn, and explore

Our target is to increase average footfall on Friday, Saturday and Sunday by 5%.

Data for this outcome is anonymised and aggregated from BT, via the High Streets Data Service. The dataset runs from 1st January 2023 to the date displayed on the State of the City: Footfall in the Square Mile page.

Reference Pages

- Programme Outline
- Sources and Data Definitions

State of the City

- Economic Indicators
- Square Mile Spend Index
- Footfall in the Square Mile
- TfL Exit Taps at Square Mile Stations

Destination City Outcomes

- Measures and Targets

City Health Check

- A globally attractive place for business
- Attracting current City workers back to the office
- An inclusive and welcoming destination which attracts the next generation of talent
- A destination where people want to live, work, learn and explore

State of the City: Economic Indicators

City Productivity

Subregional Productivity June 2025 release, from the Office for National Statistics (ONS)

Gross Value Added (GVA £) per hour [2023]

£79.00
City of London

Gross Value Added (GVA £) per job [2023]

£151,920
City of London

£41.90

UK

£66,402

UK

89% ▲

City compared to UK

129% ▲

City compared to UK

Productivity Hours Worked per Week

Year	Hours Worked (M)
2014	18.5
2015	19.0
2016	20.0
2017	21.0
2018	21.5
2019	22.0
2020	20.5
2021	21.5
2022	22.5
2023	23.5

City Workers

Business Register and Employment Survey (BRES) data, from the Office for National Statistics (ONS)

Employment Status

Employment

678,000

Latest Year

10% ▲

Annual Change

Number of City Workers

Year	Number of Workers (M)
2015	0.45
2016	0.48
2017	0.50
2018	0.51
2019	0.53
2020	0.54
2021	0.56
2022	0.58
2023	0.62

High Growth Enterprises based in the City of London

Inter Departmental Business Register (IDBR) November 2024 release, from the Office for National Statistics (ONS)

Number of High Growth Enterprises

Year	Number of Enterprises
2018	340
2019	340
2020	420
2021	360
2022	400
2023	440
2024	465

465

Latest Year

18% ▲

Annual Change

% of Enterprises recording High Growth

Year	City of London (%)	London (%)	United Kingdom (%)
2018	8.0	6.0	5.0
2019	7.8	5.5	4.8
2020	9.5	5.5	4.8
2021	7.8	5.0	4.5
2022	8.5	5.2	4.5
2023	9.2	6.5	4.8
2024	9.4	6.3	4.7

9.4%

City of London

6.3%

London

4.7%

UK

A full list of sources, publication dates, and definitions can be found on the Sources and Data Definitions page.

Navigation Pane

Reference Pages

Programme Outline

Sources and Data Definitions

State of the City

Economic Indicators

Square Mile Spend Index

Footfall in the Square Mile

TfL Exit Taps at Square Mile Stations

Destination City Outcomes

Measures and Targets

City Health Check

A globally attractive place for business

Attracting current City workers back to the office

An inclusive and welcoming destination which attracts the next generation of talent

A destination where people want to live, work, learn and explore

State of the City: Square Mile Spend Index

Area

Single selection only.

City of London

Time Period

Ctrl + click to select multiple.

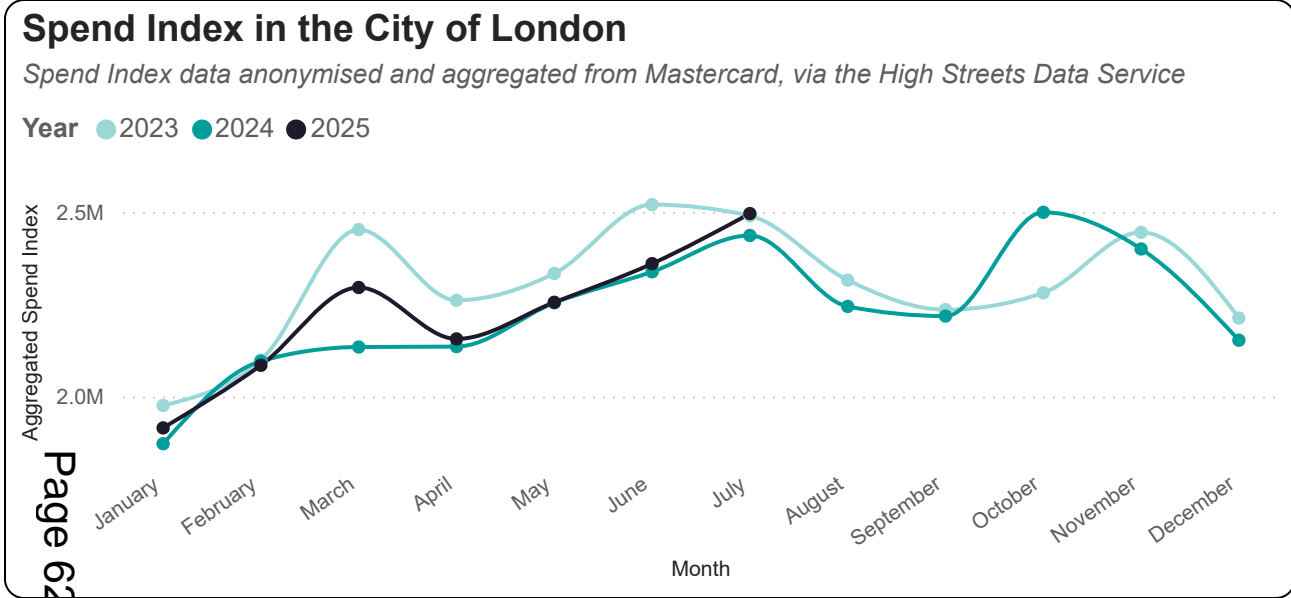
All

City of London

Selected Area

01 January 2023
Dataset Start Date

31 July 2025
Dataset End Date



2,495,474

Latest Month

2% ▲

Compared to previous year

6,770,999

Latest Quarter

1% ▲

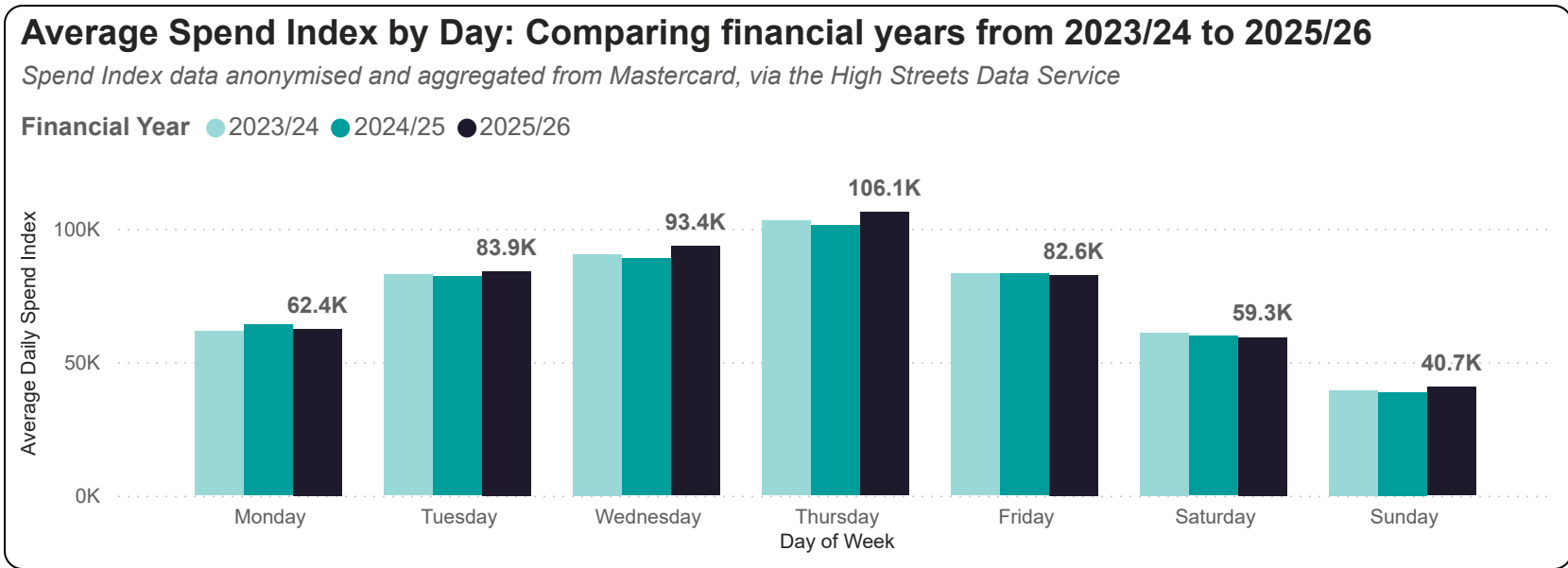
Compared to previous year

27,074,181

Latest Rolling 12 Months

1% ▲

Compared to previous year



- Average Spend Index by Month
- Average Spend Index by Quarter
- Average Spend Index by Calendar Year
- Average Spend Index by Financial Year

Navigation Pane

Reference Pages

- Programme Outline
- Sources and Data Definitions

State of the City

- Economic Indicators
- Square Mile Spend Index
- Footfall in the Square Mile
- TfL Exit Taps at Square Mile Stations

Destination City Outcomes

- Measures and Targets

City Health Check

- A globally attractive place for business
- Attracting current City workers back to the office
- An inclusive and welcoming destination which attracts the next generation of talent
- A destination where people want to live, work, learn and explore

State of the City: Footfall in the Square Mile

Area

Single selection only

City of London

Time Period

Single selection only

24HRS (12AM - 12PM)

City of London

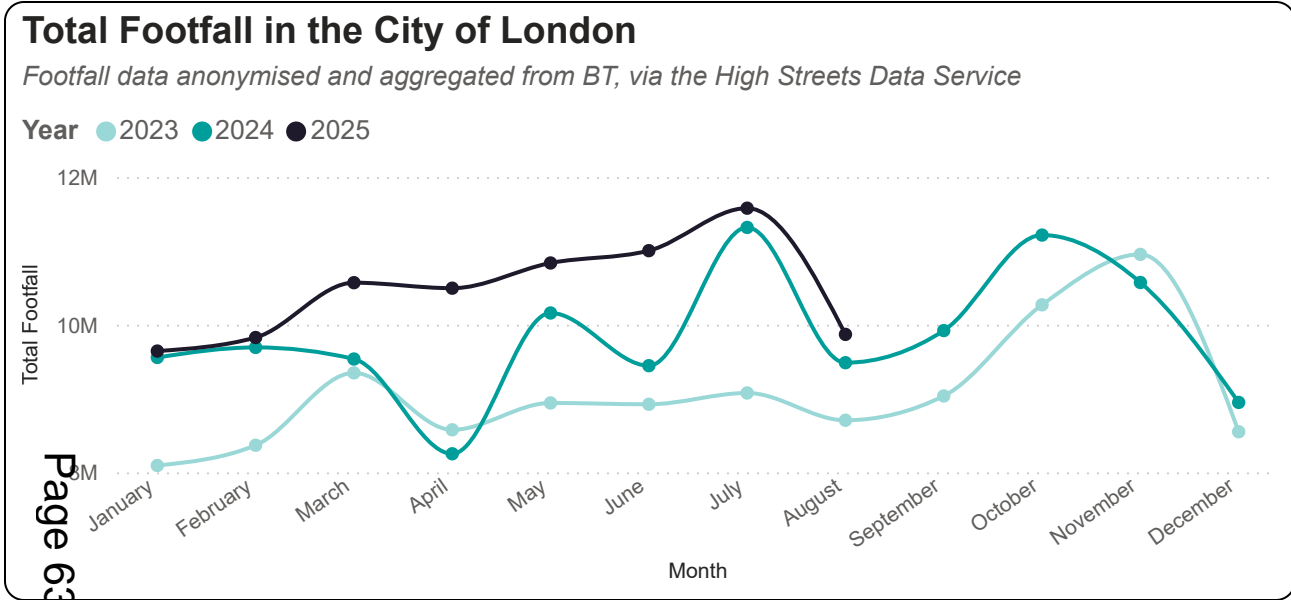
Selected Area

01 January 2023

Dataset Start Date

06 September 2025

Dataset End Date



9,868,380

Latest Month

4% ▲

Compared to previous year

32,331,775

Latest Quarter

16% ▲

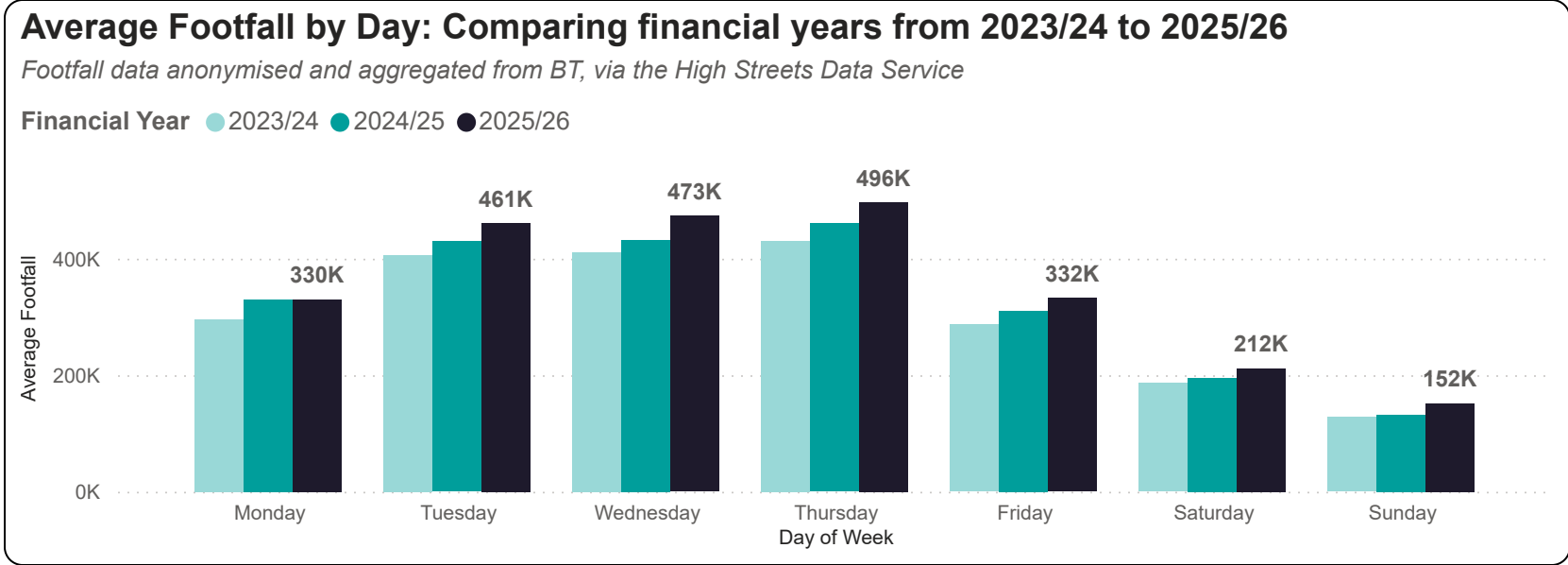
Compared to previous year

124,466,510

Latest Rolling 12 Months

7% ▲

Compared to previous year



- Average Footfall by Month
- Average Footfall by Quarter
- Average Footfall by Calendar Year
- Average Footfall by Financial Year

Navigation Pane

Reference Pages

Programme Outline

Sources and Data Definitions

State of the City

Economic Indicators

Square Mile Spend Index

Footfall in the Square Mile

TfL Exit Taps at Square Mile Stations

Destination City Outcomes

Measures and Targets

City Health Check

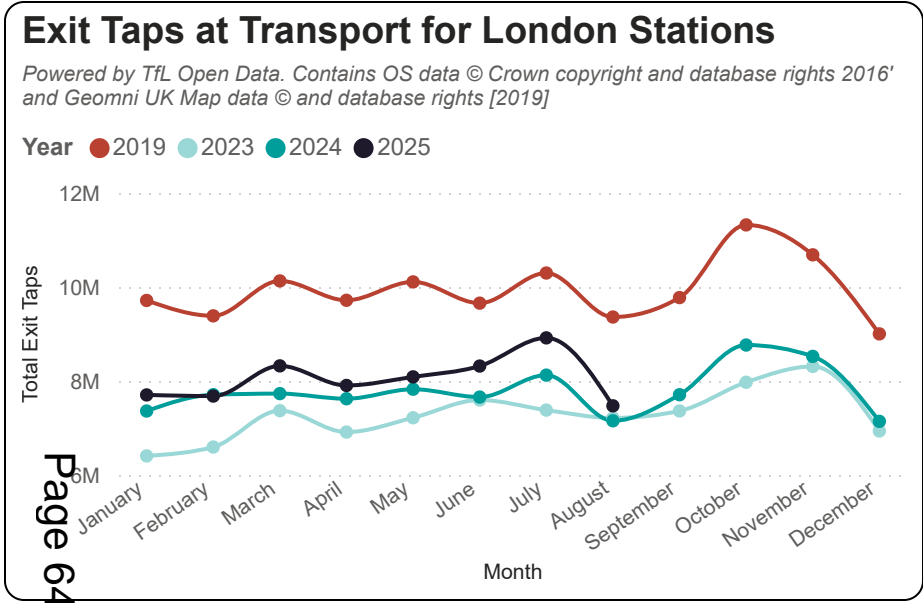
A globally attractive place for business

Attracting current City workers back to the office

An inclusive and welcoming destination which attracts the next generation of talent

A destination where people want to live, work, learn and explore

State of the City: TfL Exit Taps at Square Mile Stations

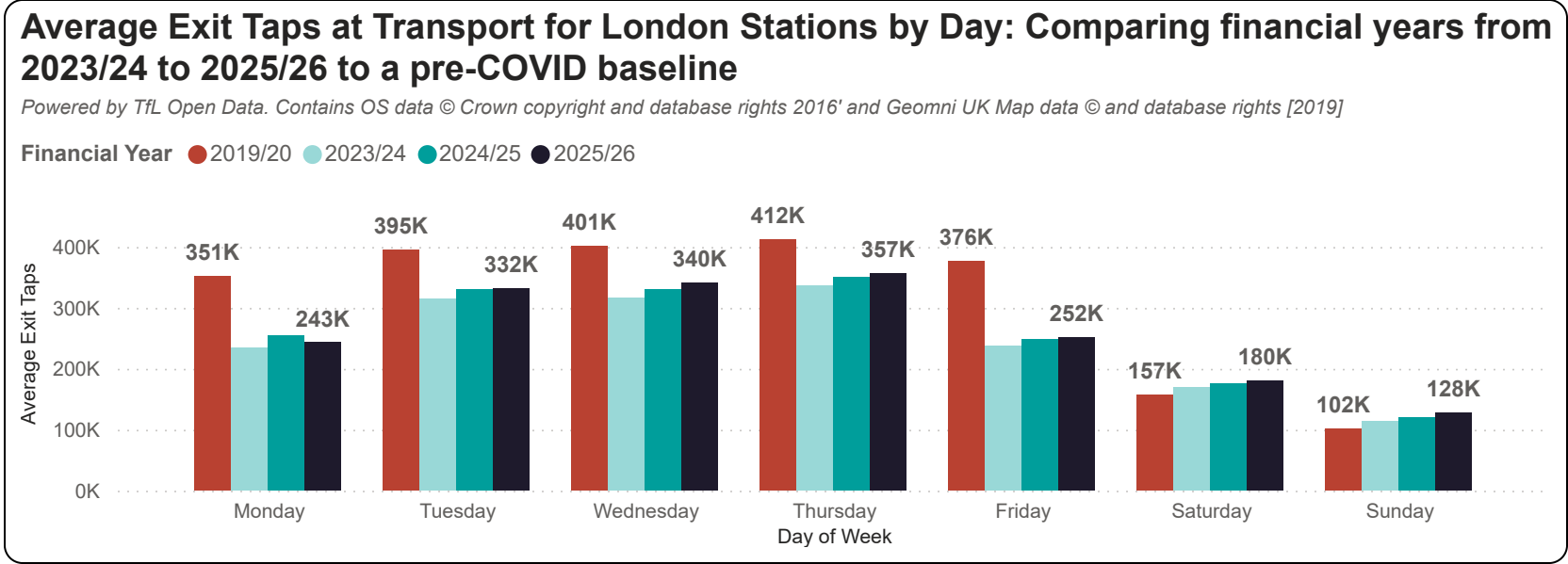


Station

Ctrl + click to select multiple stations / station groups

Within the City of London

7,471,629 Latest Month	4% ▲ Compared to previous year	-20% ▼ Compared to 2019
24,311,196 Latest Quarter	5% ▲ Compared to previous year	-18% ▼ Compared to 2019
96,544,019 Latest Rolling 12 Months	5% ▲ Compared to previous year	-19% ▼ Compared to 2019



- Average Exit Taps by Month
- Average Exit Taps by Quarter
- Average Exit Taps by Calendar Year
- Average Exit Taps by Financial Year

01 January 2019
Dataset Start Date

13 September 2025
Dataset End Date

Navigation Pane

Reference Pages

- Programme Outline
- Sources and Data Definitions

State of the City

- Economic Indicators
- Square Mile Spend Index
- Footfall in the Square Mile
- TfL Exit Taps at Square Mile Stations

Destination City Outcomes

- Measures and Targets

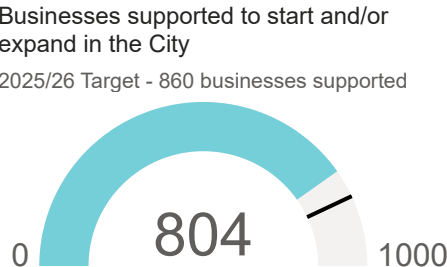
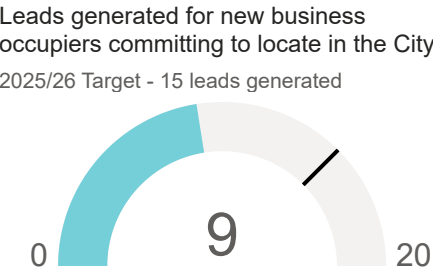
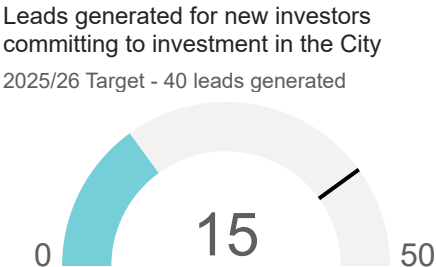
City Health Check

- A globally attractive place for business
- Attracting current City workers back to the office
- An inclusive and welcoming destination which attracts the next generation of talent
- A destination where people want to live, work, learn and explore

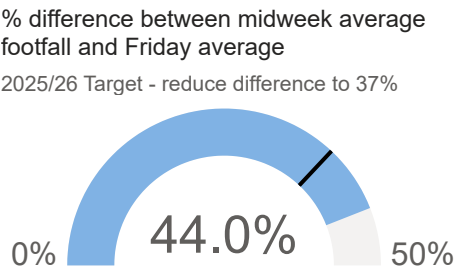
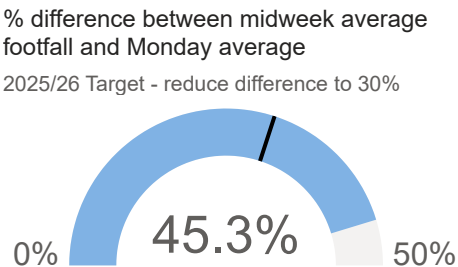
Destination City Measures and Targets

Data for "A globally attractive destination for business" will be updated on a quarterly basis. Please see "State of the City: Footfall in the Square Mile" for details on the footfall update schedule.

A globally attractive place for business



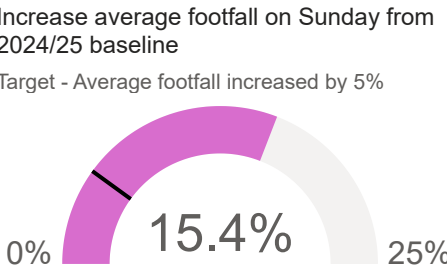
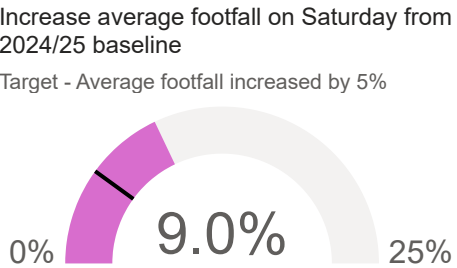
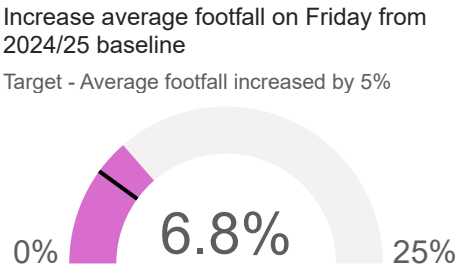
Attracting current City workers back to the office by "earning the commute"



An inclusive and welcoming destination which attracts the next generation of talent

Outcome measure to be developed

A destination where people want to live, work, learn, and explore



Navigation Pane

Reference Pages

Programme Outline

Sources and Data Definitions

State of the City

Economic Indicators

Square Mile Spend Index

Footfall in the Square Mile

TfL Exit Taps at Square Mile Stations

Destination City Outcomes

Measures and Targets

City Health Check

A globally attractive place for business

Attracting current City workers back to the office

An inclusive and welcoming destination which attracts the next generation of talent

A destination where people want to live, work, learn and explore

This page is intentionally left blank

Appendix 2: Destination City Partnership Fund – Funding Policy

Overview

Destination City is the growth strategy for the Square Mile. In the decade ahead, the City aims to be a globally attractive place for businesses, seeks to attract workers back to the office and be a place that people want to live, work, learn and explore. Its future success relies on being a welcoming and inclusive destination for all.

What we fund

The Destination City Partnership Fund encourages creative and innovative ideas that help to deliver the aims of the Destination City Programme. Through the fund the City Corporation aims to draw on the ideas and delivery expertise of all those who operate in or interact with the City.

Proposals must deliver one or more of the following defined **outcomes of Destination City**:

- 1) **Attracting current City workers back to the office.** With a particular focus on increasing worker footfall on Mondays & Fridays.
- 2) Making the City of London **a destination that people want to live, work, learn and explore.** With a particular focus on creating a lively ground floor experience, improving pedestrian connectivity between places and increasing visitor footfall on Fridays and weekends.
- 3) Ensuring that the City of London is **an inclusive and welcoming destination which attracts the next generation of talent.**

The scope of the Destination City Partnership Fund is deliberately wide and can fund both infrastructure, equipment and activities including events, workshops, celebrations, projects or anything else that attracts workers back to the office and makes the City a place that people want to live, work, learn and explore.

Sustainable interventions

The DCPF seeks to support sustainable interventions and welcomes proposals that seek to prove a concept, or pilot an approach that could be rolled out, if it proves to be successful.

Where we fund

- Grants issued through the Destination City Partnership Fund will be awarded to projects that are being delivered for the benefit of communities within the Square Mile. Projects which engage communities on the City's immediate boundaries will also be considered if they can demonstrate delivery of the Destination City objectives.
- Projects must have all benefits delivered within the City of London. Applicants may be based outside of the City of London, but it is anticipated that most applicant organisations will be City-based.

Value of Bids

The minimum grant that an organisation can apply for is £1,000 and the maximum grant is ~~£10,000~~ **£20,000**.

Who Can Apply

Applications are welcomed from:

- Constituted voluntary organisations and resident associations.
- Constituted business organisations and associations.
- UK registered charities.
- Registered community interest companies (CIC).
- Charitable companies (incorporated as not for profit).
- Registered charitable incorporated organisations.
- Exempt or excepted charities.
- Registered charitable industrial and provident society (IPS) or charitable community benefit society (BenCom).

The fund welcomes applications from both established organisations and new initiatives.

Applications cannot be accepted from individuals. Individuals who wish to apply for funding should do so through a City-based constituted organisation or group falling into the above definition.

Application Deadline

Applications are submitted online and are accepted on a continuous basis. Funding decisions are made through officer delegation. Decisions should normally be made within a maximum of ~~8 weeks~~ **12 weeks** from the receipt of a valid application.

Application Advice

The Central Funding and Charity Management Team provides pre-application advice and support to applicants. The Central Funding and Charity Management Team can also provide feedback to unsuccessful applicants. Requests for advice should be emailed to grants@cityoflondon.gov.uk. However, the Central Funding and Charity Management Team cannot provide assistance with project management or delivery of schemes funded through the Destination City Partnership Fund.

Assessment Criteria

- Applications should evidence of the feasibility, deliverability and sustainability of the project.
- **Co-funding:** Through the Destination City Partnership Fund the City Corporation is seeking to co-fund projects with partners. Proposals must set out what cash and in-kind contribution will be made to match-fund the cash contribution requested from the City Corporation.
- **Sustainability:** Grant funded projects are expected to become sustainable within the life-time of the Destination City Partnership Fund grant. Applications to extend a current Destination City Partnership funded project will be limited to the award of a maximum one further continuation funding grant. However, an applicant may apply for funding towards a new different project once their currently funded project has been completed.
- **Test and learn:** The Destination City Partnership Fund seeks to test-and-learn approaches that best deliver the Destination City outcomes. Applicants must submit a monitoring and evaluation framework specifying the activities (outputs) that will be delivered and the differences (outcomes) that will be achieved as a result of delivering the project with measurable targets that set out how the grantee will track progress against intended

outputs and outcomes and how the results will be used to further test and develop the initiative.

- Applications should set out clear timescales for delivery. Projects should be delivered by 1 April 2028 unless a grant extension is agreed.
- Applications for infrastructure projects should have obtained all necessary planning and other consents prior to the release of funding.
- Applications should not include expenditure for any spending commitments made before the date of grant awarded.
- Applicants should not apply to Destination City Partnership Fund for any part of a project that is already funded.
- Although applicants may apply to the Destination City Partnership Fund for a number of different projects, the total Destination City Partnership grant funding awarded to the same applicant cannot exceed ~~£20,000~~ £30,000 in any two year period measured from the application date of the first grant awarded.
- Applications that include a request for funding towards a post where the post holder will work more than 17.5 hours per week must submit a job description to outline the key roles and responsibilities of the post, the hours and the pay rate/salary.
- We are a Living Wage Friendly Funder. Any post paid for in full or part by a grant must be paid the London Living Wage as a minimum.

Supporting Documents

The following supporting documents are required in relation to all applications:

- A copy of the applicant's most recent signed financial statements for the organisation.
- If the most recent signed financial statements are not for the organisation's last complete accounting year, then also a draft set of financial statements, or a forecast outturn, for the organisation's last complete accounting year should be provided.
- A current year budget and, if nearing the current year-end, a current year-end forecast.
- A copy of the organisation's constitution (or another governing document if the applicant is a business).
- If the applicant is a newly constituted organisation (established in the last 18 months) they should submit management accounts and a financial forecast for the first 12 months of operation.
- A budget breakdown for the application identifying the full project costs, other income and hence grant funds required – to including all in-kind and cash contributions.
- If the organisation works with children or vulnerable adults, a copy of the organisation's safeguarding policy.

Eligibility Criteria

- Applicants can only hold one Destination City Partnership Fund grant at any one time.
- Applicant organisations should have a clear set of governing rules and governing document appropriate to their legal status.
- Applicant organisations should have a minimum of three unrelated members on their governing body.
- Established applicant organisations (operating for 18 months or more) are required to provide at least one year's signed, audited or independently examined accounts for the organisation.

- Newly constituted organisation (established in the last 18 months) must submit management accounts and a financial forecast for the first 12 months of operation.
- Applicants should have robust financial procedures in place to ensure that funds are used appropriately. The applicant must have an ordinary business bank account and all cheques from the bank account must be signed by at least two individual representatives of the organisation who are not related to one another and who do not live at the same address.
- Applications will not be accepted from political parties or organisations involved in political lobbying.
- Applications will not be accepted from City Corporation teams or divisions.
- Applicant organisations should have a safeguarding policy that ensures the organisation provides a safe and trusted environment which safeguards anyone who comes into contact with it, including beneficiaries, staff and volunteers. Applicants seeking funding for activities with or for young people and vulnerable adults must have a robust safeguarding policy in place which outlines procedures, training, incident reporting and safeguarding risks.
- Applicants in receipt of a rejected application cannot reapply to the Destination City Partnership Fund for 4 months from the submission date of the rejected application.
- Applicants who withdraw their application during the assessment process may reapply to the Destination City Partnership Fund at any time.
- Applications must be endorsed by a referee who knows the work of the organisation but is independent of it. This could be a local councillor, another funder or an officer of the applicant's local Council for Voluntary Services, Volunteer Bureau, local authority or umbrella body. It should not be a member of the applicant's Committee, someone who uses the applicant's services or a member of the applicant's family.

Assessment

Once we have received an online application and supporting documents the application will be allocated to a Funding Manager who will lead the review of the proposal. As part of this assessment process, we will undertake a number of due diligence checks in relation to the organisation's governance, history, safeguarding and finance. As part of the assessment process the Funding Manager will arrange an assessment discussion with the applicant to talk in more detail about any questions that may have arisen and to find out more details about the project.

Awards Process

Proposals will be reviewed and approved by officers from the City Corporation under delegated authority, with decisions being reported to the Policy & Resources Committee.

Where a grant has been awarded for either revenue or capital expenditure, applicants have up to one year from the date of the grant letter in which to begin to draw down funds. The grant offer may be revoked where the grant is not drawn down as outlined above unless an alternative timescale has been agreed in writing. The City Corporation will monitor delivery of projects, including taking action to ensure that projects are delivered on time, or seek to recover funds if projects do not proceed within agreed parameters.

Governance Process

The City Corporation's Destination City Partnership Fund will be allocated following the assessment of eligible applications that meet the assessment criteria for infrastructure projects or

activities that take place within the City of London and which best meet the Destination City outcomes. The determination of these applications will rest with the City Corporation.

Complaints Process

Any applicant wishing to complain or express dissatisfaction about the conduct, standard of service, actions or lack of action by the Central Funding and Charity Management Team during the assessment of their application should follow the City of London's simple three-stage procedure outlined on the Corporation's website at: [Feedback - City of London](#). At Stage 1 complainants should contact grants@cityoflondon.gov.uk upon which their complaint review will be undertaken by the Head of Central Funding and Charity Management Team. A full response should be provided within ten working days. At Stage 2 a complaint review will be undertaken by the Chief Officer of the Department or a nominated Senior Officer (Deputy Town Clerk). A full response should be provided within ten working days or the complainant will be advised of any delay. At Stage 3 complainants should contact complaints@cityoflondon.gov.uk upon which a complaint review will be undertaken by the Town Clerk & Chief Executive or a Senior Officer acting on his/her behalf. A full response should be provided within ten working days or the complainant will be advised of any delay.

This page is intentionally left blank

Destination Advisory Board (DAB)
Summary of Discussion
June 2025

Destination Advisory Board (DAB)

11 June 2025, 4.30pm - 6:00pm

Attendees:

1. Chris Hayward - Policy Chairman, City of London Corporation
2. Andrew Jackson CBE - Royal Historic Palaces
3. Simon McCaugherty - London & Partners
4. Charlotte Fletcher - Chair, Cheapside BID
5. Tony Matharu - Central London Alliance
6. Sarah Weir – Albion & East
7. Sean Ghouse – Fortum & Mason
8. Andrew Hilston - The Ardent Companies (Royal Exchange)
9. Jacqui Webster – Resident Representative, City of London Corporation
10. Tom Sleigh – Planning and Transportation, City of London Corporation
11. Brendan Barns – Culture Heritage and Libraries, City of London Corporation
12. James Thomson – Deputy Policy Chairman, City of London Corporation
13. Helen Fentimen – Community & Children’s Services, City of London Corporation
14. Jen Beckermann – Executive Private Secretary to the Policy Chairman & Destination City
Senior Responsible Officer, City of London Corporation
15. Katie Stewart - Executive Director, Environment Department

Officers

- *Ben Dixon – Head of the Policy Unit & Interim Head of Programme, Destination City, City of London Corporation*
- *Joshua Jones - Intelligence and Performance Analyst, Destination City, City of London Corporation*
- *Eloise Evans - Programme Advisor, Destination City, City of London Corporation*
- *Omkar Chana – Director of Culture, City of London Corporation*
- *Emma Markiewicz – Culture Senior Responsible Officer, City of London Corporation*

Destination Advisory Board (DAB)

Summary of Discussion

June 2025

- Amy Coppel – Partnerships Coordinator, Destination City, City of London Corporation
- Diane Dunkley - Programme Advisor, Destination City, City of London Corporation

Apologies:

- Paul Martin - Independent consultant for the Independent Review 2024

A public summary of the Destination Advisory Board meeting held on 11 June 2025.

New Destination Advisory Board Members, including BB and TS were welcomed in their as recently elected Chairs of Culture Heritage and Libraries and Planning & Transportation respectively. JT was also welcomed as the new Deputy Chairman of Policy & Resources. The Board received an update on key activities since the last meeting, which included the launch of the Destination City Partnership Fund, the appointment of 3 new officers to the Destination City team, with a Head of City BIDs to be appointed imminently, and takeaways from a recent hospitality and retail industry breakfast that was hosted by the Policy Chairman.

DAB Members reviewed and discussed a draft pitch deck, which outlines the City Corporation's proactive offer to business – the key message being attract, retain and grow. DAB Members welcomed the content and descriptions of the City but emphasised the need to adjust the headline wording of the six pillars, particularly 'serviceable', in favour of clearer phrasing that will become part of a shared script. A key theme of the discussion was audience, and the importance of deciding which priority groups to initially pitch to, as well as the need to have different versions for different demographics. The importance of footfall data was highlighted, and the use of visuals in the final presentation, including a heatmap. DAB Members noted that health and wellbeing, sustainability and investment in the talent of the future should feature more in the content. The Destination City SRO welcomed these reflections and added that the pitch deck is a base product that we will build from, and that the City has strong fundamentals – including continued investment in public realm – which this pitch deck and core narrative aims to bring to life

Ben Dixon (Head of Programme for Destination City) and Josh Jones (Intelligence and Performance Analyst) presented the evidence base for the *Earn the Commute* pillar of the Destination City Programme, which focuses on increasing worker footfall on Friday and Monday. The key points made were that many of the top City occupiers are mandating some kind of return to the office, which is at odds with data on employee expectations of work. Younger people are also coming into the office more than those in older age brackets. There was discussion around what levers we can pull, and whether we should shift the discussion towards "rewarding the commute". DAB Members emphasised the need to utilise the communications platforms within property developments, offering incentives and rewards to workers and offering an onboarding pack to businesses to make them feel part of the City community.

Destination Advisory Board (DAB)
Summary of Discussion
June 2025

The DC SRO updated the Board on the co-commissioning of a ground floor use report with the City BIDs which has gone out to tender. DAB Members discussed what new information the report would provide. It was noted that the study will focus on amenity provision in different parts of the City and finding out what the specific challenges facing the ground floor units are. Members highlighted the importance of doing the basics well and the importance of not focusing on one dynamic but instead collaborating and working as a united City.

This page is intentionally left blank

Appendix 4: Literature review for the 'inclusive and welcoming destination' workstream

Demographic data:

- City of London Corporation, '[City of London Factsheet](#)', May 2025.

Studies:

- Deloitte, '[2025 Gen Z and Millennial Survey](#)', 2025. Global survey of 23,000+ Gen Zs and millennials, now in its 14th year.
- Edelman, '[2024 Edelman Trust Barometer Special Report: Trust at Work](#)', 2024. Online survey of employees in its 4th year. Nearly 8000 respondents across eight countries, including the UK.
- Edelman Gen Z Lab, '[Gen Z & Grievance: A generation's response to a world under threat](#)', 2025. An Edelman Gen Z Lab special report with findings from the 2025 Edelman Trust Barometer.
- Legal & General, '[Gen Z s- Shaping the Future of UK Workplaces' Business Insights Report](#)', 2023. Analysis of UK employee population data and correlation with other Gen Z research.
- Health & Safety Executive, '[Working days lost in Great Britain](#)', 2023/24.
- King's College London, '[The mental health of the London workforce](#)', 2021. The Policy Institute at King's was commissioned by the Northbank, Victoria and Victoria Westminster Business Improvement Districts (BIDs) to analyse how the mental health of London's workforce can be better supported in the workplace.
- Oxford Brookes University, '[What do Gen Z really want from a workplace?](#)', 2024. Study based on a survey of over 1000 individuals across four generations – Gen Z, Millennials, Gen X and Baby Boomers.
- Progress Together and Bridge Group, '[Shaping the Sector: Socio-economic diversity and senior roles in financial services](#)', 2024. This study examines the link between socio-economic background and progression to the most senior and influential positions in UK financial services. The dataset includes nearly 200,000 employees across 34 firms.
- PwC, '[UK Workforce Hopes and Fears Survey 2024](#)', 2024.
- Stanford Report, '[8 ways Gen Z will change the workplace](#)', 2024. Former senior research scholar at Stanford's Center for Advanced Study in the Behavioural Sciences (CASBS) collaborated with a team of researchers to conduct a large, multi-year study to find out what matters to Gen Z and why.
- World Economic Forum, '[How to recruit Generation Z workers – and keep them](#)', 2023. Research undertaken by the Oliver Wyman Forum and The News Movement. Research is based on surveys and interviews, including one study of 10,000 people in the United States and the United Kingdom.
- Zurich, '[How will Gen Z change the future of work](#)', 2025.
- Demos, '[The Opportunity Effect: How social mobility can help drive business and the economy forward](#)', 2024. Survey data from employers, employees and consumers are combined with secondary evidence and interview insights from business leaders.

This page is intentionally left blank

City of London Corporation Committee Report

Committee(s): Communications and Corporate Affairs Sub-Committee – For Decision Policy and Resources Committee –For Decision	Dated: 08/10/2025 16/10/2025
Subject: Ward Communications	Public report: For Decision
This proposal: • delivers Corporate Plan 2024-29 outcomes	Diverse Engaged Communities
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of:	Dionne Corradine, Chief Strategy Officer
Report author:	Mark Gettleson, Interim Director of Campaigns and Engagement

Summary

This report provides an update Ward communications to workers and residents following recent resolutions of the Bishopsgate and Dowgate wardmotes, and the conclusion of the two-year suspension period of the previous Ward Newsletters.

It highlights the success of the City Belonging Project, which the ward newsletter suspension has part-funded. The report sets out a cost-effective proposal for future ward communications that strengthens engagement with both residents and workers, avoids duplication, and ensures value for money.

Recommendations

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

- Note the report and the work undertaken since February 2023 to enhance our communications with City residents and workers, including the City Living Newsletter and City Belonging Project – and the ongoing development of the central corporate Dynamics 365 CRM.
- Endorse the reintroduction of the Ward Newsletters as a Ward Annual Report, outside of election years, enclosed with the wardmote letter.

Members of the Policy and Resources Committee are asked to approve the reintroduction of the Ward Newsletters as a Ward Annual Report as above.

Main Report

Background

1. Prior to February 2023, two Ward Newsletters – with 50% of the content localised by ward – were produced and posted by the Communications division each year and posted to those on the Ward List, with content submitted by ward members. While the budget this activity was £23,000, the cost in 2022 was £40,000.
2. In February 2023, Communications and Corporate Affairs Sub Committee and Policy & Resources Committee and the agreed to suspend Ward Newsletters for a two-year period, redirecting funds to part-finance the City Belonging Project.
3. In July 2024, responding to resident and member feedback, the City Living Newsletter was introduced, going four times a year to all residential addresses in the Square Mile, irrespective of registration status – with most distributed without a stamp via the Royal Mail door-to-door service.
4. The two-year suspension period for Ward Newsletters has now concluded. Wardmote resolutions in Bishopsgate and Dowgate, and some Member feedback, have indicated a wish to reconsider the provision of ward communications.
5. Over these two years, the City Belonging Project has grown to over 5,000 signups across approximately 500 workplaces, contacted multiple times a month – and serves as a flagship community engagement initiative for the organisation.

Current Position

6. Communicating regularly with those we represent continues to present a challenge for our organisation. While our comparatively small resident community can be accessed in similar ways to those in other local authorities, contacting City workers at scale has proven a more significant long-term challenge, including the 97% of workers who are not on the Ward List.
7. Over the past two and a half years, the City Belonging Project has been working in collaboration with workplaces to better communicate with and involve their staff in the life of the Square Mile. More than 5,000 individuals have signed up via email across approximately 500 workplaces, with messages often cascaded more widely by recipients. The development of City Belonging Networks, supporting by the Lord Mayor and serving the needs of particular communities and interests, has increased this reach further.
8. DITS are working with the Campaigns and Community Engagement team, and others across the organisation, to develop a central organisational CRM – run off Dynamics 365 – that will enable us to grow these communications in a more scalable and targeted way, including the ability to communicate on a ward basis. A prototype is due to be launched in the coming months.
9. As outlined above, four City Living physical newsletters, with some localised content and updates from members, are being sent to be sent to all residents in the City each year. These are distributed via the Royal Mail door-to-door service.
10. The team has been requoted £23,900 for the previous Ward Newsletter model (£1.14 per edition), excluding design cost, the significant majority of which is postage cost. The Electoral Services team sends an annual Wardmote Letter to the entire Ward List: the cost of including a fully localised A3 ward annual report in this communication has been quoted as £1,617.85 (7.7p per edition) excluding

design. An A4 insert was trialled in 2024 with most wards choosing to submit content, and while election rules precluded repeating it in 2025, there is no such barrier for the next three years.

Proposals

11. Communications with City workers and residents should be regular and digital – and the organisation has developed growing products, such as through the City Belonging Project and our residential emails, to which members of our community can subscribe.
12. The work being undertaken by DITS to develop a central corporate CRM will be crucial to growing this reach in an effective and targeted manner, with the ability to communicate on a ward basis. Email addresses from across teams will be held centrally with users consenting to the communications they receive, including ward-based communications.
13. Physical communications can supplement this work, in particular for residents, where communications can be sent through letterboxes affordably via the Royal Mail door-to-door service and various teams have statutory responsibilities to communicate regularly. This report proposes to continue the City Living resident newsletter with members in residential wards continuing to provide content for local editions.
14. Working in collaboration with the Electoral Services team, we are able to affordably include an A3 Annual Report for each ward in the wardmote letter in March. This can be fully localised with content provided by ward deputies in collaboration with their colleagues and edited by the Communications team. It is proposed to make additional copies available to members for use throughout the year and avoids high-cost standalone postage.
15. The above may be subject to further revision as part of the forthcoming Communications Strategy and review of our external digital estate.

Corporate & Strategic Implications

Strategic implications – This proposal enhances the organisation’s community engagement offer in a cost-effective way, effectively contributing to outcomes under Diverse Engaged Communities.

Financial implications – None

Resource implications – This report recommends a recalibration of existing budgets and contains no new budgetary asks. Members of the Campaigns and Engagement team within Communications will support the development of the proposed Ward Annual Report as part of business as usual activity.

Legal implications – None

Risk implications – None

Equalities implications – The report proposes enhanced communications with those on the Ward List, who represent a minority of those we represent and may in particular under-represent City workers who are ineligible for registration, including contractors, those working for organisations without a lease and non-Commonwealth citizens. However, the long-term vision of communicating with all City residents and workers irrespective of their

registration status, across digital and physical channels, will have a positive equalities impact.

Climate implications – The proposals in this paper are likely to lead to a small increase in the number of paper communications sent out by our organisation to our community

Security implications – None

Conclusion

16. The proposals in this report draw on the experience of our growing community engagement activities since February 2023, balancing the wish to communicate with those on the Ward List with the whole community we represent, while cost-effectively providing a mix of digital and offline channels and ward communications.

Appendices

None

Background Papers

[Worker Engagement: The City Belonging Project – Committee Report \(Communications and Corporate Affairs Sub-Committee 14/02/23 and Policy and Resources Committee 23/02/23\)](#)

Mark Gettleson

Interim Director of Campaigns and Engagement

E: mark.gettleson@cityoflondon.gov.uk

Committee(s): Communications and Corporate Affairs Sub (Policy & Resources) Committee Policy and Resources Committee	Dated: 8 October 2025 16 October 2025
Subject: 2025 Election Engagement Campaign Review	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Diverse Engaged Communities
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Dionne Corradine, Chief Strategy Officer	For Discussion
Report author: Siobhan Harley, Election Engagement Manager	

Summary

This report provides a review of the 2025 *Speak for the City* election engagement campaign and makes suggestions for improving future engagement.

The City continues to face significant challenges relating to candidate engagement: the smallest electorate in the Greater London area, the largest number of Council seats, and the most restrictive eligibility requirements. With no party structures to recruit or train candidates, the task largely falls informally to individuals and networks.

In addition to the campaign review, research was undertaken into the motivations and barriers of prospective candidates. Based on this insight, recommendations have been developed to improve future candidate recruitment.

This report's recommendations are focused only on engagement and do not cover electoral changes.

Recommendations

Members are asked to note the report and consider next steps to improve voter registration and candidate engagement in future elections

Main Report

Election Engagement Campaign

1. Building on the success of the 2022 campaign, the 2025-2026 Ward List achieved a decade-high of 21,011 (+7.2%). All voters have been required to register every year after the law changed ten years ago, which resulted in a fall in figures. Our ward list is now the highest it has been since this change was made. Furthermore, it has been rebuilt from a pandemic low of 13,748 (+65.4%) in 2021.
2. This year's increase was driven by worker voters, who are the focus of this campaign. 82% of workplaces with 250 or more employees registered at least one voter, with some large firms making the decision to register for the first time this year after our targeted outreach – including SMBC, Deliveroo, and Chubb. Overall, approximately one third of worker voters on this year's ward list were not on the previous Ward List, including more than half in Bishopsgate ward.
3. A new downloadable toolkit was introduced to support key contacts in promoting registration to workers and residents. This was the most visited page on the campaign website (after the homepage) and received strong positive feedback. It is recommended this resource is continued.
4. The most effective tactics in driving up the numbers of voters were targeted LinkedIn ads, letters from the Lord Mayor to key contacts in target businesses, and an in-person canvass of retail businesses that reached every single occupier over a period of three weeks. Efforts to reach more workers by offering short presentations about elections both within offices and remotely had limited impact.
5. Relationships with Livery companies, trade associations, BIDs and City Belonging Project contacts were also leveraged to promote registration across the Square Mile – and the team worked directly with property management companies and developers to encourage uptake at facilities they cover.
6. One of the most significant challenges for this campaign remains the lack of a corporate CRM. Business relationships are held by individuals across the City of London Corporation, but this information can be difficult to access or obtain. The importance of streamlining and centralising engagement activities within a CRM cannot be overstated. Significant time and expense went towards finding and updating contacts and encouraging buy-in from internal stakeholders.

Turnout

Figure 1: Turnout by ward, compared to 2022 (contested wards only)

Ward	Postal	Poll	Total	Electorate	Turnout	Change from 2022
Aldersgate	307	280	587	1558	37.68%	-6.97%
Bassishaw	150	101	251	754	33.29%	0.96%
Billingsgate	136	71	207	496	41.73%	4.45%
Castle Baynard	351	199	550	1748	31.46%	3.51%
Cripplegate	365	397	762	2158	35.31%	-10.15%

Farringdon Within	194	194	388	1304	29.75%	2.55%
Farringdon Without	280	113	393	3665	10.72%	-0.61%
Langbourn	90	102	192	472	40.68%	13.67%
Portsoken	205	140	345	699	49.36%	-8.30%
Vintry	54	96	150	306	49.02%	14.24%
Walbrook	108	71	179	460	38.91%	-3.05%
	2240	1764	4004	13620	29.40%	-2.7%

7. The campaign ensured voters were aware of key dates and candidates through a multi-channel approach that included digital communication and print advertising. The Guide to Candidates was again published on the Speak for the City website and every voter received a postcard which directed them to the guide.
8. Overall turnout (29.67%) was down slightly (-2.7%) from 2022 (32.37%). These figures are comparable to other Inner London Boroughs, e.g. Westminster 2022 (31.88%). Greater London average: 35.55% (2022).
9. Some contested wards achieved higher turnout than in 2022, notably Vintry (+14.2%) and Langbourn (+13.7%). Portsoken's turnout (49.36%) continues to be one of the highest local election turnouts in all of inner London (based on 2022 local figures).
10. There was a notable fall in voter turnout in Cripplegate (-10%). It is possible this is due to voter fatigue, as voters there have been to the polls 7 times in 3 years. Turnout was down from 2022 in all residential wards.
11. In 2022, postal vote applications were issued to all electors who did not already have a postal voting arrangement in place. This was due to the continuing conditions of the pandemic. In 2025 normal arrangements resumed where electors who needed a postal vote could request one. Returned postal ballots fell from 3,300 (60% of total ballots) in 2022 to 2,301 (55% of total ballots).

Candidate Recruitment and Diversity

12. 14 out of 25 wards were uncontested, but there was no drop in candidates. The same number of candidates stood in 2025 as did in 2022 (136). While it is not ideal for wards to be uncontested, the independent nature of the City's system means most candidates make the decision of where to stand independent of party coordination.
13. Engagement with prospective candidates was high and activities were robust:
 - a. 203 new individuals expressed interest in standing via the Speak for the City form.
 - b. The prospective candidate reception in November 2024 was attended by 130+ individuals and 88% rated the event as 'excellent'. Invitations to this event were distributed broadly through networks including Insurance Cultural Awareness Network, City Black Employee Resource Group, and ElectHer.

- c. 118 individuals attended three candidate briefings conducted by Electoral Services held in early 2025, which provided a thorough overview of the electoral process.
 - d. 26 prospective candidates booked one-on-one meetings with an officer through the Speak for the City website.
 - e. The opportunity to stand as a candidate was highlighted in the voter registration presentation delivered in person and online to workplaces who requested them, including large employers like LSEG and Herbert Smith Freehills.
 - f. Every resident and workplace contact received literature that highlighted the opportunity to stand alongside the information on voter registration.
14. To measure the effectiveness of our efforts to recruit more diverse candidates, we became the first Council in England to launch a candidate diversity monitoring form this year, which 44 candidates completed. The team are working on changing the culture around voluntary monitoring so that all candidates and members understand the importance of this exercise and our data improves year over year.
 15. The City continues to face significant challenges relating to candidate engagement: the smallest electorate in the Greater London area, the largest number of Council seats, and the most restrictive eligibility requirements. With no party structures to recruit or train candidates, the task largely falls informally to individuals and networks.

Prospective Candidate Research

16. After the election, a survey was sent to the full list of prospective candidates. 96 individuals took part. This was supplemented with in-depth interviews to more deeply explore the key themes that emerged.
17. The various City stakeholders groups were well represented among respondents: 38% workers, 27% livery members, 16% residents, 14% previous workers, and 4% other.
18. 75% of respondents had attended a candidate event or a 1:1 meeting with an officer this year. 36% ultimately stood as candidates while 64% chose not to.
19. Key findings from those who chose not to stand:
 - The top three reasons cited by those who chose not to stand were: concerns around how to campaign (61.7%), feeling they could not win (52.5%), and inability to commit the time (50.8%).
 - Almost 70% of respondents said 'encouragement from a current member' would have made them more likely to stand.
 - When asked if there is more that the City Corporation can do to encourage candidates, current efforts were broadly recognised and praised in qualitative feedback.

20. Key findings from those who stood:

- The top factors influencing their decision to stand were: encouragement from my peers/community (94.3%); understanding the role of a Common Councillor (94.1%); and the ability to commit the time required (91.5%).
- When asked to expand on reasons for standing, a few themes emerged: candidates felt they had experience to contribute to the City; close relationships in the City has provided them with the insight required to confidently campaign and understand the role; believing that the current system was undemocratic and a desire to advocate for change.

21. Key themes on motivations and barriers emerged from all respondents:

- **Commitment to service:** Prospective candidates are primarily driven by a desire to serve the Square Mile and give back to the community by providing their experience. Some are motivated by supporting current City initiatives and institutions, while others are focused on change and reform.
- **Importance of slate selection:** There is a strong perception that those not included on slates, arranged long before the election, are unable to succeed. First-time candidates almost universally reported that their key learning was needing to start the process much earlier than a year prior. Slates are common to all local authorities but are usually arranged by political parties.
- **Role of incumbent members:** While the team are aware of cases where members actively encouraged competition in their wards, some prospective candidates reported being actively discouraged from standing by incumbent Members. A number of female candidates in particular reported feeling that their candidature would be unwelcome.
- **Political guidance:** The guidance that prospective candidates are seeking on how to campaign and where to stand cannot be provided by officers. These two knowledge gaps were raised repeatedly and particularly in business wards. The non-partisan nature of City elections, and the lack of political party infrastructure, is one of the biggest contributing factors to the issue of uncontested elections. In other local authorities, political parties take on the long-term work of recruiting, vetting, and training candidates. They plan toward upcoming elections and work to stand candidates in every ward, even if they do not consider them winnable.
- **Restrictive eligibility criteria:** Among candidates who did not stand, one of the issues cited was the narrow eligibility criteria for candidates, which is more restrictive than other local authorities. To become a candidate, individuals are required to obtain the Freedom and either be registered on the Ward List, have resided in the Square Mile for the previous 12 months, or own a freehold or leasehold within the Square Mile. There are individuals who want to stand and are engaged with the City but cannot qualify – mostly commonly because their

organisation operates in a shared office space and isn't eligible to register voters. In other authorities, simply working in the area gives eligibility to stand.

22. Survey questions and quantitative summaries are included in the appendix.

Potential approaches to increase engagement

23. It is important to recognise that there are significant challenges to increasing voter registration and the number of candidates that cannot be solved by a year-long engagement campaign alone. This section will set out suggestions specific to engagement activity.

- a. **Robust, always-on engagement:** While *Speak for the City* has consistently succeeded in driving up voter registration, increasing voter registration and candidate engagement cannot be effectively or efficiently picked up once every four years. Continuing to support and invest in initiatives that operate across all City workplaces, such as the *City Belonging Project*, is key to building more relationships with workers and organisations, and creating a diverse pipeline of prospective candidates. Additionally, resource should be dedicated to supporting bi-annual candidate recruitment events to help give serious prospective candidates more time to build an effective campaign.
- b. **Member mentoring scheme:** Nearly 70% of candidates who chose not to stand said that encouragement from a current member would have made them more likely to stand. Members are best suited to provide the political guidance that newer candidates need to gain the confidence to stand. There was previously a group of members who informally took on this task. The committee should consider how this can be best reinstated.
- c. **Civic leadership training programme:** Another way to tackle the lack of structural support otherwise provided by parties would be for the City Corporation to support a civic leadership training programme, similar to those found in large US cities. These programmes are normally run by Chambers of Commerce or not-for-profit organisations. They are funded from a variety of sources and equip emerging leaders – typically nominated by their employers – with deep knowledge on their local government and community. Leadership New York and Leadership Tampa may serve as examples.
- d. **Candidate recruitment working group:** Creation of a working group that includes both Members and cross-departmental officers tasked with optimising the candidate experience and supporting prospective candidates could provide the best solution for coordinating always-on support.
- e. **Delivery of a corporate CRM:** The lack of a corporate CRM continues to make the task of worker voter registration extremely inefficient and difficult. There is currently no way of bringing together the organisation's data and insights across workplaces and target data effectively. The implementation of this project, which

is underway in DITS, will represent one the most significant improvements that can be made to the City Corporation's engagement work.

- f. **Address structural barriers around time:** One of the most frequently cited deterrents was the challenge of balancing City service with work and personal commitments. Members may wish to consider how the timing and number of committees impacts making the role of Common Councillor accessible to a wide range of professions and backgrounds. Sharing examples of how current Members successfully balance their responsibilities could also help to normalise participation.
- g. **Clarify the role and process:** Feedback highlighted widespread uncertainty about the responsibilities of a Common Councillor and the steps required to stand. To address this, we should consider producing clearer, more accessible materials outlining the role, expected time commitments, and election procedures. Practical examples, such as "day in the life" case studies, would help demystify the role and give prospective candidates greater confidence, showcasing individual members with diverse backgrounds and roles.
- h. **Improve accessibility and inclusion:** A few respondents expressed concerns about whether they would "fit in". Building visible pathways for diverse participation is critical. Establishing mentorship schemes with sitting Members and highlighting the City's growing diversity of Common Councillors would help challenge perceptions of exclusivity and make standing for election feel more welcoming and achievable.

Following this report and after feedback from Members and officers we develop the most viable suggestions further and bring them forward for approval.

Corporate and Strategic implications

- 24. The proposals contained in this report are key to the delivery of the Diverse Engaged Communities Corporate Plan outcome, in particular in its performance measures relating to voter registration, candidate recruitment and contested wards.

Financial implications

- 25. None

Resource implications

- 26. While there are no recommendations in this report, many of the ideas suggested will have resource implications when further developed in the future.

Legal implications

- 27. Election Engagement continue to work closely with City Solicitors to ensure that all activity is compliant, including with the GDPR.

Equalities implications

28. The aim of our Election Engagement work is to increase participation in the election and candidate diversity, making them more accessible to a wider and more diverse audience, including those with protected characteristics. The Community Engagement ideas for discussion contained in this report further aim to make the City Corporation accessible and accountable to a diverse range of City workers and residents.

Climate implications

29. The proposals included in this paper do not carry any significant implications for the Climate Action programme.

Appendices

- Appendix 1 – Prospective candidate survey questions
- Appendix 2 – Prospect candidate quantitative survey responses

Background Papers

Reports to Communications and Corporate Affairs Subcommittee

- 14 February 2023 – Worker Engagement: The City Belonging Project
- 28 February 2024 – 2025 Election Engagement Campaign

Reports to Policy and Resources

- 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
- 20 January 2022 – Election Engagement Campaign
- 4 October 2022 – City of London Elections
- 18 March 2024 – City of London Corporation's electoral system

Siobhan Harley

Elections Engagement Manager

E: Siobhan.Harley@cityoflondon.gov.uk

Appendix 1

Prospective candidate survey questions

1. What is your relationship to the City of London? (Please tick all that apply)

- I work here
- I live here
- I'm a member of a Livery
- I have worked here previously
- Other

2. Thinking about your initial interest in standing for election in the City, how important were each of the following factors? (Scale of very important – somewhat important – somewhat unimportant – not at all important – don't know)

- To create change where in my community
- To meet new people
- To become more engaged with the City of London Corporation
- To build my professional experience
- To give back to the City

3. Is there anything else that shaped this initial interest in standing?

4. Prior to this year, have you stood for election in the City of London?

- Yes, I have stood as a candidate in the City of London before 2025
- No, but I have stood for election elsewhere in the past
- No, I have never before stood as a candidate for public office

5. How likely are you to stand for election in the City of London in the future?

Very likely

Somewhat likely

Somewhat unlikely

Very unlikely

Don't know

6, Did you attend any of the following in the run up this year's election?

Prospective candidate reception in November 2024

Candidate informational briefings in January 2025

1:1 meeting with an officer

I've attended a candidate information event in past years

7. Did you stand as a candidate in the 2025 City of London Common Councillor elections?

Yes

No

-----START BRANCH-----

BRANCH: THOSE WHO STOOD

7a. Did you win your election?

Yes – I am now a City of London Common Councillor

No – I was not elected

8a. How important were each of the following factors your decision to become a candidate? (Scale of very important – somewhat important – somewhat unimportant – not at all important – don't know)

- Encouragement from a current Member
- Guidance from City of London officers
- Encouragement from my peers/community
- Inclusion on a slate
- Confidence that I could win
- Feeling I had the time
- Understanding of the role of a Common Councillor
- Financial considerations

9a. Is there anything else you would like to add about why you ultimately decided to stand for election?

10a. Is there anything the City of London Corporation could have done to make your decision to stand easier?

11a. Please offer any additional comments on your decision, any resources or advice that would have made the election process easier, or anything else you'd like to add.

BRANCH: Those who chose not to stand

7b. Ultimately, how important were each of the following factors in shaping your decision not to stand? (Scale of very important – somewhat important – somewhat unimportant – not at all important – don't know)

- Lack of clarity on the role of a Common Councillor
- Unable to commit the time
- Unclear on the time commitment
- Concerns around approval from my workplace
- Concerns around how to campaign
- Need to attend daytime meetings if elected
- Financial considerations
- Did not feel I could win
- Wanted to stand with a slate but could not find one
- Could not decide which ward to stand in
- I wanted to stand as an Alderman not a Common Councillor

8b. Is there anything else you would like to add about why you ultimately decided not to stand for election?

9b. What factors would have made you more likely to stand? (Much more likely – Somewhat more likely – No more likely – Don't know)

- Encouragement from a current Member
- Encouragement from my peers/community
- Greater understanding of the role and time commitment
- Inclusion on a slate
- More guidance from City of London officers
- More resources/training on the process
- Confidence that I could win
- Better understanding of how to campaign in the City

- More evening instead of daytime meetings
- Improved financial support

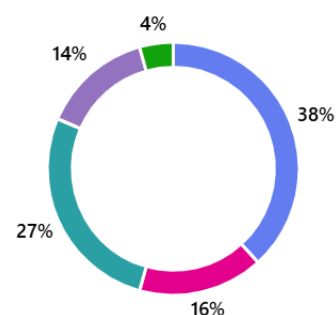
11b. Is there anything the City of London Corporation could have done to make your decision to stand easier?

12b. Please offer any additional comments on your decision, including *any* resources or advice that would have changed your decision.

Prospective candidate survey responses (quantitative only)

What is your relationship to the City of London? (Please tick all that apply)

● I work here	62
● I live here	26
● I'm a member of a Livery	44
● I have worked here previously	23
● Other	7



Thinking about your initial interest in standing for election in the City, how important were each of the following factors?

● Very important
 ● Somewhat important
 ● Somewhat unimportant
 ● Not at all important
 ● Don't know

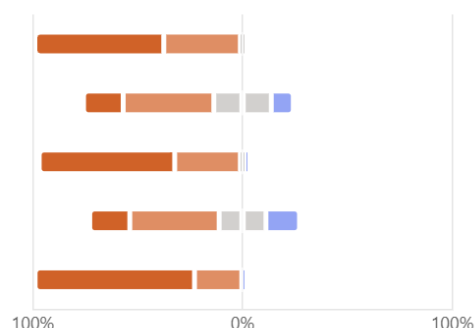
To create change in my community

To meet new people

To become more engaged with the City of London Corporation

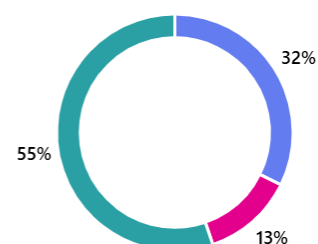
To build my professional experience

To give back to the City



Prior to this year, have you stood for election in the City of London?

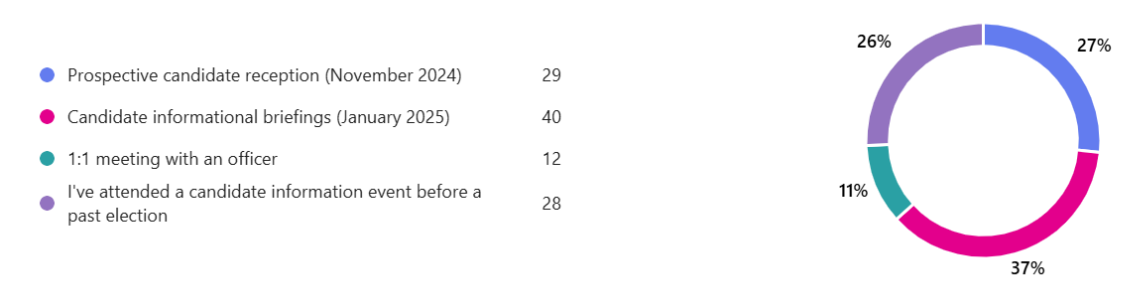
● Yes, I have stood as a candidate in the City of London before 2025	31
● No, but I have stood for election elsewhere in the past	12
● No, I have never before stood as a candidate for public office	53



How likely are you to stand for election in the City of London in the future?



Did you attend any of the following in the run up this year's election?



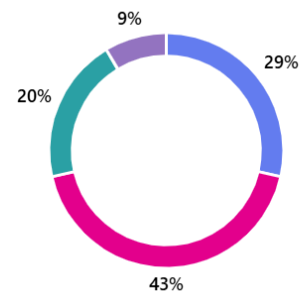
Did you stand as a candidate in the 2025 City of London Common Councillor elections?



Branch 1: Those who stood

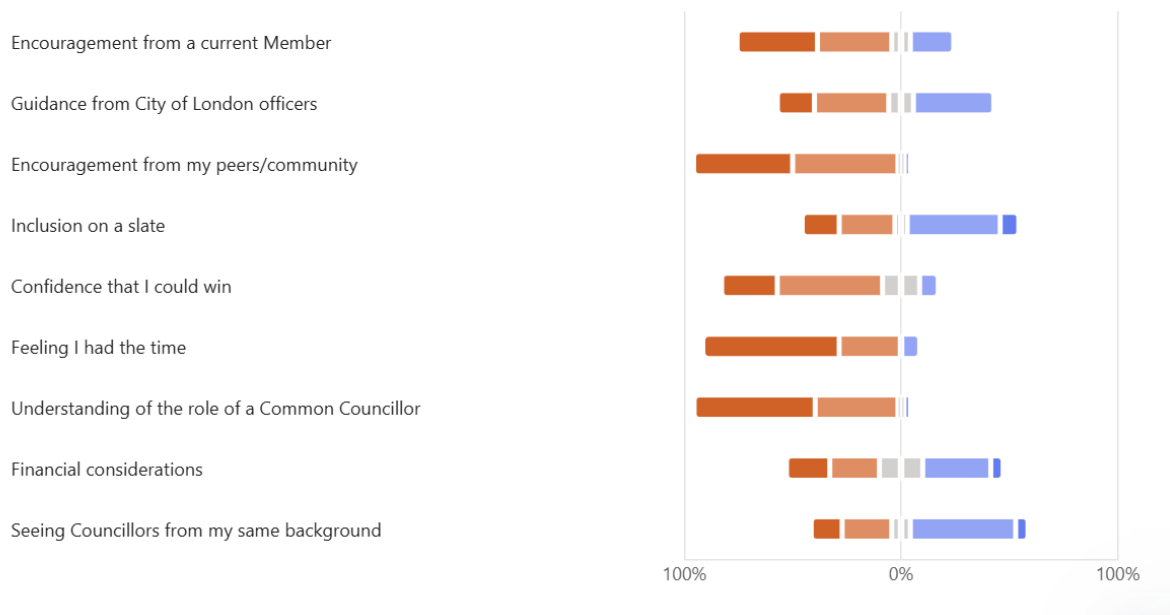
Did you win your election?

● Yes – I am a newly-elected City of London Common Councillor	10
● Yes – I was re-elected	15
● No – I was not elected	7
● Other	3



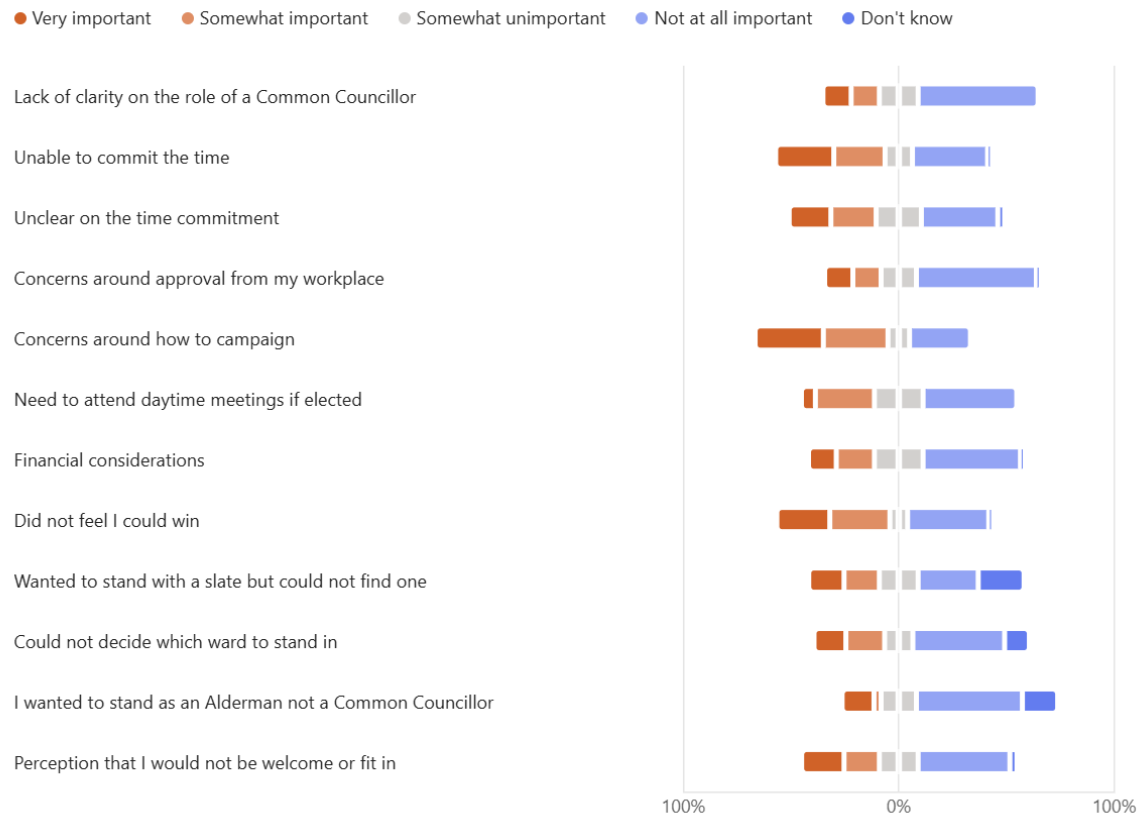
How important were each of the following factors in your decision to become a candidate?

● Very important
 ● Somewhat important
 ● Somewhat unimportant
 ● Not at all important
 ● Don't know

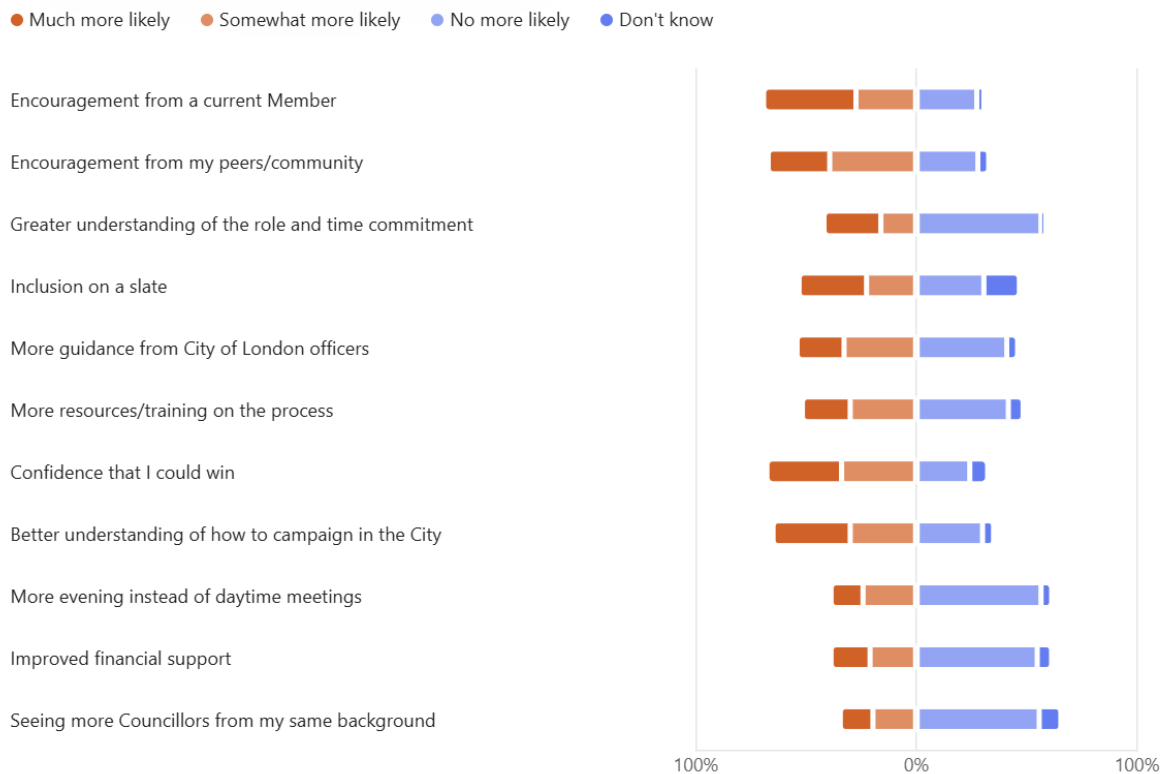


Branch 2: Those who chose not to stand

Ultimately, how important were each of the following factors in shaping your decision not to stand?



What factors would have made you more likely to stand?



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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank