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Communications & Corporate Affairs Sub (Policy & Resources) Committee

Date: **THURSDAY, 28 NOVEMBER 2024**

Time: 9.30 am

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

Members:

Jason Groves (Chair)
Deputy Christopher Hayward (Deputy Chairman)
Deputy Keith Bottomley
Emily Benn
Tijs Broeke
Deputy Peter Dunphy
Helen Fentimen OBE JP
Alderman Prem Goyal, OBE
Deputy Madush Gupta
Alderman Timothy Hailes JP
Caroline Haines
Deputy Shravan Joshi MBE
Alderwoman Elizabeth Anne King, BEM JP
Alderwoman Dame Susan Langley, DBE
Deputy Charles Edward Lord
Deputy Sir Michael Snyder
Deputy James Thomson

Enquiries: **Ben Dunleavy**
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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 1 July 2024.

For Decision
(Pages 7 - 14)

4. **OUTSTANDING REFERENCES**

Report of the Town Clerk.

For Information
(Pages 15 - 16)

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

Joint Report of the Chief Strategy Officer and the Remembrancer.

For Information
(Pages 17 - 40)

6. **STRATEGIC BRANDING REVIEW OUTCOME AND PROPOSALS**

Joint Report of the Chief Strategy Officer and the Remembrancer.

For Information
(Pages 41 - 56)

7. **POLITICAL PARTY CONFERENCES 2024/2025**

Joint Report of the Chief Strategy Officer and the Remembrancer.

For Decision
(Pages 57 - 64)

8. **PARLIAMENTARY TEAM UPDATE**

Report of the Remembrancer.

For Information
(Pages 65 - 74)

9. **DELIVERING THE SQUARE MILE SPORT STRATEGY (2023-30) - UPDATE REPORT**

Report of the Remembrancer.

For Information
(Pages 75 - 84)

10. **INNOVATION AND GROWTH QUARTERLY REPORT**

Report of the Executive Director for Innovation and Growth.

For Information
(Pages 85 - 90)

11. **CONSIDERATE LIGHTING CHARTER OPERATIONAL PROPERTY UPDATE**

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

For Information
(Pages 91 - 118)

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

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

14. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

15. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 1 July 2024.

For Decision
(Pages 119 - 120)

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

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

Part 3 - Confidential Agenda

18. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 1 July 2024.

For Decision

19. **CONFIDENTIAL UPDATE**

The Chief Strategy Officer and the Remembrancer to be heard.

For Information

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COMMUNICATIONS & CORPORATE AFFAIRS SUB (POLICY & RESOURCES) COMMITTEE
Monday, 1 July 2024

Minutes of the meeting of the Communications & Corporate Affairs Sub (Policy & Resources) Committee held at Committee Room 3 - 2nd Floor West Wing, Guildhall on Monday, 1 July 2024 at 9.00 am

Present

Members:
Jason Groves (Chair)
Deputy Christopher Hayward (Deputy Chairman)
Deputy Keith Bottomley
Tijs Broeke
Deputy Peter Dunphy
Helen Fentimen OBE JP
Deputy Madush Gupta
Alderman Timothy Hailes JP
Deputy Shravan Joshi MBE
Deputy Charles Edward Lord
Deputy James Thomson

Officers:

Emily Tofield	-	Executive Director of Communications and External Affairs
Dionne Corradine	-	Chief Strategy Officer
Paul Wright	-	City Remembrancer
Matt Baird	-	Communications and External Affairs
Lewis Keller	-	Communications and External Affairs
Kristy Sandino	-	Communications and External Affairs
John Park	-	Communications and External Affairs
Lisa Ward	-	Communications and External Affairs
Bruce Hunt	-	Remembrancer's Office
Zoe Lewis	-	Town Clerk's Department

1. **APOLOGIES FOR ABSENCE**

The Clerk advised that the agenda front sheet incorrectly listed Deputy Madush Gupta rather than Deputy Elizabeth King.

The Chair welcomed Deputy Peter Dunphy, Alderman Timothy Hailes, Alderman Alastair King and Deputy James Thomson to the Sub-Committee. He also welcomed Deputy Elizabeth King, who was taking up the Chairman of Finance's position for the year.

The Chair thanked Emily Benn, Alderman Prem Goyal, Deputy Edward Lord, Deputy Rehana Ameer, Deputy Henry Colthurst, Catherine McGuiness, Ruby

Sayed, Tom Sleigh, The Rt. Hon, The Lord Mayor Alderman Michael Mainelli, Alderman Sir William Russell and Deputy Madush Gupta for their contributions in the previous year noting that Emily Benn, Alderman Prem Goyal, Deputy Lord, Deputy Gupta and Tom Sleigh featured on the nominee list for item 4.

Apologies for absence were received from Alderman King and Caroline Haines. It was noted that they were both observing the meeting online.

Apologies for absence were also received from Alderman Prem Goyal who had submitted an expression of interest in joining the Sub-Committee.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
There were no declarations of interest.

3. **MINUTES**
RESOLVED – That the public minutes and summary of the meeting held on 24 April 2024 be approved as a correct record.

4. **APPOINTMENTS**
Members conducted a ballot to appoint four Members from the Court of Common Council to the Sub-Committee. The results of the first ballot were as follows:-

First Ballot

Emily Benn	-	6
Alderman Prem Goyal	-	4
John Griffiths	-	4
Deputy Madush Gupta	-	6
Deputy Edward Lord	-	6
Deborah Oliver	-	4
Tom Sleigh	-	4
Naresh Sonpar	-	1
James Tumbridge	-	1
Jacqui Webster	-	4

As there was a tie for the fourth place on the Sub-Committee, there was a second ballot held between those five Members receiving an equality of votes for this place.

Second Ballot for the fourth place

Alderman Prem Goyal	-	5
John Griffiths	-	0
Deborah Oliver	-	1
Tom Sleigh	-	2
Jacqui Webster	-	2

RESOLVED, that Members appoint Emily Benn, Alderman Prem Goyal, Deputy Madush Gupta and Deputy Charles Edward Lord, to the Sub-Committee for the year ensuing.

5. **OUTSTANDING REFERENCES**

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

- 2/2023/P - The round table had been held and using the insight gathered, recommendations would be brought back to the next meeting of the Sub-Committee.
- 1/2024/P - The summary of the Deputy Prime Minister's speech on Economic Security had been sent to Members
- 2/2024/P– The request was included in the minutes noted by the Policy & Resources Committee at its last meeting.

RESOLVED, that Members note the report.

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

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

The Executive Director of Corporate Communications and External Affairs advised Members that following an extensive engagement period, the Communications and Corporate Affairs Strategy had been well received by the Executive Leadership Board and approval would be sought through the committee process. The Chairman of the Policy and Resources Committee stated this could be considered by the Committee in September 2024.

Work was taking place on Elections and Members would be contacted to discuss improving voter registration in their wards. A new resident newsletter had been distributed to every residential property in the square mile through the Royal Mail door-to-door service. The ongoing work on Economic Security was noted.

The Chair thanked Officers for their work on the Japan State Banquet and stated there was good print and broadcast coverage in Japan. He added that the inclusion of metrics on social media was useful.

A Guildhall Pride event had been held with over 300 people in attendance. This was the largest LBGTQ+ event ever held at the Guildhall and was the largest community event held in recent years. A report on holding more community events would be submitted to the Corporate Services Committee. The Chair suggested that extending the length of events be considered.

Members welcomed the filming team being expanded and relaunched as Film City. It would promote the work of the team and maximise the potential of the open spaces with the team being self-funding and its size increasing as revenue generation increased. It was suggested that the team should work with agencies and attend relevant conferences.

In relation to concerns about the number of websites in use, the Executive Director of Corporate Communications and External Affairs stated that work was taking place to change the digital presence first and clear guidance would be provided on the website about the best use of resources. A Member suggested that consideration be given to taking a risk-based approach to meeting UK government website guidelines as these had not been updated for 15 years. The Executive Director of Corporate Communications and External Affairs stated that the ambitions for transformation were set out in the draft Communications Strategy.

RESOLVED - That Members of the Sub-Committee

1. Note the report; and
2. Request that the Communications and Corporate Affairs Strategy be considered at the September 2024 Policy & Resources Committee meeting.

7. **MAYORAL PRIORITIES 2024-25 ALDERMAN ALASTAIR KING (SUBJECT TO ELECTION)**

The Sub-Committee received a joint report of the Executive Director & Private Secretary to the Lord Mayor, Executive Director of Innovation, Deputy Town Clerk and Chief Strategy Officer.

In the discussion, the following matters were raised:-

- Members were supportive of the priorities linking in with the Corporation's objectives including the Corporate Plan and the vision for economic growth.
- It was suggested the theme of Growth Unleashed would tie in with any new government's agenda as growth would be fundamental.
- A Member commented that having named the next four likely Lord Mayors subject to election, gave them the opportunity to meet and look to align individual approaches collectively over a four-year term.
- Members welcomed the inclusion of risk optimisation and the City Belonging project.
- A Member commented she would like the area of communities to be explored further. Alderman Alastair King stated work was taking place with communities, employee resource networks would be launched and 240 significant stakeholders had taken part in mayoral theme events. He added that he would meet the Member to discuss further options. He was also willing to reach out to residential communities and support residential engagement.

RESOLVED, that the report be noted.

8. **PARTY CONFERENCES 2024**

The Sub-Committee received a report of the Executive Director of Communications and External Affairs concerning the Party Conferences 2024.

In the discussion the following points were made:

- In 2024, there would be a similar format as in previous years with attendance at the Conservative, Labour and Liberal Democrat conferences and other party conferences being observed.
- Members discussed the importance of considering the outcome of the General Election in the planning of which conferences to attend/observe i.e. some of the smaller parties could have increased representation. It was acknowledged there would be a financial impact if smaller conferences were to be attended rather than observed virtually. A Member suggested that for the smaller conferences, day passes without accommodation could reduce the cost of attendance.
- It was considered that Member engagement, briefing Members on their role, leveraging Members' expertise and using Members effectively at conferences was fundamental to ensure a good return on investment, make links and better understand policy agendas. Officers encouraged Members to attend different conference events and this meant there could be a focus on social policy issues as well as financial professional services.
- Consideration should be given to ensuring Members and Officers attending conferences received the most appropriate level of pass to fulfil their roles. A Member suggested the type of passes applied for should be considered as it might be possible to apply for public sector or charitable passes rather than commercial passes. A Member suggested that Members of political parties could get passes through their parties at a reduced cost.
- It was suggested that Members paying for their own attendance, should be invited to the Corporation dinner.
- A Member suggested that the size of both Member and Officer delegations attending party conferences from 2025 onwards should be considered. The Sub-Committee was informed that Member and Officer delegation costs were part of the budget which also included partnership costs for the delivery of the core programme of events.
- The importance of not being too prescriptive in terms of which Members could attend was discussed. Agendas should be considered when deciding which Members should attend. A Member suggested that Members who considered they should be at a conference could submit their interest to the Chair and Deputy Chair for consideration or elections could be held.

RESOLVED - That Members of the Sub-Committee

1. Note the plans for the City Corporation's events at the 2024 party conferences; and
2. Agree that that a final proposal on future Member delegations would be delivered to the Communications and Corporate Affairs Sub-Committee for decision following party conferences in 2024.

9. **PARLIAMENTARY TEAM UPDATE**

The Sub-Committee considered a report of the City Remembrancer which updated Members on the main elements of the Parliamentary Team's previous and planned activity in support of the City of London Corporation's political and

parliamentary engagement since the last formal update to the Sub-Committee on 24 April 2024.

In the discussion the following points were made:

- Parliament was dissolved on 30 May 2024 prior to the General Election.
- The Corporation had been engaged with a number of bills which did not make it through the wash-up of legislation at the end of the Parliamentary session. These included the Data Protection Digital Information Bill which aimed to reform the UK's data protection rules, as well as a number of government-backed private members' bills including on litigation and space debris.
- The dissolution of Parliament meant that the All-Party Parliamentary Groups (APPG) were dissolved and therefore the Corporation run APPG on Financial Markets and Services would need to be reconstituted on Parliament's return.
- The Policy Chairman had given evidence to the House of Lord's Financial Services Regulation Committee. The City of London Corporation was the second group invited to give evidence. The Policy Chairman thanked Officers in the Remembrancer's and Communication's departments who assisted with the preparations for his evidence giving.
- In relation to the Treasury consultation on the captive insurance market in the UK, Members were informed there was likely to be a review of policy initiatives if there was a new government. Officers would keep this under review and would continue to monitor all of the Government consultation papers.
- It was not anticipated that there would be a change in membership of the House of Lord's Financial Services Regulation Committee, but Members would be kept informed if this changed.

RESOLVED - That the report be noted.

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.

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

13. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on 24 April 2024 be approved as a correct record.

14. **GENERAL ELECTION UPDATE**

The Sub-Committee received a report of the Executive Director, Communications and External Affairs and The Remembrancer providing an update on the General Election.

15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
A question was asked in respect of the City of London (Markets) Bill.

16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items of urgent business.

17. **UPDATE ON THE COMMUNICATIONS STRATEGY AND DIRECTION OF TRAVEL**
The Sub-Committee received a presentation from the Executive Director of Corporate Communications & Corporate Affairs.

The meeting ended at 11.00 am

Chairman

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

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Communications and Corporate Affairs Sub-Committee – Public Outstanding References

2/2023/P	14 February 2023	**Switching-off light campaign** Explore options to share campaign with other councils.	Executive Director Environment City Surveyor	An update report on the Considerate Lighting Charter is on the agenda for the November CCASC meeting. Officers from the Environment Department can speak to the specific action at the meeting.
3/2024/P		**Communications and Corporate Affairs Strategy** Request that this be considered at the September 2024 Policy & Resources Committee meeting.	Executive Director of Corporate Communications and External Affairs	Timetable to be agreed.
4/2024/P	1 July 2024	**Party Conferences** Agree that that a final proposal on future Member delegations would be delivered to the Communications and Corporate Affairs Sub-Committee for decision following party conferences in 2024.	Executive Director of Corporate Communications and External Affairs	Paper on the agenda for the November CCASC meeting.

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City of London Corporation Committee Report

Committee(s): Communications and Corporate Affairs Sub Committee – For Information	**Dated:** 28/11/2024
Subject: Corporate Communications & External Affairs Update Report	**Public report:** For Information
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	Diverse Engaged Communities, Dynamic Economic Growth, Vibrant Thriving Destination
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	Not applicable
Has this Funding Source been agreed with the Chamberlain's Department?	Not applicable
Report of: Dionne Corradine, Chief Strategy Officer & Paul Wright, the Remembrancer	
Report author: Lisa Ward - Interim Director of Communications Transformation & Strategy, Mark Gettleson - Interim Director of Campaigns and Engagement, Kristy Sandino - Interim Director of Strategic Communications & External Affairs, John Park - Assistant Director of Media (Public Services), Kay Abdilahi - Assistant Director of Media (Financial Services), Sheldon Hind, Head of Publishing	

Summary

This overarching update report covers the full remit of the Corporate Communications and External Affairs Division and includes the following:

a. Corporate Affairs [Annex A]
b. Campaigns and Community Engagement [Annex B]
c. Media [Annex C]
d. Publishing (Internal Communications and Digital) [Annex D]

Recommendation

Members are asked to:

- Note the contents of this report.

Main Report

Background

1. This report reflects a move to quarterly reporting of corporate communications and external affairs to ensure there is a consistent approach to evaluation and the ability to compare impact and results quarter on quarter and year on year.
2. As reported at the previous committee meeting, the strategic branding review as concluded and a paper on the proposal and recommendations will be discussed at the committee.

Annex A– Corporate Affairs

Strategic Communications and Messaging Development

This quarter, substantial progress has been achieved in establishing a Strategic Communication and Engagement Grid to improve horizon-scanning and communication alignment across the City Corporation. The grid consolidates key dates, 'hero activities,' and departmental highlights, ensuring coordinated messaging that aligns with the Corporate Plan. As a next phase, the delivery of weekly and daily communication grids is expected to streamline day-to-day planning.

Additionally, the Strategic Communications and Insights Manager has led efforts to implement governance structures for communication planning. This includes quarterly strategic meetings, bi-weekly forward look grid reviews, and a series of planning forums, all designed to foster collaboration and knowledge-sharing across departments. These structured touchpoints ensure that resources and messaging remain aligned with corporate objectives while capturing emerging risks and opportunities, thereby enhancing the City Corporation's communication responsiveness and strategic impact.

Work has already commenced to strengthen our analytics and evaluation process, exemplified by the media and digital communication report on the International Investment Summit referenced in Appendix A. Over the next quarter, the focus will be on bolstering this process, based on feedback and performance metrics.

The Corporate Affairs Team has also led the integration of cohesive narratives through strategic communications and message development in the following areas:

Dynamic Economic Growth. Across a range of speakers and mediums, advancing our 'Dynamic Economic Growth' narrative has been a core focus. Key highlights include:

I. Collating the City of London Corporation's submission to the Autumn Budget, consulting with teams including Innovation and Growth, City of London Police, Office of the Policy Chairman, Mansion House and Housing teams, amongst others. It was organised according to the Government's five Missions, and prioritised the following areas: raising investment levels, mobilising private capital to support the delivery of net-zero, and greater adoption of tech solutions, as well as calling for greater security of funding for the City of London Police's National Lead Force role.

II. Working with the Government on the delivery of its International Investment Summit in November, the first major event of this new Government. Colleagues

from across Communications, Remembrancers, Innovation and Growth and others worked together to ensure a well-received, impactful event at Guildhall. The majority of the Cabinet was in attendance and tickets were secured for the Lord Mayor and the Policy Chairman. g for the City Corporation was also negotiated.

III. Providing comprehensive support for the Policy Chairman's speeches at key engagement during the Paris Olympics, including the Opening Reception, Global Sport Agora, Business and Sport panel, and UK Sport NGB, ensuring alignment with the City Corporation's strategic priorities, Sport Strategy and messaging.

IV. Providing support for the Policy Chairman's CityAM column on the general election, focusing on the need to drive economic growth.

V. Supporting the Policy Chairman's speeches at the Liberal Democrats, Labour, and Conservative party conferences, including devising key position messaging and drafting and refining remarks on key themes. At the Liberal Democrats' conference, the speeches focused on sustainable finance and the environment, trade policy, and international co-operation. For the Labour conference, support was provided for roundtable remarks on how financial and professional services can drive economic growth throughout the UK. At the Conservative conference, the speeches covered 'A Digital Economy for the Digital Age,' attracting foreign investment, and the financial services sector's role in turbo-charging economic growth.

Vibrant Thriving Destination.

I. The Corporate Affairs and Media Teams led the work to refresh the Destination City core messaging, with the revised narrative, approved by the Policy Chairman, reflecting the Martin Review. Positioning the Square Mile as a world-leading hub for both business and leisure, driving growth and vibrancy through cultural, economic, and infrastructural development. The teams have collaborated with various departments and partners across the organisation to shape the next iteration of our core messaging on Destination City, ensuring the integration of cohesive narratives through strategic communications and message development.

Diverse Engaged Communities.

I. Supporting the Deputy Policy Chairman's speech at the launch of the 'Summer of Sport in the City', highlighting the City Corporation's ambition to become a global sports destination by 2030. The speech emphasised the positive impacts of sport on health, community, and economic growth, and showcased the collaboration with City BIDs and the Central London Alliance CIC to offer a range of activities and events.

Flourishing Public Spaces.

I. Providing full support for the Policy Chairman's speech at the West Ham Park 150th Anniversary, highlighting the longstanding relationship between the City Corporation and the park, its significance as a community hub, and the value of sport in both economic and social terms. Emphasising the City Corporation's

ongoing investment in the park, ensuring its continued role in fostering vibrant, thriving public spaces for the next 150 years.

Leading Sustainable Environment

I. Supporting the Policy Chairman's foreword to the Climate Action Strategy Annual Update, highlighting the City of London Corporation's progress towards net zero.
II. Supporting the Policy Chairman's speech at the London Real Estate Forum, focusing on the theme 'Reimagine: London as it is and London as it could be'. The speech highlighted London's history of reinvention, the City Corporation's efforts in sustainable development through initiatives like Destination City and the City Plan 2040, and the commitment to a net-zero Square Mile by 2040, aiming to create vibrant, inclusive spaces that blend business, culture, and leisure while attracting investment.

Political Engagement

Since the last sub-committee meeting in July 2024, the Corporate Affairs Team has prioritised:

a) Monitoring the General Election, sending out weekly emails on the state of the race and working with Remembrancer's to issue Public Policy Bulletins (PPBs), as necessary.

b) Conducting a political outreach campaign, in collaboration with Remembrancer's, to target all new London MPs and Cabinet ministers with relevant portfolios, sending over 80 congratulatory, introductory letters.

c) Alongside colleagues in Remembrancers, liaising with Department for Business and Trade and Number 10 to enable the Government to hold the International Investment Summit at the Guildhall. This was the first major event of the new Government.

d) Delivering a robust and comprehensive party conference programme (report under a separate cover).

e) Sending the City Corporation's submission to the Autumn Budget 2024 to the Chancellor and HM Treasury.

f) Facilitated and drafted briefings for:

- The Policy Chairman's meeting with Leader of Scottish Labour, Anas Sarwar MSP
- The Policy Chairman's meeting with the Minister for the Constitution and European Union Relations, Nick Thomas-Symonds MP
- The Policy Chairman's meeting with the Shadow City Minister, Alan Mak MP
- The Policy Chairman's meeting with the City's MP, Rachel Blake MP
- The Vice Chair of Policy and Resources meeting with Parliamentary Under-Secretary of State for the Home Department, Lord Sharpe

- Coordinated meetings and brush-bys at the International Investment Summit with Douglas Alexander, Minister for Trade Policy and various Cabinet Ministers.

g) Monitored the Conservative Leadership Race and subsequent reshuffle of the Opposition, promptly issuing a Public Policy Bulletin to Members and Officers.

Pan-London Engagement

Since the last sub-committee meeting in July 2024, the Corporate Affairs Team has prioritised the following on Pan-London engagement:

a) Alongside colleagues across the City Corporation, led on drafting and coordinating the City Corporation's response to the Mayor of London and Greater London Authority London Growth Plan – sharing with senior Officers and receiving approval from Policy and Resources Committee. The Corporate Affairs Team has also shared this response with a wide array of external stakeholders, including the GLA.

b) Engaged with the Secretary of State for Transport on issues related to micromobility in the City.

c) Briefed the Policy Chairman for engagement with the CEOs of the Centre for London and Central London Forward, ensuring that the City Corporation's strategic positioning was communicated and understood for external strategy development.

d) Monitored the appointment of new Deputy Mayors of London and ensured that the Policy Chairman and relevant Members were promptly made aware of these changes, and ensuring timely communications were sent to the new Deputy Mayors. This also included providing briefing support and advice to the Policy Chairman for a meeting with the new Deputy Mayor of London for Environment and Energy.

e) Briefed the Policy Chairman and provided insights for the regular Board meeting of London and Partners.

f) Continued to provide briefing support for the Policy Chairman around London Councils and GLA meetings – including the Fortnightly Elected Officers group; London Councils Leaders Committee; and the London Partnership Board.

g) Liaised with internal colleagues and provided coordinated, signed-off responses to several pieces of casework from London MPs.

Engagement with External Partners

h) Collaborated with think tank Onward on its Chairman's dinner, including negotiating seats for attendance and of Members and Officers and a speaking spot for the Policy Chairman. This dinner was attended by 25+ Conservative MPs and providing an opportunity to engage with the new Opposition as well as communicate City Corporation messages.

i) Negotiated a partnership with Centre for London including a panel opportunity for the Policy Chairman at the annual London Conference on Governing in London. The Corporate Affairs Team provided speaking remarks that communicated City Corporation key messaging.

j) Significant strategic engagement took place during the party conference programme, outlined in a separate paper, including with Social Market Foundation, TheCityUK, Labour Together, IPPR, Onward and Bloomberg. The Corporate Affairs Team continues to review partnership opportunities across the year.

k) Secured engagements and provided briefings for both Members and Officers at Progressive Britain and Chatham House roundtables.

l) Delivered the International Business and Diplomacy Exchange EU Ambassador Lunch at the Guildhall with Cabinet Minister Nick Thomas-Symonds MP in attendance. This lunch provided the Policy Chairman the opportunity to engage with Ambassadors and key business stakeholders, as well as the Minister and deliver short remarks about the importance of UK-EU relations.

m) Continue to work with Fabian's Society to plan for its annual conference, to be held at Guildhall in January 2025.

Forward Look and Future Engagement

n) Supporting the City Corporation with communications and political engagement regarding the policy priorities of the Policy Chairman with both the new Government, as well as the new Shadow team.

o) Negotiating strategic partnerships, such as events, that allow for opportunities for senior level political engagement. This will include events for both the Centre for Policy Studies and Fabian's Society and discussions are underway with a number of additional partners on opportunities for 2025/2026.

p) Preparations for 2025 Party Conference season, with a particular focus on ensuring efficient costs and ensuring an impactful programme. This includes collaborating with other teams on event subject matter and negotiating with possible event partners.

q) Continuing to proactively secure senior level engagement across the political spectrum to allow for the opportunity to communicate and influence around key policy areas of strategic interest for the City Corporation.

Kristy Sandino
Director – Strategic Communications and External Affairs (interim)
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Annex B – Campaigns and Community Engagement

City Belonging Project

Furthering the aims of the City Belonging Project is a core workstream of Alastair King's Mayoral theme: specifically, the commitment to launch "City Belonging Networks" serving the needs of particular communities. These Networks will be convened by the City of London Corporation and act as a two-way channel of engagement, communication and consultation between communities and the institutions of the Square Mile. Together, the Lord Mayor and City Belonging Project team are supporting launch events and helping to identify steering group members for these networks.

We launched a "Latinos in the City" network for members of the Latin American community, at St Lawrence Jewry in October, supported by LSEG – and will be launching a "City Muslim Network" at Fidelity in December, in conjunction with Baroness Gohir and the Muslim Women's Network, as well as the Ramadan Tent Project. Where possible, we will be using existing City Corporation events to support City Belonging Network launches, for example, launching a "City Jewish Network" at our Chanukah reception at Guildhall in December. It is intended for each network to both have a supporting Alderman and an "officer champion".

Arranged by Alastair King, the City Belonging Project was also given a section of the Lord Mayor's Show procession. 70 representatives of 41 staff networks across 32 organisations across the Square Mile, including City Corporation networks, took up the offer, with almost all participating for the first time. Feedback from those marching was universally positive, and the activity also fulfilled wider strategic aims of deepening the link between businesses, the City, and the Lord Mayor's Show: participants included representatives of JP Morgan, UBS, Legal & General, Morgan Stanley, LSEG, Man Group and more.

We also supported and promoted a number of events and activities related to Black History Month in October, including arranging a joint event between the City Corporation and the Amos Bursary. The event saw large numbers of City of London Academy students introduced to the bursary and business leaders, at what was felt to be an effective and purposeful morning.

Resident Engagement

A successful City Question Time was held at the City of London School on 22nd October, at which participants were introduced to Jacqui Webster – the new Policy Lead for Resident Engagement. Questions related to education and skills, green spaces, licensing, noise control, Destination City, culture, children's centres and funding for voluntary groups. A new, more participatory format with attendees joining topic-based roundtables, is being developed for the next event on 10th December at Guildhall, which will also incorporate a festive celebration.

The new "City Living" residents card, which will act as a proof of residency to access local discounts, will be launched in the coming months. This will be a key means of implementing a clearer resident offer, as part of the wider Residential Reset strategy. A number of discounts have been negotiated at local businesses and services,

including widening the current Barbican Centre reduced membership for Barbican Estate residents to cover all those living in the City.

Working with the Resident Engagement Policy Lead, we are working to gain a better overview of all City Corporation engagement, communications and consultation with our resident communities across departments and institutions – ensuring we are speaking with a single voice in a timely and relevant manner. The Resident Campaigns and Communications Manager is reaching out to departments to support this work, which will be strengthened significantly by the central organisational CRM being implemented under the Data Lighthouse Project.

Election Engagement

The engagement campaign ahead of our 2025 elections has entered its busiest phase, with the Ward List registration due on 30th November. We have focused especially on those workplaces unregistered last year, as well as those who are significantly under-registered. This has included promoting adverts to employees at those organisations via LinkedIn, virtual and in person briefings for businesses, a retail canvass, and sending a physical letter to 812 decision makers from the Lord Mayor. While we will not have the full picture until the publication of the new Ward List in February, a significant number of businesses have reported having registered for the first time.

We have leveraged relationships with Livery companies, trade associations, BIDs and City Belonging Project contacts to promote registration across the Square Mile – and have been working directly with property management companies and developers to encourage uptake at facilities they cover. The Election Engagement Manager has made herself available to contacts at unregistered businesses to talk them through the registration process.

A reception was held for those considering standing for election was held on 4th November, attended by more than 130 people – a near three-fold increase on the equivalent event held in 2021. Participants heard from officers and members, including the Policy Chairman, and we have received significant positive feedback following the event. In a survey sent to participants after the event, 100% rated the evening as ‘excellent’ and noted that it fully met their expectations. Further, more formal briefings will be held in the New Year, focusing on the process of the election and candidature.

A full report on our election engagement campaign will be brought to this sub-committee and the Policy & Resources committee subsequent to our post-election evaluation work next year.

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Annex C – Media Relations

Media Impact Analysis

For the first time, the team has introduced quarterly digital communications reporting to enhance our impact analysis. This new approach aims to provide clearer insights into engagement trends and help us refine our strategic focus.

Overview
The Media Team generated 10,778 media mentions, including 9,850 online, 582 on television, 229 in print and 117 on radio. Key outlets for coverage included the *Press Association, BBC, Daily Mail, The Independent, The London Standard,* and *Daily Telegraph.*

Media highlights

City Corporation's new report: Boosting Foreign Direct Investment through Financial and Professional Services

The Media Team implemented a comprehensive communications plan to support the City of London Corporation's latest Foreign Direct Investment (FDI) campaign, to unlock £7.7 billion in sovereign wealth fund investments by 2030. Coverage was extensive, with 70 pieces published across national and international outlets such as Bloomberg, Reuters, and FT's FDI Intelligence. The campaign also reached the consumer audience through the *Daily Mail* and achieved significant traction on social media, driving high engagement around the core message of the FPS sector's role in UK economic growth.

The campaign highlighted the potential for the UK to attract foreign sovereign investment through a structured strategy and public-private partnerships. Key policy recommendations were later adopted by the Government which included strengthening the Office for Investment, streamlining investment process and appointing a decided Minister for Inward Investment.

City Corporation's partnership with the new Government to drive economic growth

The Media Team led a high-impact campaign to position the City Corporation as a key partner for the new Labour Government, capturing front-page coverage in *City A.M.*. The Policy Chairman emphasised the City's readiness to support the Government's goals on economic growth, job creation, and climate action. Further coverage of the Policy Chairman's comments was included in the *Daily Mail'*s, and *The London Standard*'s post-election analysis.

Strategic interviews by the Policy Chairman on *LBC* and *BBC Radio London* reinforced this message, drawing attention to the City's role in creating new jobs and driving tax revenue to support public services. The campaign achieved global reach, with coverage in outlets across the US, Asia, Europe, and the Middle East, amplifying the City's influence on the international stage.

The Media Team further spotlighted the Policy Chairman's support of the Government's intention to strengthen relations between EU-UK in an interview *Euronews*, most watched European news channel reaching 140 million people in 160 countries. reinforcing the City's commitment to boosting market access and international competitiveness.

City Corporation drives national focus on Financial and Professional Services Sector at Party Conferences

During the Labour and Conservative Party Conferences, the Media Team executed a high-impact communications strategy, positioning the City Corporation as a leading voice for economic growth through the financial and professional services (FPS) sector. The Policy Chairman's remarks featured in several outlets including *CNBC*, *Bloomberg, The Guardian, The Independent*, and *Politico Europe* where he outlined a vision of FPS as central to Britain's economic recovery, stressing the need for a competitive tax environment, smart regulation, and reduced business barriers. Social media posts around each conference generated 825 engagements including with a reach of 10,600 impressions.

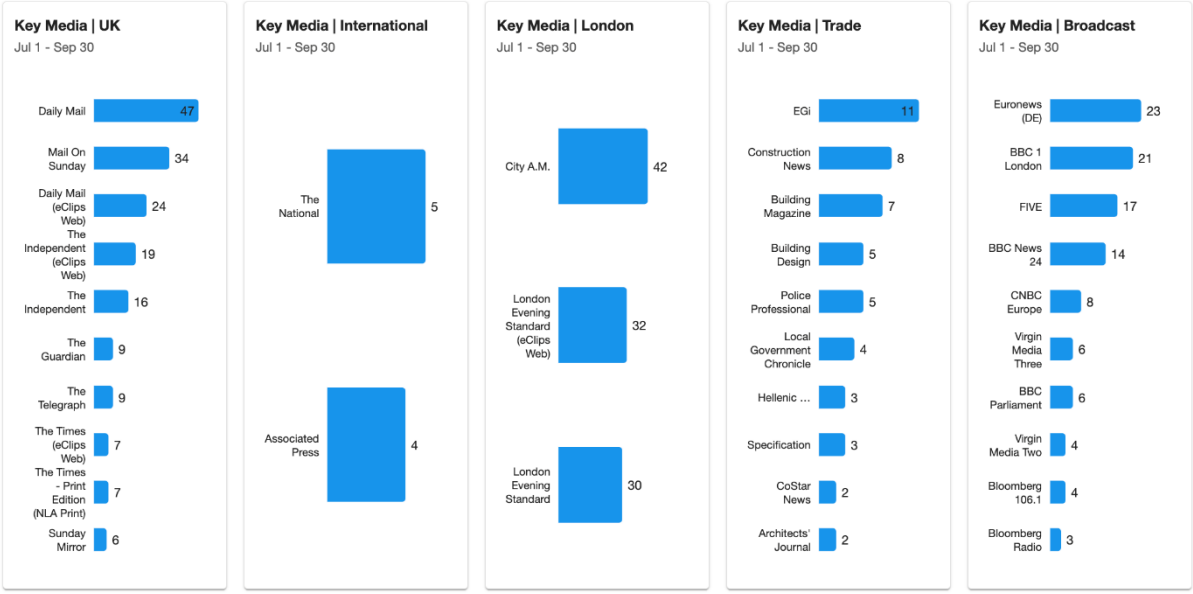
City Corporation relocates Banksy's City artwork to ensure its protection

There was widespread positive national and international coverage of a Banksy 'piranha' artwork which appeared on a City of London Police sentry box on Ludgate Hill. The Media Team acted quickly to issue a statement saying the City Corporation was working through options to preserve the piece. Following a proactive integrated communications plan, and working collaboratively with a range of departments, the Media Team issued news statements on the sensitive move of the artwork to Guildhall Yard, and then the South Ambulatory, whilst a permanent home for the piece is being decided. This positioned the City Corporation as a responsible authority safeguarding the peace for the public good. This work generated over 6,800 articles carrying key messaging in all major news titles including print, broadcast, and digital. A social media content plan generated 81,800 engagements with a reach of 561,000 impressions.

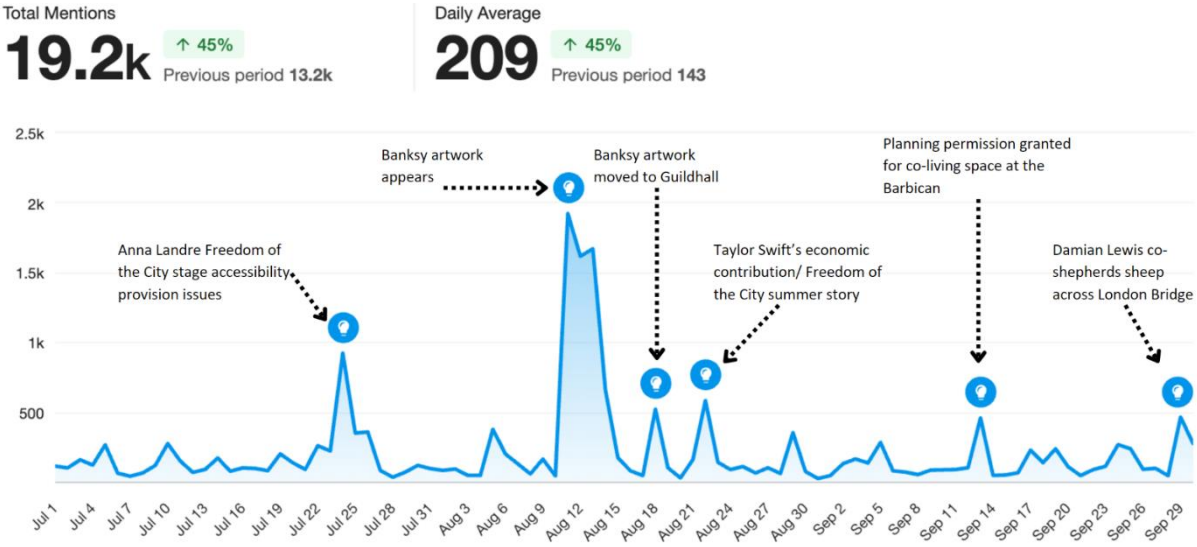
London Metropolitan Archives rebrands to attract new visitors

The Media Team delivered a proactive plan on the story to support the London Archive's business objectives, achieving an exclusive piece in *The Times* (print and online), with further coverage in consumer culture title Ian Visits, with its over 800,000 monthly audience. The feature included several images of some of the most historically significant items in the archives, including Magna Carta, the mayoralty charter of King John, and the oldest document in the City's archives – the William Charter, dating from 1067. The Chairman of the Culture, Heritage and Libraries Committee, and the Director of the London Archives, were quoted. Social media impact on the announcement generated 1,290 engagements with a reach of 22,600.

Earned coverage breakdown

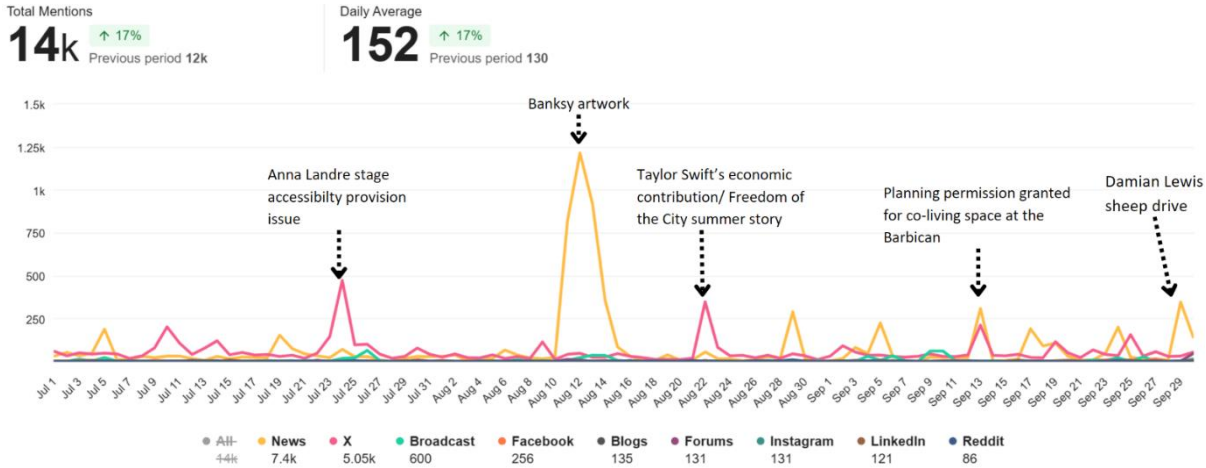


Spikes in mentions of the City of London Corporation



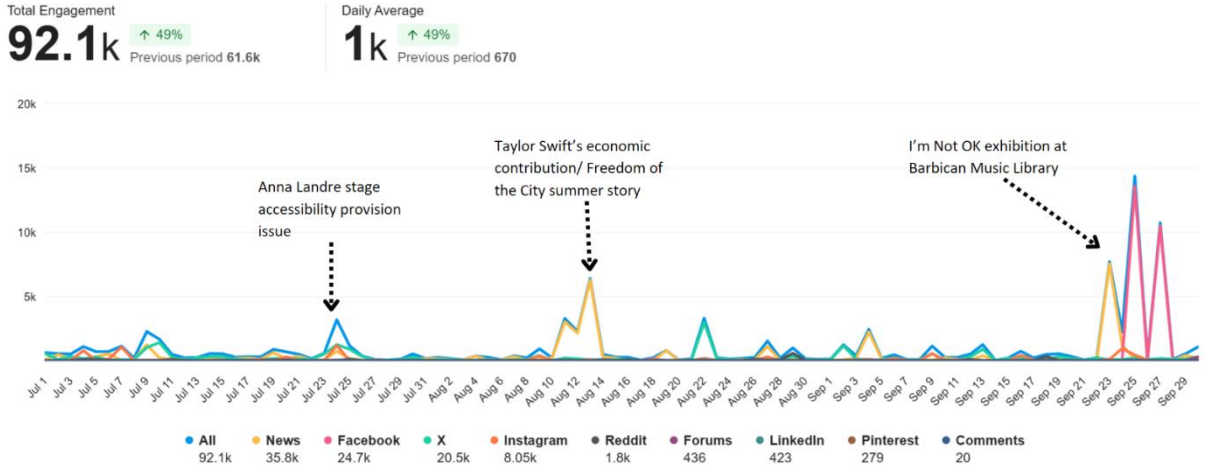
An overview of overall mention activity across all media platforms, including social media. This includes total and average daily mentions, as well as the percentage change compared to the previous quarter. AI-driven insights highlight statistically significant spikes when notable shifts in news and social media conversations are detected.

Mentions across traditional media outlets and social media platforms



An analysis of mention volume across various media types, encompassing both traditional media outlets and social media platforms.

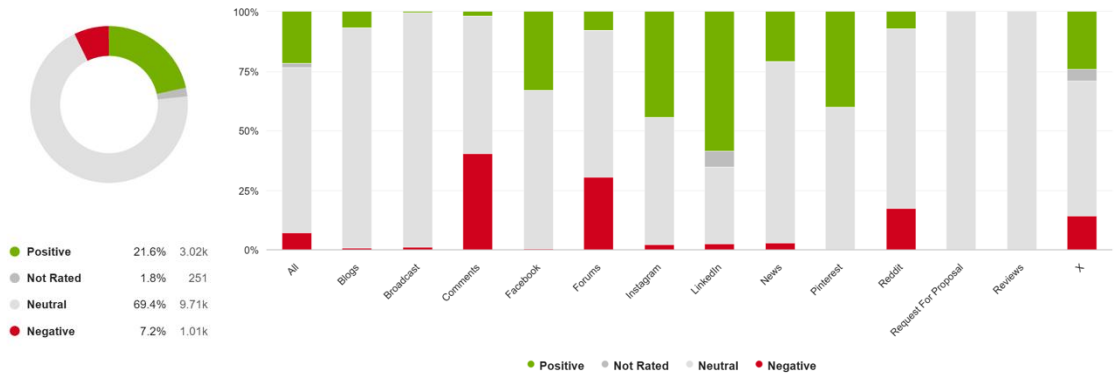
Mentions with most engagement



Sentiment Analysis

- **Positive sentiment** was expressed more often with the biggest spikes being for Taylor Swift, the UK-India Infrastructure Investment Bridge Partnership, call for a UK financial and professional services strategy (in advance of the Investment Summit) and Damian Lewis's involvement in a sheep drive.
- **Neutral sentiment** was linked to the Banksy artwork relocation. Initial negative comments about its removal were countered by a strong communications plan, including a video showing its careful move to Guildhall Yard for safe public viewing while a permanent home was decided.
- **Negative sentiment** peaked around the Anna Landre Freedom Ceremony, primarily due to accessibility provision issues. The chart below provides context by comparing mentions of other Freedom ceremonies this year.

Overall sentiment over this reporting period



Sentiment was derived from Meltwater's natural language processing algorithm. "Not Rated" mentions lacked sufficient text for sentiment analysis.

Digital Communications Impact Analysis

Overview

This quarter marked significant achievements across the City Corporation's digital channels, driven by strategic engagement with high-profile events and targeted content. Overall, the Corporate Communications Team recorded 513,000 engagements and 6.77 million impressions, with our follower base growing by 3% to a total of 190,000 subscribers across all platforms.

Digital Communications Highlights

Barbican Music Library - *I'm Not OK* Exhibition

The *I'm Not OK* exhibition generated unprecedented engagement, thanks to strong visual content produced and posted by the Corporate Communications Team to corporate feeds in support of the library's own posts securing 298,000 engagements and 4.49 million impressions across our main corporate social media channels. This level of response surpassed previous exhibitions, such as *From the Caribbean to Coventry*, which recorded 1,950 engagements and 94,700 impressions. The results demonstrate the impact of well-targeted cultural programming in driving high audience engagement and reach.

Freedom of the City Honour – Taylor Swift Engagement

Leveraging the public interest in the proposal to award Taylor Swift the Freedom of the City honour, our strategic content generated 4,060 engagements and a 133,000 reach. This level of engagement and reach nearly tripled that of previous Freedom of the City announcements, such as for Giles Terera MBE (1,650 engagements, 33,900 reach). While Taylor Swift was never nominated, this success highlights the effectiveness of capitalising on trending discussions to boost public awareness and enhance the honour's visibility.

Banksy Artwork Relocation

The recent relocation of a Banksy artwork posed an initial communications challenge, but it was transformed into a positive narrative through an integrated media and digital strategy. By releasing a documentary film of the artwork's

professional relocation and following up with engaging content, we achieved 81,800 engagements and 561,000 impressions. This response highlights our capability to proactively shape narratives around sensitive topics, turning potential controversy into positive public engagement.

The International Investment Summit

Working with the Government on the delivery of its International Investment Summit in November, the first major event of the new Government, we achieved significant media and digital coverage. Teams from Communications, Remembrancers, and Innovation and Growth collaborated to ensure a successful, impactful event at Guildhall, with most of the Cabinet in attendance. Tickets were secured for the Lord Mayor and the Policy Chairman, and City Corporation branding was negotiated. See Appendix A for a detailed media and digital communication report on the Summit.

Channel Metrics

- **Record-breaking Content**: The *I'm Not OK* exhibition drove a record-breaking quarter with 298,000 engagements and a reach of 4.49 million. Most of these results were on Facebook, which saw an increase in engagement of 2,320% and impressions of 1,411%, compared to the previous quarter.
- **Engagement Growth**: Our total engagements increased to 515,000 (up 178% from the previous quarter), while impressions soared to 6.87 million (up 130% from the previous quarter).
- **Platform Growth**: Our combined audience base grew by 3% to 199,153 followers, with growth distributed as follows:

  LinkedIn: 66,000 followers
  X (formerly Twitter): 109,000 followers
  Facebook: 13,600 followers
  Instagram: 1,670 followers
  YouTube: 9,470 subscribers

	Account	Posts	Video views	Post link clicks	Engagements	Engagement rate	Impressions
1	City of London Corporation: City View · Facebook	120	845	3.45k	331k	4.13%	4.89M
2	City of London Corporation · Linkedin	257	71.1k	149k	168k	7.47%	1.25M
3	cityoflondon · Twitter	169	23k	1.19k	10.8k	1.52%	565k
4	City of London Corporation · Instagram	113	5.18k	0	2.7k	4.47%	57.2k
5	City of London Corporation · Youtube	103	5.89k	0	206	0.02%	5.89k

Cross channel metrics for this reporting period.

Platform-specific Insights

- **X (formerly Twitter)**: Although X remains our most-followed platform and leads in follower count among London boroughs, it experienced a 61% drop in engagement and a 51% drop in impressions. This continued downward trend indicates a need for strategic reassessment of resource allocation and content strategy on this platform.

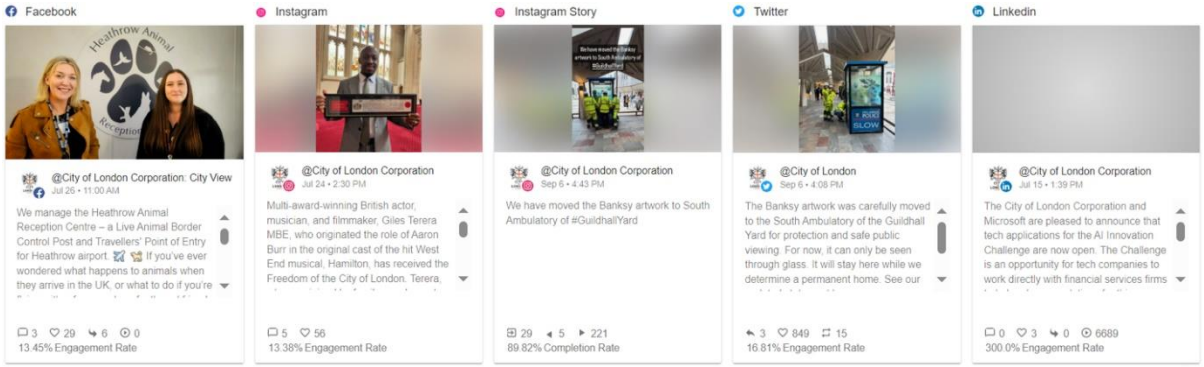
- **LinkedIn**: Strong professional engagement sustained LinkedIn's performance, with 66,000 followers.
- **Instagram**: After one year, our Instagram channel is effectively reaching a younger demographic, with 1,670 followers and 8,280 engagements across 366 posts. Instagram's audience is predominantly under 45, contrasting with X, where the majority are over 45, giving us a more diverse reach across age groups.

Most engaged content online
Top content this quarter was driven by the *I'm Not OK* exhibition and Taylor Swift-related posts, which ranked highest in engagement across all platforms. Specific highlights include:

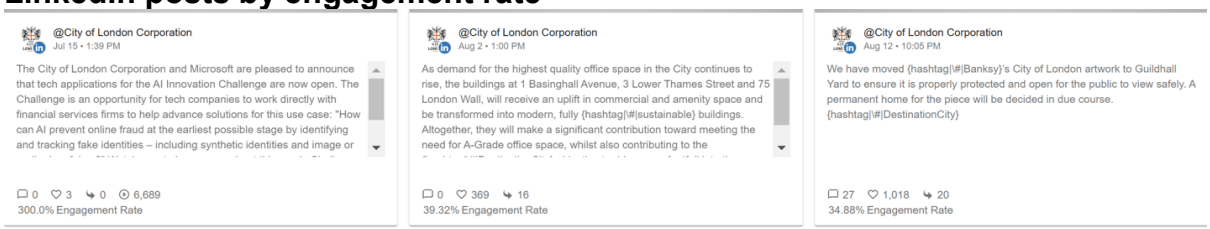
Top Posts: Our most-engaged posts demonstrated strong audience resonance with cultural and topical content.

- *I'm Not OK* exhibition - Three out of 12 posts sent went viral on Facebook, generating 297,000 engagements.
- Banksy artwork relocation – 24 posts across all our main corporate channels generated strong interest. The most popular were on LinkedIn and Facebook and were about the artwork being moved to Guildhall.
- Posts for planning applications continue to be our most popular content. The pictured post was for Basinghall Avenue, 3 Lower Thames Street and 75 London Wall. 47 posts about planning applications generated 114,000 engagements and 714,000 impressions, mainly on LinkedIn, making them some of our most popular posts.

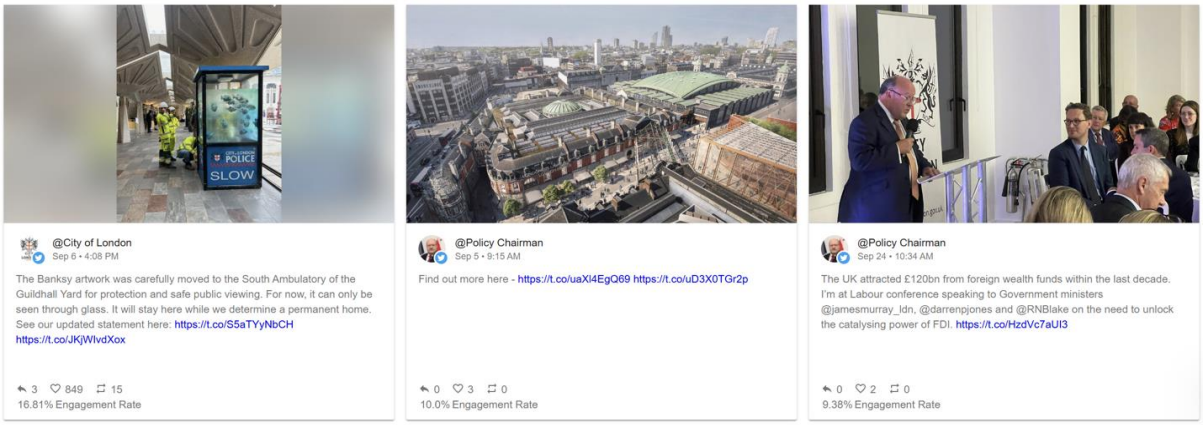
Platform-specific Engagement: Top posts by engagement rate were identified across LinkedIn, X, Facebook, and YouTube, ensuring we capitalised on each platform's unique audience dynamics.



LinkedIn posts by engagement rate

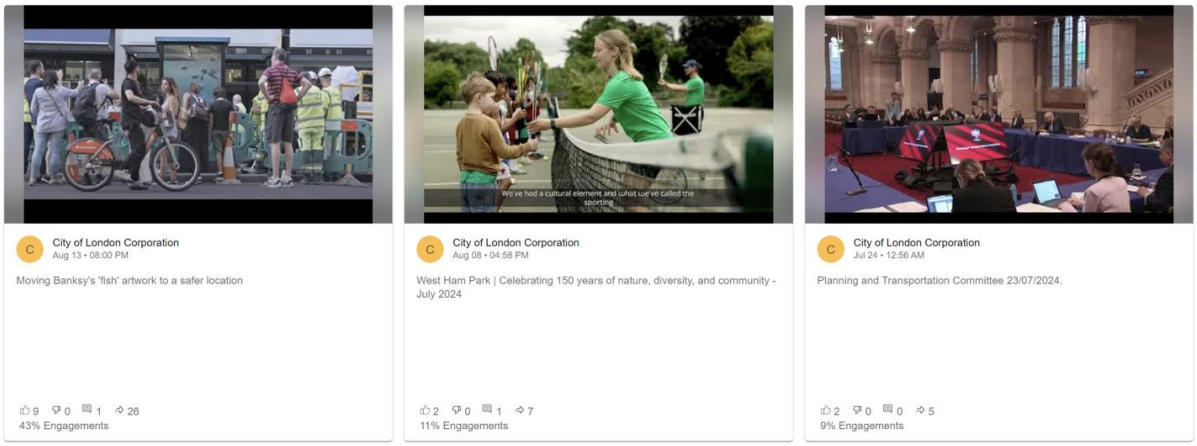


X posts by engagement rate

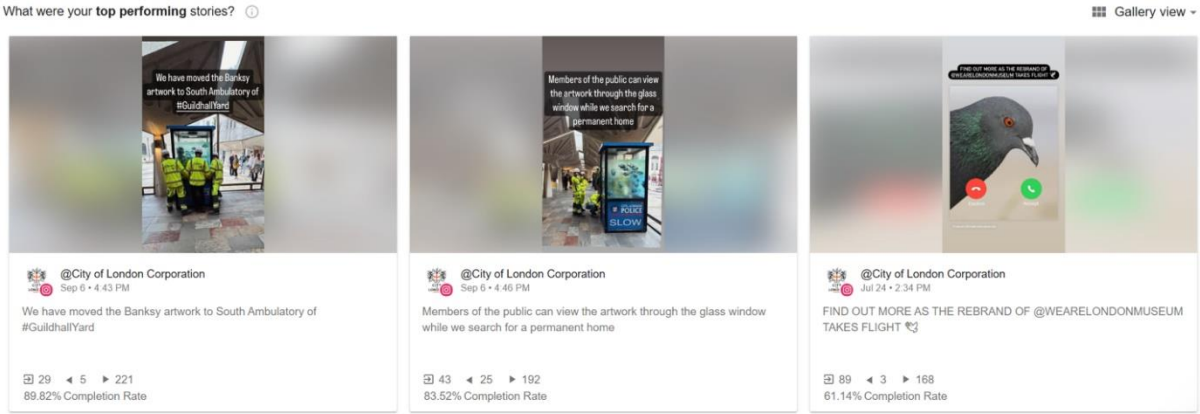


Best performing Facebook posts by engagement rate

Best performing YouTube videos by engagement rate



Most popular content this year on Instagram



One Year Review: Instagram

The @CityOfLondonCorp Instagram channel, launched around last year's Lord Mayor's Show, has grown to nearly 2,000 followers. Over the past year, 366 posts have generated 8,280 engagements and a reach of 177,000 impressions.
While the follower count is still below that of our more established feeds, Instagram is proving effective at reaching a younger, more diverse audience. Unlike our main X feed, which has a 54% male audience with most users aged 45 and over, Instagram's audience is evenly split by gender, with the majority under 45 years old. Key content that resonated with the audience included posts related to the Lord Mayor's Show, City landmarks, behind-the-scenes glimpses of City events, and interactive Stories.

Benchmarking

Facebook: the chart below ranks by total posts sent (not how successful) and we have included the entire year to limit the outliers generated by the I'm Not OK

exhibition.

Page	Total fans	Fan growth	% Fans	Total posts	Total engagement	Eng. per post	Eng. rate
London Borough of Southwark	11,178	173	1.55	1,043	2,801	2.69	0.09
Hackney Council	11,720	520	4.44	524	8,162	15.58	0.24
Islington Council	4,792	187	3.90	317	3,522	11.11	0.17
Camden Council	7,330	175	2.39	795	5,602	7.05	0.27
Lambeth Council	7,669	267	3.48	602	2,667	4.43	0.12
Westminster City Council	8,186	576	7.04	1,217	6,764	5.56	0.30
City of London Corporation: City Vie	13,103	1,346	10.27	435	34,577	79.49	0.88

X: Our X account remains the most followed among London boroughs, and Facebook performance is benchmarked annually to adjust for viral events like the *I'm Not OK* exhibition.

Page	Total followers	Follower growth	% Change	Total tweets	Total eng.	Eng. per tweet	Eng. rate
lb_southwark	39,394	226	0.57	1,423	10,251	7.20	0.09
lambeth_council	40,914	334	0.82	907	10,554	11.64	0.09
hackneycouncil	53,569	-997	-1.86	768	16,265	21.18	0.11
citywestminster	38,136	852	2.23	1,481	19,598	13.23	0.17
camdencouncil	46,166	260	0.56	1,679	15,361	9.15	0.11
cityoflondon	78,442	4,380	5.58	485	47,186	97.29	0.26

Annex D – Publishing (Internal Communications and Digital Communications)

The corporate website has achieved fifth place in the 2024 Quarter 3 Sitemorse Local Government rankings. Sitemorse provides a quality assurance service and currently assesses 373 organisations. Its weekly and monthly reports list areas for improvement across User Experience, Search Engine Optimization and Governance, Risk and Compliance.

In line with our work on Climate Action, there is now a dedicated reference at the foot of the website in relation to its carbon calculation (websites consume electricity which in turn produce carbon emissions). It has been rated 'B' and means that our corporate site is cleaner than 69% of webpages globally.

The website team has been working with the Mansion House on creating a revised section for the Lord Mayor ready for Alderman King taking office and includes information on his Mayoral Theme. In addition, they have created a new Sheriffs section which examines the role itself (and historical background) and biographies of the current post holders.

They have also been working with DITS on putting the Digital Strategy on the website but moving away from the 'print first' approach of other strategies and using the website to best advantage and ensuring the user experience drives the final product.

For the Lord Mayor's Show, the Publishing Team produced A3 and Double Royal variants using this year's artwork with display on more than 200 London Underground circuits from mid-October, given free by TfL. The poster featured on Guildhall's digital display screens and promoted on screens at the City Information Centre.

Circa 120,000 of the Show leaflet were printed and made available in Guildhall receptions, in Members pigeonholes and across the City Corporation 'estate' as well as the Bank of England Museum and St Paul's Cathedral. Leaflets and posters were sent on request to multiple Livery companies, the City Corporation family of schools, City churches and BIDS.

100,000 leaflets were distributed through London Calling (a specialist in cultural and event leaflet distribution) to variety of tourist outlets, hotels, libraries and community centres across the City, London, the Homes Counties and the South East and to venues on the Show route. Leaflet handouts were also organised at key stations and major cultural venues to commuters and tourists. The digital leaflet was hosted on the Livery Committee website.

Adverts featured in London Calling weekly email newsletter to 67,000 subscribers plus a banner advert on their website plus advertorial in early October and social media push from the end of October onwards.

The Internal Communications team has launched three new channels to embed greater understanding of our organisation and the outcomes from the Corporate Plan.

Our new podcast, The ColCast, entirely produced in-house, is very much people-focused with each edition profiling individuals and teams across the organisation, with a focus on the Corporate Plan themes - and has been designed to appeal particularly to our institutions/services and non-desk based colleagues who may not have regular access to the intranet.

Making Connections Q&A, profiles colleagues who are directly delivering services to residents, workers, visitors and learners, sharing their experiences and has had nearly 1,000 reads with many staff requesting to take part in future editions.

Our new bi-monthly deep dive sessions, Fantastic Five Years Live, are based around organisational strategy and plans directly related to Corporate Plan themes. The next session in November will align with COP and focus on our Climate Action Strategy.

Employee engagement focused on the delivery of key programmes in the People Strategy, most notably Ambition 25. Webinars were promoted and run throughout the summer with 80% of those polled agreeing that they now understood how Ambition 25 will work in practice. The programme team updated all colleagues on the progress and set expectations of when further information about the new pay and grading framework will be available.

A new Employee Engagement Network has been established to bring together internal communication leads across our services and institutions – with two sessions held since August on items including contributing to the above mentioned new channels; Ambition 25; the collection of EDI/Diversity data; and forming a communications focus group. The Network is tasked with improving collaboration in internal communications and engagement with a specific focus on the People Strategy; receiving input and feedback on plans and sharing best practice.

Strong engagement continues with the Town Clerk's regular email update with around a 70% open rate, likewise for Team Briefing with 80% opens. Town Clerk's social media has also had an impressive six weeks with 1381 reactions and 40,256 impressions.

There has also been strong promotion of, and engagement with, Black History month, including the successful Patrick Hutchinson event, and work is well underway on the next Town Clerk's all-staff event focused on the results of the Staff Survey.

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Corporate & Strategic Implications

Strategic implications – The majority of the work undertaken by the Corporate Affairs Team aligns with and supports the delivery of the Corporate Plan 2024-2029, particularly the Dynamic Economic Growth pillar.

Financial implications – None

Resource implications – None

Legal implications – None

Risk implications – None

Equalities implications – Not applicable

Climate implications – Not applicable

Security implications – None

Appendices

APPENDIX A - Key highlights report: International Investment Summit Media and Digital Communications Impact

Appendix A

Key highlights report: International Investment Summit Media and Digital Communications Impact

Traditional media coverage
The summit garnered over 8,300 news items, thanks to a major proactive effort by the Government and the City of London Corporation communications teams. This extensive coverage has amplified the event's key messages across various platforms.

Key media appearances:

Policy Chairman, Chris Hayward:
Interviewed by ITV News and Channel 4, he emphasised that the summit represents "an opportunity to hear from the Government and their total commitment to growing the economy. Bet on Britain, that is the message today."

Lord Mayor of the City of London, Michael Mainelli:
Secured high-profile interviews with the Wall Street Journal, CNBC, and Reuters, highlighting the Government's "potential to really get shoulders to the wheel and do things."

Social media highlights

The summit generated significant activity across our strongest performing social media platforms: LinkedIn, X (formerly Twitter), and Instagram.

- Total impressions: 55,400 (the number of times posts appeared on someone's screen)
- Total engagements: 8,740
  - Likes: 1,150
  - Comments: 9
  - Shares: 52
  - Clicks: 6,630
- Engagement rate: 8.49%—double our average and above sector benchmarking.
- Reach: 870 users engaged with our content.

For comparison: This year's Net Zero Delivery Summit generated 694 engagements with a reach of 197 and 21,000 impressions.

LinkedIn posts performed significantly higher and suppressed average sector benchmarking.

Top performing platforms

LinkedIn:

- Engagements: 7,800
- Impressions: 41,080
- Engagement Rate: 30.3%

Most popular post featured Deputy Prime Minister Angela Rayner alongside other government representatives.

X (formerly Twitter):

- Engagements: roughly 800
- Impressions: 32,100

Most popular post showed the Policy Chairman and Lord Mayor greeting the Prime Minister. This platform remains a key reference for journalists, with The Guardian sharing our post about the event.

Instagram:

- Engagements: 117
- Impressions: 1,750

Standout post featured the large "Growth" logo in the Great Hall. A separate Instagram story of the Policy Chairman and Lord Mayor meeting Deputy Prime Minster Angela Rayner was viewed all the way to the end 85% of the time.

Flickr:

- More than 20 photos were uploaded to the corporate account from the event and received over 400 views in the photostream.

Sentiment analysis

- Positive sentiment: Engagement around the Policy Chairman, Lord Mayor, and other key figures was largely positive. Followers reacted favourably to posts featuring the Lord Mayor and Policy Chairman greeting guests and discussing the event's significance. The Lord Mayor's discussion with City Minister Tulip Siddiq received considerable attention, with her related post seen 6,500 times.
- Negative sentiment: Some negative feedback was noted, primarily concerning possible changes to National Insurance, rather than our core messages.
- Neutral mentions: Several mentions focused on factual updates without strong opinions.

Our best performing social media posts: *Measured by total engagements (clicks on the content)*

LinkedIn: The most popular post was of the Deputy Prime Minister Angela Rayner alongside other government representatives.

X: The most popular post was of the Policy Chairman and Lord Mayor greeting the Prime Minister.

Instagram: The standout post was of the large “Growth” logo in the Great Hall; many people shared photos from inside the giant letter ‘O’. A separate Instagram Story (video) of the Policy Chairman and Lord Mayor meeting Deputy Prime Minister Angela Rayner was viewed to the end 85% of the time.

City of london corporation
LINKEDIN | Oct 14, 05:04 PM

A brilliant day of collaboration and visi...

Reactions	360
Comments	5
Shares	14
Post link clicks	3,898
Video views	0

City of london corporation
LINKEDIN | Oct 14, 07:38 AM

We are delighted that Guildhall is today ...

Reactions	403
Comments	2
Shares	38
Post link clicks	2,729
Video views	0

Lord mayor, city of london
TWITTER | Oct 14, 09:47 AM

On behalf of the @cityoflondon, it is a g...

Likes	123
Replies	14
Reposts	28
Quote posts	1
Video views	0

City of london
TWITTER | Oct 14, 08:46 AM

We are delighted that Guildhall is today ...

Likes	87
Replies	8
Reposts	25
Quote posts	5
Video views	0

Cityoflondoncorp
POST | Oct 14, 09:22 AM

We are delighted that Guildhall is today ...

Likes	62
Comments	1
Saves	1
Video views	0

City of London Corporation Committee Report

Committee(s): Communications & Corporate Affairs Sub Committee – For Information Policy and Resources Committee – For Decision Court of Common Council – For Decision	**Dated:** 28/11/2024 12/12/2024 09/01/2025
Subject: Strategic Branding Review outcome and proposals	**Public report:** For Information
This proposal: • **delivers Corporate Plan 2024-29 outcomes**	Supports the delivery of all the Corporate Plan outcomes.
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	No
Report of: Dionne Corradine, Chief Strategy Officer and Paul Wright, The Remembrancer	
Report author: Lisa Ward, Interim Director of Communications Transformation and Strategy	

Summary

This report sets out a summary of the City of London Corporation's first ever strategic branding review and outlines the proposals for the future cross-organisational brand identity and strategy.

This review and audit of existing brands began in March 2024 and the proposals have been developed following extensive engagement with members and senior officers across the City Corporation and its institutions, as well as desktop research.

The outcome of the review centres on two clear recommendations:

- The adoption of a co-branding model with City of London Corporation institutions, funded programmes and entities.
- Roll-out of a 'descriptive' logo that includes the City Corporation's full name.

Recommendation

Members are asked to agree the branding recommendations proposed in this report for onward final approval by the Court of Common Council.

Main Report

Background

1. As part of a project to develop the first brand strategy for the City of London Corporation, a short external strategic review was commissioned which ran from March to June 2024.

Current Position

2. Comprehensive research and analysis was carried out of all existing City Corporation assets carrying the brand and logo and all associated and sub brands were explored.
3. This helped to build a picture of the current disparate nature of the application of the City Corporation brand, the significant proliferation of 'sub-brands' and the lack of guidelines, rules or oversight over how the City Corporation's brand or visual assets are used both internally and externally.
4. 32 in-depth interviews were conducted with elected members, senior officers, and representatives of the City Corporation's Executive Leadership Board, which comprises all Chief Officers and Institutions.
5. The interviews explored views on:
    a. Objectives and desired outcomes from the brand strategy project.
    b. Perceptions of the City Corporation by different stakeholder groups.
    c. Reputational threats.
    d. The role of the City of London Corporation brand.
    e. The existing brand identity.
    f. The City Corporation's relationship with funded institutions and how this should be represented visually.
6. The key outcome and conclusion from the review is a widespread recognition of the need for a brand strategy for the City of London Corporation, something that has never been developed or deployed. The strategy will increase internal alignment and foster and promote a 'One City Corporation' across the whole organisation.
7. The feedback from the interviews demonstrated a widely held view that the lack of a brand strategy means City Corporation does not receive appropriate (sometimes any) recognition for the good work that it does, or the contribution it makes to the economic, social and cultural lives of its many stakeholders and locations where it operates. This is seen as a consequence of:
    a. An historic reluctance to actively promote the City Corporation's work and investments.
    b. A lack of co-ordination and control internally, but also externally, over the branding of funded, supported or otherwise associated institutions and entities. Particularly in relation to appropriately crediting the role of and relationship with the City Corporation.

8. The City Corporation brand is seen as an interesting combination of the safe and traditional (trust, guardianship) with more dynamic attributes (progressive, professional). The word ‘City’ can lead to confusion between the organisation and the geographic location.
9. The interviews also indicated an appetite to resolve problems with the existing standard logo design. This design was initially deployed as a stopgap measure in 2006 when the Corporation of London was renamed as the City of London Corporation. However, no further brand work has been progressed since. The problems identified in the audit were:
    a. Lack of clarity – by not including the word ‘Corporation’ it is easy for external stakeholders to assume that applications of the standard logo refer to the City of London as a place or other London institutions such as the Greater London Authority. A recent example of this is the cover of the Corporate Plan 2024 -2029 does not indicate it is a City Corporation product.
    b. Practicality – the standard logo only works in a square format rather than the standard landscape format. This reduces its visibility and prominence when featured alongside partner logos in digital and in print as they will be typically landscape format in line with best practice.
    c. There are no brand guidelines, only guidance on how to use and position the current square format logo.
    d. The City Corporation website is not seen as a good reflection of the organisation.
    e. The City Corporation Intellectual Property requires protection and management, starting with creating coherence internally and across the City Corporation’s own assets, especially if there is an ambition to create a revenue generating or merchandising programme in the future.
10. The outcomes were shared with the Executive Leadership Board (ELB), which includes senior leaders from our institutions, schools, and the Police Authority, in July, where resounding support to proceed to committee clearance was given.
11. The recommendations in this report will provide clarity and clear guidance on how and where the new brand identity should be used and positioned across the whole City Corporation family.

Options

12. As a result of the in-depth audit and review the first recommendation is for a co-branding model that:
    a. Raises the profile of the City Corporation’s activities and investments by ensuring wider recognition of its positive contribution to the economic, social and cultural lives of London and the nation.
    b. Helps external stakeholders better understand the relationship between a funded/supported institution and the City Corporation.
    c. Encourages a one City Corporation ethos among everyone employed by the Corporation in line with the ambitions of the Corporate Plan and People Strategy 2024-2029.

13. The second recommendation is to develop an additional ‘descriptive’ logo to include the City Corporation’s full name. This logo would be used on communications materials and the co-branding of funded, supported or otherwise associated institutions and entities.

Proposals

14. The primary benefit of a co-branding approach is that it makes it easier for all stakeholders to understand and appreciate the breath of work and investments of the City Corporation. It also removes potentially confusing anomalies, such as the application of the ceremonial City of London logo (with accompanying explanation) to facilities outside the Square Mile e.g. open spaces.
This co-branding approach will be applied flexibly. The Institution and City Corporation logos can be split within a channel – for example, at the top and bottom of a poster/document or top-left and top-right of a website (as illustrated by the new London Archives website).

15. In addition to the use of a standard logo design, clear rules will be provided to all teams across Guildhall and institutions on how the City Corporation should be credited in all materials. These rules will be consistent, simple to adopt and not unduly restrictive. By consulting widely, before the rules are formally codified, every scenario will be covered. The focus will be on updating digital assets first to ensure this is a cost neutral approach.
Institutions will also be encouraged to cross promote each other where this adds value to external stakeholders, for example, the Barbican should (as appropriate) promote other cultural attractions supported by the City Corporation such as the Guildhall Gallery and Guildhall School of Music & Drama, e.g. by including links on its website and vice versa.

16. The overt use of the City Corporation logo by funded institutions will not have an impact on their fundraising activities. It will send out a clear message that the City Corporation is providing core funding, which will be reassuring for corporate sponsors and donors.

17. Where legal considerations apply to the City Corporation’s relationship to the institution, such as being a corporate charity trustee, (or with an external entity, such as City Bridge Foundation), as relevant, we will work with those institutions and entities (according to their governance rules) to implement the new branding policy.

18. There will be cases, which will be dealt with on a case by case basis, where the application of City Corporation co-branding is not appropriate for strategic reasons.

19. If the co-branding model is approved, the implementation will be phased, flexible and respectful of individual governance considerations.

20. The additional ‘descriptive’ logo would be used on communications materials and the co-branding of funded, supported or otherwise associated institutions and entities. This will provide greater visibility of the City Corporation’s involvement and investment at a local, London and national level. All descriptions would be agreed through each institution’s governing bodies and lead committee.

21. The existing square ‘standard’ logo will be retained for ceremonial applications, including official signage.

22. The existing coat of arms will not change in any way.
23. The descriptive logo will also be provided as an animation to ensure it can be used widely and creatively across the City Corporation's digital platforms and film content in a digital age.
24. All future agreements for City Corporation funding will include the level of City Corporation recognition and branding that is expected from funded, supported or otherwise associated institutions and entities.
25. New digital collateral and templates can be rolled out immediately following approval and will be accompanied by a branding rulebook.
26. The above alongside the co-branding agreements will be completed by April 2025.

Corporate & Strategic Implications

27. Financial implications – None.
28. Resource implications - The roll out of the new brand guidelines and identity will require resource from the corporate communications and external affairs and communications and marketing leads across the City Corporation to update digital assets and collateral as required and when they are renewed.
29. Legal implications - There has been ongoing discussions with the City Solicitor's team to ensure that the legal entity and contractual arrangements of the City Corporation's institutions and initiatives are correctly described. Any intellectual property decisions will also be agreed with the City Solicitor's team and are part of a separate piece of work being led by the Chamberlain.
30. Risk implications – None.
31. Equalities implications – This does not require an Equality Impact Assessment as the proposals comply with the City Corporation's public Sector Equality Duty 2010 and will not have any impact (positive or negative) on people protected by existing equality legislation.
32. Climate implications – None.
33. Security implications – None.

Conclusion

34. Members are asked to review and note the outcome of the strategic branding review and to approve the co-branding and descriptive logo proposals and recommend to the Court of Common Council for approval.

Appendices

- Appendix 1 – Visuals of the descriptive logo and co-branding examples.
- Appendix 2 – list of programmes, initiatives and institutions in scope.

Lisa Ward
Interim Director of Communications Transformation and Strategy
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barbican

Supported by
City of London
Corporation

barbican

Logos can be split, depending on channel

Supported by
City of London
Corporation

GUILD HALL SCHOOL

Supported by
City of London
Corporation

GUILD HALL SCHOOL

Supported by
City of London
Corporation

THE LONDON ARCHIVES

Funded by City of London Corporation

THE LONDON ARCHIVES

Funded by City of London Corporation

Consistent typeface used for
Open Spaces sites

Coulsdon
Commons

A charity managed by
City of London
Corporation

Applied to all Open Spaces with similar relationship to City of London Corporation

THE CITY BELONGING PROJECT

An initiative by
City of London
Corporation

Consistent typography, labelling core service or function, using clear language

FILM CITY

The film office for
City of London
Corporation

Text explaining relationshi
(or involvement of) City
Corporation

FILM
CITY

This should be the only logo

The film office for
City of London
Corporation

THE GLOBAL CITY

Created and run by
City of London
Corporation

THE
GLOBAL
CITY

Created and run by
City of London
Corporation

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Strategic branding review outcome and proposals – Appendix 2

City of London Corporation Institutions, Programmes and Initiatives in scope

Aldgate School
Artizan Street Library
Ashtead Common
Barbican
Barbican Library
Billingsgate Market
Billingsgate Roman House & Baths
Bunhill Fields
Burnham Beeches
Central Criminal Court (Old bailey)
City Belonging Project
City Bridge Foundation
City of London Academy Schools
City of London Freeman's School
City of London Magistrates Court
City of London Police
City of London School
City of London School for Girls
City of London Junior School
City UK
Clean City Awards
Coulsdon Common
Denton Office
Destination City
Epping Forest
Farthing Downs & New Hill
Film City
Global City
Gresham College
Guildhall
Guildhall Gallery
Guildhall Library
Guildhall School of Music & Drama
Hampstead Heath
Heathrow Animal Reception Centre
Highgate Wood
Keats House
Kenley Common
Leadenhall Market
London Archives
London Museum
London Museum - Docklands
London Port Health Authority
Mansion House

Monument
New Spitalfields Market
Queen’s Park
Riddlesdown
Shoe Lane Library
Small Business Research & Enterprise Centre (SBREC)
Smithfield Market
Speak for the City
Spring Park
Stoke Common
Walbrook Wharf
West Ham Park
West Wickham Common

City of London Corporation Committee Report

Committee(s): Communications and Corporate Affairs Sub Committee	**Dated:** 28/11/2024
Subject: Political Party Conferences 2024/2025	**Public report:** For decision
This proposal: • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions.	Dynamic Economic Growth
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	Not applicable
Has this Funding Source been agreed with the Chamberlain's Department?	No
Report of: Dionne Corradine, Chief Strategy Officer & Paul Wright, The Remembrancer	
Report author: Kristy Sandino - Interim Director of Strategic Communications & External Affairs	

Summary

This report details a summary of the current impact of the City of London Corporation programme and engagement at all the main political party conferences in 2024. This programme of work was led by the Corporate Affairs Team, with input from the Remembrancer and Innovation and Growth teams.

A targeted and planned presence at the party conferences is an important opportunity for the City Corporation to build understanding of the scale, value and impact of its work across the financial and professional services (FPS) sector, across London and the wider UK.

Given the amount of key stakeholders present at conferences, they provide significant opportunities for promoting our strategic priorities as an organisation, including policy recommendations in major City Corporation reports. They are also an important way of cementing and building relationships with key political figures at many levels, as well as business and industry stakeholders, and political media to ensure the City Corporation is increasing its reach, maintaining and building its reputation and profile with target audiences.

The overarching 2024 conference objective was to build on the success of previous years in building understanding across the political spectrum of the City Corporation's unique convening power with business and the key supporting and partnership role the City Corporation plays in delivering economic growth for the nation.

Overall, party conferences remain a significant opportunity for the City Corporation to highlight the breadth and impact of its work, build profile by participating in debates on issues affecting the sector and the country, and focus on relationship building for the City – both now and for the future. In this context, there remains a clear case for investment in the City Corporation's party conference activity. However, the exact composition of activity and how budget is deployed should be considered for future years.

Recommendations

Members are asked to:

- Note the initial summary of 2024 activity.
- Approve the following proposals for 2025 party conference programme:
    - One fringe event and a dinner at Liberal Democrat Conference
    - One fringe event and dinner at the Conservative Party Conference (HM Official Opposition)
    - Two fringe events and a dinner at Labour Party Conference
    - Officer monitoring of Scottish National Party Conference.
- Approve that the Member delegation to party conferences consist of the Policy Chairman and four (4) additional Members of the Communications and Corporate Affairs Sub Committee, selected through an Expression of Interest process.
- Approve that one (1) Business Day pass is secured for the Policy Chairman use at each conference in 2025.

Main Report

Background

1. The City of London Corporation has attended the major party conferences every year since 1994, with the level of involvement and visibility (and numbers of attendees) increasing over time. Traditionally, Members of the Communications and Corporate Affairs Sub Committee are invited to attend the Liberal Democrat, Labour and Conservative party conferences, with the Policy Chairman additionally attending the Scottish National Party (SNP) conference in previous years. It was agreed at the November 2023 Communications and Corporate Affairs Sub Committee that the Policy Chairman would not attend the 2024.
2. The party conferences provide an important opportunity for City Corporation Members and officers to engage with the most relevant stakeholders across the political spectrum, to communicate our key messages and to build relationships with other influential conference attendees.
3. Led by the Corporate Affairs Team, the City Corporation increased its party conference activity for 2023 by adding an additional fringe event at Labour Party Conference, who were then in Opposition, holding City Corporation private roundtables, panel open fringe events and dinners at the conferences of the Conservative and Labour conferences, as well as a private roundtable and dinner

at the Liberal Democrat dinner. This approach was continued in 2024 as the programme had been planned prior to the General Election being called.

4. A significant portion of the Corporate Affairs Team budget is used to organise the party conference activity and facilitate the political engagement of the Policy Chairman, whilst ensuring in the current model that a growing number of Members can also participate.

5. In addition to the cost of the additional Business Day tickets, costs across the conference have gone up year on year. Additional funding provided by Policy& Resources enabled us to deliver our 2024 programme; however cost saving measures are necessary as the Corporate Affairs Team Budget is a set amount and has not been adjusted for inflation in recent years.

Current Position

Fringe Events

6. The Corporate Affairs Team led, secured and delivered five fringe events across the conferences. All were felt to be successful in hitting City Corporation objectives.

    a. Roundtable at Liberal Democrat party conference titled "*How can we fund the transition to Net Zero?"* with Social Market Foundation. The politician in attendance was Wera Hobhouse MP.

    b. A roundtable at Labour party conference titled "*How can financial and professional services create economic growth throughout the UK?"* with Labour Together. The politician in attendance was James Murray MP, a Treasury Minister.

    c. An open fringe panel at Labour party conference titled *"Driving inclusive, green prosperity: A New Trade Strategy for the UK*" with IPPR. The politician in attendance was Liam Byrne MP, new Chair of the Business and Trade Select Committee.

    d. A roundtable at Conservative party conference titled *"Growing professional and financial services around the UK: what's next?"* with Onward. The politician in attendance was Oliver Dowden MP.

    e. An open fringe panel at Conservative party conference titled "*The UK's place in the World*" with the Centre for Policy Studies. The politician in attendance was Gareth Davies MP.

7. While the Corporate Affairs Team aims to secure partnership deals tied to other activity across the year where possible, the cost of partnerships with think tanks, particularly where fringes take place within the secure zone, has significantly increased. To ensure a high calibre of politician attendance, it was decided to only hold events in the secure zone at Labour Conference this year. As the cost the party charges for space within the secure zone has also increased, it means that in some instances, the costs of City Corporation fringe events doubled between 2022 and 2024.

8. Our choice of partnerships secured us quality political engagement despite the difficulty of securing MPs generally across party conferences this year. The Corporate Affairs Team was able to cover the additional costs associated due to the additional funding secured for enhanced political engagement; however without

this funding, partnering with certain think tanks, such as Labour Together, would have been outside of our annual budget envelope.

9. It is of the utmost importance that the City Corporation continues to receive value for money and, to ensure the success of future events. Given the general election outcome and the possibility of this Government being in place for four years, it is recommended that the City Corporation proceed with the following programme for 2025:

    f. One fringe event and a dinner at Liberal Democrat Conference

    g. One fringe event and dinner at the Conservative Party Conference (HM Official Opposition)

    h. Two fringe events and a dinner at Labour Party Conference

    i. Officer monitoring of Scottish National Party Conference.

10. This proposed programme represents one less event than occurred in the 2024 programme, decreasing our engagement at Conservative Party Conference. This was the approach in the past, will afford us some cost savings, and can be reviewed again in the year preceding a general election, or dependent on political environment.

11. There are additional political parties across the UK with some taking a decision to hold conferences. It is recommended that Officers monitor other party conferences that may take place in 2025.

Political & Industry Dinners

12. The City Corporation dinners at party conference continue to provide an important platform for communicating our key messages and demonstrating the pivotal role the City Corporation plays in convening the sector and the City audience together.

14. The Corporate Affairs Team worked with Members, Innovation and Growth and other departments to curate and maintain a high calibre of attendees and confirm an influential, interesting external speaker for each event.

15. The Corporate Affairs Team usually aims to have 50 attendees at Liberal Democrat Party Conference dinner, and 100 at each Labour and Conservative. This year, due to extremely high demand at Labour, this was increased to 130 (with an additional waiting list). There was a total of approx 80 guests at the City Corporation dinner at Conservative Party Conference.

16. The City Corporation's dinner at Liberal Democrat party conference was attended by approximately 45 people. The guest speaker was Sarah Olney MP, who was the current Treasury, Business and Industrial Strategy spokesperson.

17. The City Corporation's dinner at Labour party conference was attended by approximately 130 guests made up of MPs, Assembly Members, London councillors, senior journalists and political editors, and business representatives. Following a speech from the Policy Chairman, the keynote speaker was Chief Secretary to the Treasury, Darren Jones MP. The calibre of guests this year at Labour Conference was extremely high, particularly as the Party did not host a Business Dinner on the same evening.

18. The City Corporation's dinner at Conservative party conference was attended by approximately 80 guests. Following a speech from the Policy Chairman, the keynote speaker former MP Robert Buckland KC. Despite the Conservative Party holding a Business Dinner on the Monday night, in direct competition with our dinner, and overall lower attendance at Conservative Party Conference, there was still strong representation at the City Corporation dinner.

19. To confirm in-demand venues and hotels, the Corporate Affairs Team selects and confirms the venues and hotel rooms by the end of the calendar year the year prior to conference (i.e. December 2024 for 2025 conference season).

20. In 2024, for the first time, the Corporate Affairs team utilised the CRM system that is based in Innovation and Growth to introduce efficiencies. This was a helpful tool in deploying invitations and monitoring uptake. It is noted that Innovation and Growth Officers lent their time and support to assist the Corporate Affairs Team, demonstrating successful collaboration across the two teams.

21. There are several learnings to be factored into the creation of guestlists for next year, such as consulting with Members of the Communications and Corporate Affairs Sub-committee on the guestlist ahead of deploying invitations.

22. Feedback from the dinners has been overwhelmingly positive, with various commentary and responses from external stakeholders about the value that attendees found in attending and the calibre of speaker.

Media Impact

24. Working closely with the Media Team, it was an objective for 2024 to achieve strong media impact and coverage.

25. The Policy Chairman shared social media posts on X (formerly known as Twitter) and LinkedIn with various politicians following City Corporation events at the conference.

26. Taking a proactive approach to media scheduling, the Policy Chairman featured in a live radio and television interview on Bloomberg TV and Radio and CNBC. He was also quoted in the Independent, The Guardian, PR Week, Swissinfo and Investing.com.

Member Attendance

27. As agreed by the then-PRED Sub Committee in 2017, all Members of the Communications and Corporate Affairs Sub Committee have been invited to attend party conferences as City Corporation representatives and are therefore eligible for a two-day commercial guest party conference pass, with the cost being met from the party conference budget.

28. The intention of Member attendance is for them to represent the City Corporation, and use their experience, connections and knowledge, across the range of conference events, not only at the City Corporation's hosted events. Members play a key role as representatives, speakers and hosts at the Corporation's party conference activities.

29. In light of inflation, think tank partnership costs, hotel costs and conferences pass costs have all increased. The Corporate Affairs Team communicated during the City's budget process that it expected overall costs to rise 10 – 20 per cent due to inflation and the final budget confirmed this estimate.

30. The City Corporation Member delegation has steadily increased in size in recent years and is traditionally larger in size than other stakeholder groups at conference. The final delegation numbers are listed below for 2024.

    a) This year's Liberal Democrat party conference was held in Brighton from 15th – 17th September. A total of five (5) members of the Communications and Corporate Affairs Sub Committee attended the conference (6 member passes purchased).

    b) This year's Labour party conference was held in Liverpool from 22nd – 25th September. A total of 10 Members of the Communications and Corporate Affairs Sub Committee attended the conference.

    c) This year's Conservative party conference was held in Birmingham from 29th September – 2nd October. A total of 6 Members of the Communications and Corporate Affairs Sub Committee attended the conference (8 member passes purchased).

31. It is proposed that the size of the official Member delegation is reduced from 2025 to ensure that the City Corporation continues to deliver a party conference programme can be delivered within the Corporate Affairs current budget.

32. The options discussed at a previous Committee are below, with an additional recommendation included based on Member feedback at Committee.

    a) Chair of Communications and Corporate Affairs Sub Committee, Policy Chairman, Deputy Policy Chairman (3)

    b) Policy Leadership representatives on Chair of Communications and Corporate Affairs Sub Committee and Chair of Chair of Communications and Corporate Affairs Sub Committee (4)

    c) Chair of Communications and Corporate Affairs Sub Committee, Policy Leadership representatives that sit on Communications and Corporate Affairs Sub Committee and Member Leads that sit on Communications and Corporate Affairs Sub Committee (7)

    d) No change; all Members of the Communications and Corporate Affairs Sub Committee invited.

    e) **Recommended option**: Policy Chairman and four (4) additional Members selected through an Expression of Interest process.

        i. Those interested in the roles would be asked to provide a short Expression of Interest (maximum 500 words) demonstrating suitability for attendance at each party conference.

        ii. The proposed applications process would be as follows:

            1. The opportunity to join the delegation will be advertised to the Communications and Corporate Affairs Committee.

2. Those wishing to apply are asked to submit expressions of interest, setting out relevant experience / skills against the relevant criteria.
3. Applications are reviewed by an assessment panel (comprised of the Chairman, Deputy Chairman, Vice Chairs and Chairman of Communications and Corporate Affairs Sub-committee) supported with advice from Officers.
4. Policy Leadership and the Chairman of the Communications and Corporate Affairs Sub-committee take a final decision with an assessment of the process undertaken presented back to Committee at the next Sub-committee meeting.

33. As is the current process, it is suggested that all Members of Policy & Resources Committee are invited to attend the dinners at each party conference, at their own cost, should they be at Conference. Select senior officers will also be invited to attend the dinners at party conference.

34. Last year, Business Day passes were purchased for the Policy Chairman and a senior Officer for the Liberal Democrat Party Conference, Labour Party Conference and the Conservative Party Conference. To decrease costs, it is suggested that one (1) pass is secured for the Policy Chairman use at each conference in 2025.

35. Officer attendance is necessary to support the delivery of the overall party conference programme, as well as to support the Policy Chairman. Last year, for the first time, additional teams beyond the Corporate Affairs team and Remembrancers requested their officers were accredited. The Corporate Affairs Team will undertake a review and aim to decrease pass costs for Officers for 2025.

Corporate & Strategic Implications

36. Strategic implications – Engaging with political stakeholders, organising events associated with the party political conferences and working with think tanks and other third-party organisations to produce events and associated policy reports provides an opportunity for the City Corporation to engage with key audiences on important global, national and local government issues and to demonstrate the City Corporation's involvement in relevant debates. Sponsorship and political engagement would will also help deliver the six outcomes of the new Corporate Plan.

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

Resource implications – None

Legal implications – None

Risk implications – None

Equalities implications – None

Climate implications – None

Security implications – None

Conclusion

38. The purpose of the City Corporation's activities at party conferences is to deliver a programme of strategic engagement on issues of importance to the organisation with relevant politicians, policymakers and business figures and the political media. City Corporation party conference activity is a significant part of the Policy Chairman's political engagement and City Corporation advocacy and provides an excellent opportunity for Members and officers to meet many political contacts in one place. It also is a way for politicians and key stakeholders to build an understanding of the City Corporation and our strategic priorities, In 2024, with the potential for a high influx of new MPs, this awareness raising exercise is critical.
39. Members are asked to note the assessment of the City Corporation's involvement at the 2024 party conferences.
40. Members are asked to make a decision on proposals for 2025 party conference programme and the approach to size of Member delegation.
41. Members are asked to make a decision on Business Day at conferences in 2025.

Appendices
None

Background Papers
None

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Committee(s): Communications and Corporate Affairs (Policy & Resources) Committee – For information	**Dated:** 28/11/2024
Subject: Parliamentary Team Update	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	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?	**N/A**
If so, how much?	**N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Paul Wright, City Remembrancer	**For Information**
Report author: William Stark, Senior Parliamentary Engagement Officer	

Summary

This summary updates Members on the main elements of the Parliamentary Team's previous and planned activity in support of the City of London Corporation's political and parliamentary engagement since the last formal update to the sub-committee on 1 July 2024.

Recommendation(s)

Members are recommended to note the report.

Main Report

Legislative Programme Update

1. The first King's Speech of Sir Keir Starmer's Labour government took place on 17 July. It set out a programme of 39 Bills for the coming year. At the time of writing, 22 Government Bills are currently active before either House of Parliament, with two having made the statute book already (namely, the **Budget Responsibility Act** and the standard Act to authorise government spending).

2. Headline measures brought forward so far include a Bill to reform employment rights (**Employment Rights Bill**), to change the law regarding rented homes (**Renters' Rights Bill**) and renationalise the railways (**Passenger Railway Services (Public Ownership) Bill**). Another considerable measure is the **Data (Use and Access) Bill** which will reform data protection rules as well as provide a framework for the introduction of digital verification services. These are supplemented by smaller measures, a number of which suggested by the Law Commission, which are of particular interest to financial and professional services firms such as the **Bank Resolution (Recapitalisation) Bill, Arbitration Bill** and **Property (Digital Assets) Bill.**

3. A number of Bills announced in the Speech reflect measures found in Bills that fell at the end of the last Parliament – these include the **Terrorism (Protection of Premises) Bill**, the **Renters' Rights Bill**, the **Tobacco and Vapes Bill**, the **Leasehold and Commonhold Reform Bill**, the **Football Governance Bill**, and the **Holocaust Memorial Bill**.

4. While the legislative programme set out at the King's Speech was much fuller than that introduced by the last King's Speech of the previous government, some expected items were absent – the Speech did not include a Bill on AI regulation nor one to introduce votes for 16-year-olds.

5. Bills of particular interest to the Corporation that have been introduced so far include:

6. **Arbitration Bill** – A Law Commission Bill, the Bill would amend the Arbitration Act 1996, the principal legislation governing arbitrations in England and Wales and in Northern Ireland. The changes provided for in the Bill would implement recommendations from the Law Commission following consultation with the sector. A very similar Bill of the same name was introduced in the previous session but fell at dissolution. The uncontroversial measure has passed through the House of Lords and awaits consideration in the Commons.

7. **Bank Resolution (Recapitalisation) Bill** – This Bill seeks to enhance the UK's regime for managing bank failures, by allowing the Bank of England to recover the costs associated with recapitalising failing small banks through a levy on the banking sector. Currently in the House of Lords (its first House), the Government suffered a defeat on the Bill from an opposition amendment which sought to set out on the face of the Bill that the regime cannot be used for larger banks. The Office is liaising with Innovation and Growth, as well as sector stakeholders including UK Finance regarding the Bill.

8. **Budget Responsibility Act** – The Act implements Labour's commitment to introduce a law ensuring that 'fiscally significant' announcements are subject to an independent assessment by the Office for Budget Responsibility.

9. **Data (Use and Access) Bill** – This Bill implements a range of changes to data rules, with provisions including:

   - paving the way for the 'smart data' model to be used in more sectors
   - establishing a trust framework for digital verification services
   - placing the national underground asset register on a statutory footing
   - enabling births and deaths to be registered electronically
   - applying information standards to IT services within health and social care to make patients' data more easily transferrable across the NHS
   - removing the requirement for police to log a justification each time they access someone's personal data

   The Office is liaising with relevant colleagues regarding any direct implications for the Corporation, however from a wider policy perspective its provisions relating to smart data and digital verification services are of particular interest. The adoption of digital verification was a recommendation of the *Vision for Economic Growth* report. The Bill is subject to a meeting of the International Regulatory Strategy

Group Data Committee meeting in November, which a member of the Office will join to inform engagement on the Bill. It awaits Second Reading in the Lords, its first House.

10. **Employment Rights Bill** – The Bill covers a wide range of areas including reforms to rules regarding zero hours contracts, flexible working, statutory sick pay, family leave, protection from harassment, unfair dismissal, "fire and rehire" practices and trade unions. The Office is liaising with relevant colleagues in service departments regarding direct implications of the Bill on the Corporation. It awaits Committee stage in the Commons, its first House.

11. **Property (Digital Assets etc) Bill** – A Law Commission Bill, the measure aims to clarify that assets such as crypto-tokens, crypto-currency and non-fungible tokens could be capable of attracting property rights. Containing only one substantive clause, the legislation hopes to provide more clarity in cases involving digital assets, including settlements, divorces, or disputed ownership. It awaits Committee stage in the Lords, its first House.

12. **Terrorism (Protection of Premises) Bill** - Known as 'Martyn's Law' in recognition of the campaign led by the mother of one of the victims of the Manchester Arena bombings, it would require those responsible for publicly accessible venues to take steps to reduce the threat to the public from terrorist attack. The measure had previously been introduced in the last parliament but fell at the general election. The Bill introduced in this session has a number of differences to its predecessor. The greatest change is the increase in the capacity threshold for venues within scope of the Bill from 100 to 200. Corporation-managed venues remain in scope of the Bill. The Security Industry Authority will also be made responsible for enforcing venues' legal requirements under the Bill.

13. Other measures brought forward, which will all be assessed for direct and indirect implications for the Corporation, include **Armed Forces Commissioner Bill**, **Renters' Rights Bill**, **Great British Energy Bill**, **Institute for Apprenticeships and Technical Education (Transfer of Functions) Bill, Product Regulation and Metrology Bill**, **Tobacco and Vapes Bill**, and **Water (Special Measures) Bill**, among others.

14. Excerpts from the Public Policy Bulletin issued alongside the King's Speech regarding measures not yet brought forward are attached as an appendix.

City Corporation Private Legislation

15. An oral update on Private Legislation will be given in private or confidential session.

Forward Look and Engagement Update

16. The Corporation-administered APPG for Financial Markets and Services has been reconstituted following the general election, and will hold its first event shortly. The APPG is an informal, cross-party interest and educational group. First established in March 2003, for over 20 years it has provided MPs and peers with a unique forum for briefings and constructive debate on issues relating to the wholesale financial sector.

17. David Pinto-Duschinsky MP (Lab, Hendon) was elected as group chair, with Lauren Edwards MP (Lab, Rochester and Strood), Lord Sharpe of Epsom (Con) and Viscount Trenchard (Con) elected to serve as officers. The Secretariat is provided by the APPG's Industry Advisory Group, made up of traders and wholesale market associations, and has been administered by the City Corporation (through the Remembrancer's office) since January 2024.

18. A Public Policy Bulletin was issued to members and officers following the Autumn Budget 2024. The Office supported colleagues from Corporate Affairs, Communications and Innovation and Growth in reviewing measures in the Budget and communications issued in response. A 'lunch and learn' for officers across the Corporation was also held in the week following the Budget.

19. Members of the Parliamentary Team attending the Liberal Democrat, Labour and Conservative Party conferences, providing coverage of conference fringe events, as well as supporting colleagues in Corporate Affairs with the delivery of engagements at Conservative Party conference.

20. The City Corporation collaboration with the parliamentary charity, Industry and Parliament Trust, offers an opportunity to raise issues of City interest in a parliamentary setting. Recent events have included a meeting on the value of legal services to the UK economy, attended by a former Lord Chief Justice, chair of the House of Lords committee on secondary legislation, president of the Law Society, and 7 further Members. Catherine McGuinness spoke at the meeting. The Lord Mayor's first parliamentary opportunity of his term took place on 19 November, when he spoke about the importance of financial services. Guests included shadow Trade Secretary, shadow City Minister and a further 9 Members.

21. In liaison with colleagues in Corporate Affairs and the Police Authority team, an engagement plan promoting the role of the City of London Police as national lead force for fraud is being developed. This is supported with ongoing engagements in this space, including facilitating meetings between the Police Authority Board Chair and Luke Charters MP, as well as City of London Police representatives appearing on a panel (chaired by Rachel Blake MP) with the APPG for Anti-Corruption and Responsible Tax.

22. The Office delivered the delayed Parliamentary Terrace Reception. The event was due to take place in the summer however was postponed due to the general election. The event featured speeches from the Policy Chairman and City's MP Rachel Blake. The booking of the Parliamentary Terrace was kindly sponsored by former Lord Mayor, Lord Mountevans. The event provided an opportunity for informal networking with parliamentarians and business representatives.

23. Peers were briefed ahead of a debate on the climate agenda's impact on jobs, growth and prosperity. The briefing focused on the Corporation's green finance work, in particular the recently published Transition Finance Market Review report.

24. **The London Port Health Authority Order 2024** - This Order, which was drafted by the Remembrancer's team, has finally become law and came into force on 7th November 2024, having been made on behalf of the Secretary of State for Health and Social Care. The Order defines the regulatory boundary for the Corporation as Port Health Authority and updates the legislation that is applicable to the Corporation as the London Port Health Authority, the last Order having been made in 1965 (with some amendments made to it in the 1980s and 1990s).

25. In February this year, the Policy and Resources Committee considered a report proposing an uplift to spending limits for candidates at City elections, recognising the increases made for elections elsewhere in the country and the significant changes in the value of money since the last uplift for City elections in 2005. Following the Committee's approval, the Office has led work with HM Government to progress this and a Statutory Instrument was laid on 13th November 2024, the **Representation of the People (Variation of Limits of Candidates' Election Expenses) (City of London) Order 2024**. It is expected that, subject to Parliamentary process, it will come into force on Wednesday 4 December, in time for the City-wide Common Council elections in March. In summary, the change will see an uprate from £266 to £460 as the basic limit for expenses, and an increase from 5.2p per elector up to 9p per elector (i.e., an increase of 74.4%).

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Appendix 1 - Excerpts from the Public Policy Bulletin issued alongside the King's Speech 2024 relating to Bills not yet brought forward.

New Bills

National Wealth Fund Bill [HM Treasury]
The Bill will put the much-trailed National Wealth Fund, which will make investments nationwide with the aim of delivering growth and a greener economy, on a statutory footing. The UK Infrastructure Bank and the British Business Bank will be aligned under the National Wealth Fund in order to simplify the support landscape for business and investors.

Pension Schemes Bill [Department for Work and Pensions]
The Bill aims to help those saving in private-sector pension schemes to get better outcomes from their pension assets and support the Government's mission to deliver growth. Its measures will facilitate the consolidation of Defined Contribution individual deferred small pension pots, establish a Value for Money framework for pension schemes, place duties on trustees of occupational pension schemes to offer a retirement income solution or range of solutions, including default investment options, to their members, consolidate the Defined Benefit market through commercial Superfunds, reaffirm the Pensions Ombudsman as a competent court so that pension schemes no longer need to apply to the courts to enforce its decisions in relation to the recovery of overpayments, and amend the Special Rules for End of Life (Pension Protection Fund and Financial Assistance Scheme (FAS)) extending the definition of 'terminal illness', allowing eligible members within the Pension Protection Fund and the Financial Assistance Scheme to receive a lump sum payment at an earlier stage.

Planning and Infrastructure Bill [Ministry of Housing, Communities and Local Government]
The Bill will reform the planning system to enable the delivery of more housing and infrastructure, by making changes to the planning system at a local level, modernising planning committees and increasing local planning authorities' capacity to deliver an improved service. Measures will include the simplification of the consenting process for major infrastructure projects, reforming compulsory purchase compensation rules, and using development to fund nature recovery.

English Devolution Bill [Ministry of Housing, Communities and Local Government]
The Bill is designed to establish a standardised framework for devolution in England, including powers over strategic planning, transport, skills and employment support. Local leaders will be empowered to produce Local Growth Plans and enabled to formally request additional powers, with the Government required to consider the request. A simpler process for creating new Combined and Combined County Authorities will be established, while local communities will be empowered with a 'right to buy' community assets, such as empty shops, pubs and community spaces.

Crime and Policing Bill [Home Office]
The Bill focuses on community policing and delivering higher policing standards by expanding the powers of HM Inspectorate of Constabulary and Fire & Rescue Services to intervene in failing police forces and introducing higher mandatory national

vetting standards. The Bill will ‘crackdown on anti-social behaviour’ thorough new Respect Orders, fast-tracked Public Spaces Protection Orders and new powers to tackle anti-social use of off-road bikes. It will create a new specific offence of assaulting a shopworker and tackle low level shoplifting. It will strengthen the law to tackle exploitation of children for criminal purposes and provide specialist responses to violence against women and girls.

Victims, Courts and Public Protection Bill [Ministry of Justice]
This Bill aims to deliver on the Government’s promise “to put the needs of victims first.” Its measures will seek to ensure that victims of crime and antisocial behaviour get the support they need, strengthen the powers of the Victims’ Commissioner, require offenders to attend their sentencing hearings, reduce delays in the courts system by allowing Associate Prosecutors to work on appropriate cases, and give the public increased protections from sex offenders.

Children’s Wellbeing Bill [Department for Education]
The Children’s Wellbeing Bill aims to ‘remove barriers to opportunity for children and families’ by strengthening multi-agency child protection and safeguarding arrangements, requiring free breakfast clubs in every primary school and limiting the costs of school uniforms and kits. The Bill will bring in a number of new duties including on local authorities to have and maintain a Children Not in School register and a requirement for all schools to cooperate with the local authority on school admissions, SEND inclusion and place planning. Following a review of curriculum and assessment, all schools – including academies - will be required to teach the national curriculum and multi-academy trusts will be brought into the inspection system, as had also been proposed by the last government.

Hillsborough Law [Cabinet Office]
The Bill will place a legal duty of candour on public servants and authorities and address the ‘unacceptable defensive culture’ in the public sector, by improving transparency and accountability, improve assistance for bereaved persons and core participants at inquests and public inquiries and provide legal aid for victims of disasters or state-related deaths.

Cyber Security and Resilience Bill [Department for Science, Innovation and Technology]
The Bill will update the existing UK regulations regarding cyber security, which reflect laws inherited from the EU. The Bill will update the regulatory framework to better protect digital services by expanding the remit of the regulations, put regulators on a stronger footing to ensure cyber safety measures are being implemented, and mandating increased incident reporting to give government better data on cyber attacks.

Draft Bills
Draft Audit Reform and Corporate Governance Bill [Department for Business and Trade]
The draft Audit Reform Bill will seek to strengthen audit and corporate governance by requiring greater transparency from large companies, enforced by a revamped regulator. The Bill aims to support long-term investment in UK companies, reduce the harm that financial reporting errors can do and help ensure quality audit for all

businesses that need it. The Bill will replace the Financial Reporting Council with the Audit, Reporting and Governance Authority, with a wider remit, relaxed rules for smaller Public Interest Entities, powers to investigate and sanction company directors in relation to financial reporting and audit responsibilities, and a regime to oversee the audit market.

Draft Leasehold and Commonhold Reform Bill [Ministry of Housing, Communities and Local Government]
The draft Bill aims to enact the Law Commission recommendations to bolster leaseholders' fundamental rights to extend their lease and buy their freehold (enfranchisement) and take over the freeholders building management functions (Right to Manage). It will seek to modernise the legal framework for commonhold and restrict the sale of new leasehold flats. It will also seek to tackling ground rents for existing leaseholders, so they no longer face unregulated and unaffordable costs.

Draft Equality (Race and Disability) Bill [Government Equalities Office]
The draft Bill aims to deliver on the Government's manifesto commitment to enshrine in law the full right to equal pay for ethnic minority and disabled people, and to introduce mandatory ethnicity and disability pay reporting.

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Committee(s):	Dated:
Communications & Corporate Affairs Sub Committee Policy and Resources Committee	28th November 2024 7th November 2024
Subject: Delivering the Square Mile Sport Strategy (2023-30) – Update Report	**Public report:** For Information
This area of work delivers on all of the Corporate Plan 2024-29 outcomes	1, 2, 3, 4, 5 & 6
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	NA
What is the source of Funding?	NA
Has this Funding Source been agreed with the Chamberlain's Department?	NA
Report of: Paul Wright, City Remembrancer	
Report author: Sam Hutchings, Head of Sport	

Summary

This report sets out the work that has taken place to deliver the City Corporation's new Sport Strategy – A Global City of Sport. Outlining the vision and the five priorities agreed under the strategy, this report provides details on the various events and initiatives that have been achieved so far. Also, looking to the future, a summary of key issues that will need to be considered is outlined in relation to the next phase of delivering the sport strategy.

Recommendation

Members are asked to note the contents of this report.

Main Report

Background

1. Last summer, Members agreed to A Global City of Sport: A Sport Strategy for the Square Mile (2023-30) which sets out a vision and five sport themes / priorities for the City Corporation over the next seven years. The Vision is to make the City of London a leading global city of sport, through valued and exceptional sport facilities, events and engagement. The five priorities are:

   - INVEST in sport facilities
   - ACTIVATE our streets / spaces
   - CELEBRATE the impact of sport
   - ATTRACT more high-quality sport events
   - SUPPORT community sport

2. The delivery of the strategy is monitored by the Sport Sounding Board which meets quarterly and is chaired by the Lead Member for Sport. The Head of Sport, along with the Sport Strategy Officer and the Community Sport Officer, work with departments across the organisation to deliver on the five priorities and report to the Sounding Board as well as other relevant committees on progress and decision requests.

Phase 1: Strategy Delivery Progress (2023-26)

3. Owing to resource restrictions at the time, when approving the new strategy Members agreed that it should be delivered in two phases. The first phase would allow the strategy to get up-and-running through seed funding from the Policy Initiatives Fund. During this period, additional staff could be appointed to take forward the five priorities and options for moving to the next 'delivery' phase would be considered. Progress on delivering the five priorities is set out below:

   i) **INVEST in facilities** – to ensure they are fit-for-purpose, commercially viable and meet stakeholder needs:

      - Sport Facility Options Appraisal – the Sport Consultancy were appointed to undertake a facility options appraisal and reported back on this work earlier this year. They assessed options for improving sport and leisure facilities across the Square Mile and made recommendations on how this should be taken forward.

      - Investment in Golden Lane Leisure Centre – following the facility options appraisal, Members agreed to invest over £10 million into refurbishing Golden Lane Leisure Centre so that it is able to continue operating in the future. A further report on delivering this programme of work will be submitted to relevant committees in due course.

      - Commitment to Investigate New Site Options – Members also agreed that officers should seek to work with interested developers to consider options for a new leisure site elsewhere in the Square Mile. Potential opportunities will be explored in the next phase of delivering the sport strategy.

   ii) **ACTIVATE spaces** - to encourage accessible sport and physical activity that is free to use and open to all:

- New Sport Strategy Officer – a new Sport Strategy Officer was appointed in January 2024 on a full time two-year fixed term basis. As well as supporting the delivery of the strategy in its entirety, this role has specifically been tasked to take forward priorities 2 and 4 of the strategy, working closely with colleagues in the Environment Department to make public spaces more active and entice high quality sport events to the Square Mile.
- Local Plan 2040 – the new Local Plan was approved earlier in 2024 and makes specific reference to the new sport strategy and endeavours to improve active and sporting opportunities on our streets and spaces. Following a subsequent consultation exercise, officers have been working with Sport England to help maximise the impact of these aspirations to ensure they meet the demands of local people.
- Old Watermen's Way – plans for the first free-to-use publicly accessible outdoor gym in the Square Mile are underway. The facility is next to the Thames Pathway near London Bridge and should be an attractive addition to the landscape. Subject to a successful funding application, it is expected that parking surplus funds will cover the modest costs of constructing and maintaining the gym.
- Blackfriars Undercroft – discussions are ongoing on the future use of this site, which currently is occupied by Thames Tideway but will be vacant next year. Suggestions to incorporate an outdoor gym and a permanent skate park are being considered and relevant departments are being consulted on potential future use for this site.

iii) **CELEBRATE impact** - to continue delivering a focused sport engagement programme that brings long term benefits to our stakeholders:

- Grassroots Sport – a number of events supporting grassroots sport have taken place at Guildhall over the past year, including the London Sport Awards, the London FA Awards and the London Youth Games Workforce Celebrations.
- Diversity in Sport – this autumn the City Corporation will host a number of events that support diversity and inclusiveness in sport. These include the Access Sport 20th Anniversary and the Pearl Anniversary of the Brighton Helsinki Declaration which celebrates and promotes women in sport.
- Business of Sport – the City Corporation will host the Global Sport Agora for the third time at Guildhall, which is an informal forum for senior business and sport leaders to discuss key shared issues.
- Elite Sport – following approval by Members last year, the City Corporation embarked on a business focused sport engagement visit to Paris for the Olympic and Paralympic Games this summer. In addition, Guildhall has been the venue for some high-profile boxing match press conferences, receiving widespread positive media attention. Next year, England will host the Women's Rugby World Cup and the City Corporation is working with the organisers to help celebrate this tournament.
- Freedoms – a number of sport related freedoms are approaching, recognising the contribution of specific individuals to national sporting

success. These include Sir Hugh Robertson, the current chair of the British Olympic Association, and Mary Jane Peters, a former Northern Irish athlete and athletics administrator.

- Sport Diplomacy – your Head of Sport sits on a cross government working group, involving key departments (DCMS, DBT, FCDO) alongside UK Sport, to consider upcoming sport diplomacy opportunities to promote British trade and influence internationally through sport. Discussions on potential research and event initiatives are being considered as part of this and further information will provided in due course.
- Olympic City Legacy Partner – owing to the contribution made by the City of London during the London 2012 Games, the International Olympic Committee has officially recognised the City Corporation as an Affiliate of the World Union of Olympic Cities. This recognition provides the City Corporation with the opportunity to attend and vote in the organisation's AGM, which meets annually in Lausanne, Switzerland.

iv) **ATTRACT events** - to entice more mass participation (MPEs) and high-profile spectator sport events (SSEs) onto City streets and public spaces:

- Ongoing Events – your Sport Team continues to work with the Environment Department on planned mass participation events in 2024 and beyond. These includes events such as the London Marathon, the London Triathlon, the Great City Race and the Square Mile Relay. A review of how these events are supported is currently underway and will be reported to relevant committees next year.
- New Events – discussions are ongoing with potential event organisers, including London Marathon Events, to entice high profile quality mass participation and spectator sport events to the Square Mile. It is hoped that a bicycle focused event, similar to the London Nocturne, will be launched in 2025.
- Guildhall Yard – the Yard has potential to be an exceptional backdrop for high profile spectator sport events and efforts are being made to bring a competitive 3X3 basketball and boxing events to the venue as well. If confirmed, there may also be opportunities to link these events to our wider sport and organisational priorities, by involving our schools and academies as well as the local community.
- Host City Conference – the Lead Member for Sport and Head of Sport are due to attend a sport event conference in December in Glasgow in early December. Glasgow will host the 23rd Commonwealth Games in 2026 and this event is expected to involve many of the City Corporation's key partners on sport.

v) **SUPPORT community** - help to establish more sport clubs, classes and activities in the Square Mile, with a particular focus on activities for young people and those from disadvantaged backgrounds.

- Community Sport Officer - a new Community Sport Officer was appointed in May 2024 on a part time one-year fixed term basis. This role has specifically been tasked to take forward priority 5 of the strategy, working

closely with colleagues in the Community & Children's Services to bring forward exciting and dynamic community sport events and activations across the Square Mile.

- Central London Leisure Forum – the Head of Sport chairs a forum for sport and leisure leads from central London boroughs to discuss shared issues affecting local sport and leisure provision. The Sport Strategy Officer assists this work which has provided an opportunity to learn from other similar organisations involved in delivering sport and physical activity to local stakeholders.
- Summer of Sport – working in partnership with many of our Business Improvement Districts (BIDs) across the Square Mile, an exciting programme of free sport events and activities took place over the summer involving local residents and workers. These included pickleball, table tennis, crazy golf and fitness classes. A interactive sport activation - Exergame – was also available to local people at Artizan Street Library & Community Centre.
- LA 2028 – following suggestions from a number of Members, discussions have taken place with the British Olympic Association and the British Paralympic Association about the potential to launch a funding pool which would support potential high-achieving local athletes compete in the next Olympic and Paralympic Games in Los Angeles. Further work is needed to ascertain how this could be managed but it is hoped that the initiative will be in a position to launch next year.
- Community Events – the Community Sport Officer is working with Fusion Leisure Ltd – our current leisure centre managers - to explore opportunities to increase the number of sport and leisure activities available to local residents. These include a series of classes and events across school holidays and to support local residents. Particular focus will be given to young people, those from disadvantaged backgrounds, as well as people over 60, carers and those with a disability.
- London Youth Games – the Sport Team are looking at ways to improve the City of London's position in the annual London Youth Games. One way is to provide greater support to local schools and also involve some of the pupils from City sponsored academies who are eligible to stand on behalf of the City of London. We will also be looking to expand the number of sports we compete in to help enhance our future ranking.

Phase 2: Maximise Delivery & Impact (2026-2030)

4. As agreed by Members when approving the new strategy last year, a further report on moving to Phase 2 of delivering the strategy should be prepared for consideration by the end of 2025. This report will put together proposals on how to ensure the sport strategy can be delivered effectively and efficiently going forward, with the following aspects due to be considered:

   - Governance – the sport strategy is currently monitored by the Sport Sounding Board which is chaired by the Lead Member for Sport. All Members of the Court of Common Council with an interest in sport are currently eligible to join the Board, which has no formal powers and meets quarterly. It may be felt that a

more formalised structure should be initiated to ensure decisions on sport are streamlined and managed effectively.

- Remit – the current focus of the sport strategy is rightfully on the Square Mile, to ensure our residents and workers needs are met in relation to sport and leisure provision. However, there is a clear crossover of interest in relation to facilities and activities provided outside the Square Mile, such as our open spaces and educational institutions. Members may feel that the remit of the Sport Team should be widened to help support the strategic oversight of these areas.
- Resourcing – so far most of the costs of delivering the sport strategy, including additional staffing, have been met from the Policy Initiatives Fund (PIF). Beyond March 2026 it is acknowledged that an alternative funding arrangement needs to be found to ensure the ambitions of the sport strategy can be met. Assuming this is possible, workload and staffing of the sport team will also need to be reviewed. It should also be noted that, under the new leisure contract for managing Golden Lane Leisure Centre, there may be an opportunity to bring community sport development provision back in-house.

Corporate & Strategic Implications

5. Strategic implications – the new sport strategy aligns with and will support the delivery of the Corporate Plan, mainly by improving the wellbeing of our community but also in support of plans to make the City of London a vibrant and attractive destination.
6. Resource implications – Any change will be carried out in accordance with relevant HR procedures.
7. Financial implications – PIF funding of £175,000 per year for 3 years from 2023/24 to 2025/26 was approved in June 2023. This covers additional staff costs, sport engagement work, events & activations and consultancy services to assess sport provision. In addition, £100,000 was allocated from PIF in November 2023 specifically for engagement during the Paris Olympic & Paralympic Games. Phase 2 will need to consider long term permanent funding arrangements to ensure ongoing delivery of the strategy and the five priorities identified.
8. Legal implications - None
9. Risk implications - None
10. Equalities implications – In line with our Public Sector Equality Duty 2010, proposals set out within the strategy are intended to have a positive impact on people protected by existing equality legislation – age, disability, gender, race etc. Sport naturally breaks down barriers and encourages social cohesion. Efforts will be made to support events and initiatives that have a positive impact on diversity and equality.
11. Climate implications – Owing to the nature of sport and physical activity, objectives are likely to reinforce climate goals and the need to reduce the organisation's carbon footprint. Particularly by encouraging active travel options and by using outdoor facilities which do not require energy supplies.
12. Security implications – Any planned new high profile sport events and activations would need to be assessed appropriately for potential security risks.

Conclusion

13. This report provides an update on delivering our new sport strategy – A Global City of Sport. It highlights the various events and initiatives that have been delivered to date and also aspects relating to delivery of the next phase of the strategy.

Appendices

- Appendix 1 – Overview of City Corporation Engagement in Paris Olympics & Paralympics 2024

Background Papers:

A Global City of Sport: A Sport Strategy for the Square Mile (2023-30)

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APPENDIX

Overview of City Corporation Engagement
Paris Olympics & Paralympics 2024

Date	Event	Overview	CoL Role	Guests	Key Outcome(s)
Wed 24th July	Team GB Welcome Reception	Event to welcome Team GB Athletes to Paris prior to the Games	Co-host (logo recognition & speech acknowledgement)	Chair of Team GB (speaker) / British Ambassador to France (speaker) / Princess Royal (speaker) / Team GB Athletes	CoLC acknowledged as key supporter of elite sport in speech by Chair of Team GB
Sat 27th July	Mayor of London Investment Roundtable	Event to promote business opportunities in London	Supporter	Mayor of London (Host) / Deputy Mayor of London for Business / French & British Businesses	Lord Mayor and Policy Chair able to promote business, cultural and sport opportunities in London
Tue 30th July	Global Sport Agora 2024 Launch	Event to launch this year's Global Sport Agora taking place at Guildhall	Host (logo recognition & welcome speech)	President of World Olympians Association (speaker) / CEO of World Academy of Sport (speaker) / Ex-Olympians	CoLC will host the 3rd Global Sport Agora – a unique business and sport forum - at Guildhall on 22nd October 2024
Wed 31st July	IWG Women & Sport Seminar	Event to celebrate and promote the importance of women in sport	Supporter	Chair of UK Sport / Chair of IWG for Women & Sport / Chair of World Rugby / Sport delegates	CoLC will host an event at Guildhall on 10th December 2024 to celebrate 30th anniversary of IWG Women & Sport Declaration
	DBT Sport Economy Networking Reception	Event to bring together key industry leads involved in delivering major sport events	Host (logo recognition & welcome speech)	Howden Global Insurance / One Plan Events / Mayor of London's Special Advisor / DBT officer leads	CoLC invited to be involved in future overseas trade missions organised by DBT to promote sport business opportunities in London & the UK
Thur 1st August	Sustainability in Sport Panel Event	Event to discuss the importance of sustainability in hosting future major sport events	Host (logo recognition, welcome speech & panel contribution)	Deputy Mayor of LA (panellist) / Deputy Mayor of Brisbane (panellist) / CEO of Visa Europe (panellist) / Vice Chair of BOA (moderator) / Sport & Business delegates	CoLC strengthened support for key Olympic & Paralympic partners, including: VISA (sponsor); City of Los Angeles (2028 Host); City of Brisbane (2032 Host)
	London 2012 Legacy Seminar	Event to discuss the legacy benefits of hosting the Olympic & Paralympic Games in 2012	Supporter	President of World Athletics / British Ambassador to France / Director of Services & Skills at DBT / Business and sport delegates	CoLC able to demonstrate support for legacy of London 2012 Games through its new Sport Strategy and sport engagement programme

Date	Event	Overview	CoL Role	Guests	Key Outcome(s)
Fri 2nd August	UK Sport National Governing Bodies Reception	Event to celebrate success of British sports and national federations	Co-host (logo recognition and closing speech)	Sec of State for DCMS (speaker) / British Ambassador to France (speaker) / CEO of UK Sport (speaker) / Chairs & CEOs of UK Sport Federations	First opportunity to meet with senior UK Govt Minister, as well as strengthening engagement with key sport delivery partners (UK Sport & DCMS) and agreed to review support for various upcoming major sport events in UK.
Sat 3rd August	Informal UK Stakeholder Roundtable	Event to discuss domestic and international sport priorities for key UK stakeholders, including HMG departments	Host	Director of Skills & Services, DBT / Director of Sport, DCMS / FCDO & Business reps	Informal discussion on a number of points, including support for research on women in sport, skills provision in the Square Mile, GREAT futures programme and opportunities to work together on sport diplomacy efforts.
Fri 6th September	Paralympic International Relations Networking Event	Event to bring together key international partners involved in supporting the Paralympic movement	Supporter	Minister for Disability / President of IPC / Chri of BPA / International Paralympic Federations	CoLC strengthened engagement with the IPC and BPA as well as UK Sport and Sport England. Efforts to bring IPC Board to London underway.
Sat 8th September	Paralympic Closing Ceremony Networking Event	Event to celebrate the success of Paralympic GB and look ahead to LA 2028	Host	Chair of BPA / Chair of UK Sport / National Sport Reps and Policy Makers	CoLC demonstrated support for Paralympics GB and work being done by the organisation to promote accessibility and EEDI.

Committee(s): Policy and Resources – For Information Communications & Corporate Affairs Sub Committee	**Dated:** 7/11/2024 28/11/2024
Subject: Innovation and Growth Quarterly Report	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Dynamic Economic Growth
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	
Report of: Damian Nussbaum, Executive Director for Innovation and Growth	**For Information**
Report author: Daniel O'Byrne, Strategic Engagement and Operations Director, Innovation and Growth	

Summary

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

Recommendation(s)

Members are asked to:

- Note the update on key pieces of work that have taken place, including in overseas offices, between July and September 2024, and their outputs.

Main Report

Background

1. CoLC, through IG working closely with Corporate Affairs, Media, the Remembrancer's Office, the Office of the Policy Chairman and Mansion House, works to strengthen the UK's financial and professional services (FPS) creating jobs and growth right across the UK. Our programmes in this area support the Corporate Plan objective to deliver Dynamic Economic Growth, the recommendations in the Corporation's Vision for Economic Growth Report and are aligned to the Corporation's Competitiveness Strategy 2021-25.

2. As previously agreed with Policy and Resources Committee (P&R), IG will provide quarterly updates on key pieces of work. This report updates Members on the period between July - September 2024.

Current Position

3. IG has carried out a wide range of activity between June and September, across the key areas of our 2024/2025 business plan. Updates on key initiatives and workstreams are provided from paragraphs 7 to 11.

4. These support the objectives laid out in the IG Business Plan. They are:

   - Open & Global – ensuring that UK is a global gateway for FPS business.
   - Sustainable Finance – positioning the UK as a one-stop shop; the go-to partner for countries and companies, looking for capital and expertise, to help them meet their sustainability goals.
   - Innovation in technology - ensuring that UK FPS and our financial system is recognised as globally leading in technology.

5. Furthermore, IG's work in this area drives into three key policy outcomes:

   - Raising investment levels to create jobs.
   - Become a hub for sustainable finance.
   - Secure growth through a digital economy.

6. IG's macro-economic outcomes are measured through the KPIs in the departmental annual business plan (please see listed background paper). These macro-economic KPIs are measured and reported on an annual basis through the benchmarking report published in January each year.

Open and global

7. During the last quarter, IG supported both Policy Chairman and Lord Mayor's domestic and international engagement. The Policy Chairman conducted successful visits to China, Singapore and Birmingham. The Lord Mayor was supported on his visit to the Channel Islands, Bermuda/Canada/Iceland, and Vietnam/Laos.

8. In September, a new piece of research was launched*: Catalysing UK economic growth through financial services foreign direct investment: a call to action*. This piece draws on a new approach and new analysis. Although the financial and professional services sector generates significant FDI for the UK, traditional estimates understate the economic contribution of these investment flows. The key findings of the report were that the UK can benefit from £7.7bn in additional capital from foreign sovereign investors by 2030. Sovereign wealth and public pension funds who have opened a UK office have more than doubled (2.2x) their investment in the five years after opening their UK office, bringing in an additional £13.4bn. The research was a key plank of party conference and ongoing political

engagement. It has since become Government policy to create a cross-departmental investment agency. This represents a significant step forward in an area where the Corporation has consistently called for action over the past year.

Sustainable finance

9. In July, the Skills for a Sustainable Skyline Taskforce Summer Conference took place. Over 60 in-person Taskforce members learned about the scope, intended impact and timescale for the Skyline Skills Hub. 15 additional industry leaders have joined the Taskforce as Associate Members as a result of the ask at the meeting to raise industry awareness. Total Taskforce membership is now over 340 firms, all of whom have committed to host and promote the Hub when it launches on 11 December.

10. A UK-India Infrastructure Financing Bridge (UKIIFB) SteerCo Meeting took place in September. A delegation from NITI Aayog travelled to the UK between 4th – 6th September to officially launch the UKIIFB project. An Exchange of Letters ceremony took place on 4th Sept 2024 between NITI Aayog CEO and CPR. This was received positively in the media. The Second UKIIFB Steering Committee was held with members from the UK and Indian sides at the Indian High Commission.

Innovation in technology

11. A Synthetic Data Workshop was held in July. There were attendees from across FPS and Skills providers including a wide range of departmental representation e.g. HR, Legal and IT. The workshop and its outputs feed into AI upskilling initiatives.

Overseas offices

12. In addition, whilst IG reports annually to P&R on overseas offices in December, a brief update has been included below on work throughout the last quarter.

Brussels

13. The Brussels Office ran a biannual meeting of the Anglo-French Dialogue convening UK and French firms, central banks, regulators and senior officials in July. The Brussels Office represented CoLC at parallel dialogues with Germany and Italy.

14. The Brussels Office secured Eurogroup Minister Paschal Donohoe to deliver a major speech in the Guildhall on 3 September. The Minister spoke on future UK-EU relations laying the foundations for deeper collaboration. Over 100 senior representatives from City firms joined the event.

15. The Brussels Office participated at the Eurofi conference in Budapest along with firms, EU officials, and permanent representatives. The Brussels Office co-hosted a reception at the British Embassy Budapest on the eve of the conference.

India

16. CPR has driven forward the UK India Infrastructure Financing Bridge (UKIIFB). Regular consultation and stakeholder management with the India chief representative led to NITI Aayog confirming their visit to the City of London for the second Steering Committee. The India delegation included the CEO of NITI Aayog, BVR. Subrahmanyam who met with CPR and formally launched the project via an 'exchange of letters' ceremony.

17. Engagement with UK Fintech companies in India took place on the sideline of Global Fintech Festival (GFF). CoLC representative was invited by the British Deputy High Commission who were leading on GFF programme.

China

18. There were several follow ups from the Policy Chairman's successful visit in June 2024 where he had direct meetings with target firms who are progressing with potential plans or have confirmed investment commitments. The reporting period saw delivery of a number of strong outcomes for the UK. In terms of Foreign Direct Investment (FDI), IG's China team delivered the following successful cases:

    - Yingke law firm opens London office (Sep), and
    - CITIC Securities expands its London office at the new 8 Bishopsgate development with capacity to increase headcounts by nearly 50% (Aug).

19. Green Finance deliverables driven by the UK-China Green Finance Taskforce co-convened by the CoLC:
    - Bank of China signs MoU with the British Embassy to advance cooperation in Green Finance and Biodiversity standard (Sep).
    - China Construction Bank listed Green Bonds on London Stock Exchange (July).

20. Trade promotion:
    - In-market: CoLC Beijing Office worked with the British Embassy Beijing and UK financial services to promote London' strengths as a global financial centre, destination for investments and leader in Green Finance at the annual China International Fair for Trade in Services (CIFTIS) in Beijing (Sep).
    - UK's Aspect Capital is also scheduled to set up in Shanghai.
    - Invest into London: Based on the long-standing City-to-City business relations MOU, the CoLC welcomed an investment delegation from Beijing to discuss investment opportunities and financial services in the City of London (Sep.)

21. Policy influence: Following advocacy on Open & Global markets, most recently at senior meetings with Chinese financial regulators during the CPR visit, China State Council issued policies relaxing entry barriers and ownership restrictions for foreign (including UK) financial institutions in the Chinese pension and insurance markets (Sep).

United States

22. Policy Influence:
    - As co-chair of the British American Finance Alliance (BAFA), the Policy Chairman wrote to the Chancellor of the Exchequer introducing her to BAFA as a one-stop-shop for engagement with the US sector in August.
    - CoLC co-hosted a meeting of BAFA firms and trade associations following the 10th meeting of the U.S-UK Regulatory Dialogue in September in Washington with incoming HMT leads.
    - CoLC leads have continued exploratory analysis into a potential US-UK regulatory sandbox following engagement with SEC Commissioners over the summer.
    - US/UK Financial Innovation Partnership and FRWG – following up on recent insurance roundtable and builds on long-standing engagement with regulatory dialogue.
    - The team continue to monitor the US election impact.

Corporate & Strategic Implications

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

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

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

26. Legal implications – none identified this paper.

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

28. Equalities implications – none identified for this paper.

29. Climate implications – Officers recognise that international and, to a lesser extent, domestic travel have climate implications. These are considered as part of the

Corporation's wider commitment to climate action.

30. Security implications – none identified for this paper.

31. Health Implications – none identified for this paper.

Conclusion

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

33. In addition, the annual Overseas Offices report will be provided at December Policy and Resources Committee.

Background Papers

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

Daniel O'Byrne
Strategic Engagement and Operations Director
Innovation & Growth

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

Committee(s): Resource Allocation Sub-Committee **for information** Communications and Corporation Affairs Sub-Committee **for information**	**Dated:** 30th October 2024 28th November 2024
Subject: Considerate Lighting Charter Operational Property Update	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Leading Sustainable Environment Flourishing Public Spaces
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: City Surveyor & Executive Director for Environment	
Report author: Graeme Low – Head of Energy and Sustainability	

Summary

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

The Charter is a voluntary commitment and includes nine main actions (with additional sub-actions) for existing buildings in the City to commit to achieving the right light, in the right place at the right time.

The Planning Policy Team hosted a 'round-table' meeting with building owners, managers and occupiers from within the Square Mile on 30th May 2024. This discussion gathered valuable information from these stakeholders as to their thoughts, and concerns, on the implementation of the Charters actions in their buildings.

Following the meeting, officers are considering various options for implementing and publicising the Charter. Also, they are reviewing the framing of the Charter and processes around it to ensure that signing up is an attractive prospect. A paper will be brought by the Planning Policy Team to the relevant committees in the near future.

A previous paper, presented to Resource Allocation Sub-Committee in early 2024, included a background to the Charter and the estimated cost implications (based on industry standard benchmark data from CIBSE Guide F) for seventeen of the City of London Corporation's buildings to be compliant with the nine top-level actions required by the Charter.

Until the Planning Policy Team can confirm the process of achieving compliance it has been agreed that the ‘quick win’ actions are to be targeted first. This is to show that the City of London Corporation is keen to lead by example, and share their experience, towards obtaining compliance. Some of the costs to achieve compliance will be met from existing Climate Action Strategy funding. Other actions, that will not have any energy or carbon saving potential, will need alternative funding if they are later deemed to be required to achieve compliance.

Recommendations

The Resource Allocation Sub Committee is asked to:

- Note the reallocation of existing Climate Action Strategy (CAS) funding to Considerate Lighting Charter actions that, in addition to working towards compliance, will identify future energy and carbon saving options at seventeen City of London Corporation operational buildings (listed in Appendix three).

- Note that further work and costs that come from the proposals outlined in this paper may require additional ‘unidentified’ funding later. For example, the implementation of the actions identified during survey works.

Main Report

Background

1. To provide insight of the costs involved for other building owners, managers and occupiers, external consultants were asked to quote to deliver the Charter actions (detailed in Appendix A).

2. When requesting quotes each action was considered in isolation. Some multi-disciplinary consultancies stated that they could deliver surveys for different actions simultaneously. As the survey works would require nighttime working and two personnel this multiplicity could provide overall cost savings.

3. Some actions can be achieved using internal volunteer resources (Climate Champions) at low, or no, cost. However, this may not be an option for other organisations in the Square Mile. Once the compliance process has been finalised these actions may require independent verification that may come at an additional cost.

Delivery programme

4. Please reference Appendix One for further details of quotes against the required actions. The bullet points below give a brief overview of how these actions are being delivered:

    - Instruct respective teams to switch lights off as part of a daily routine (Action 1) and close blinds (Action 13) - this is being completed as a no cost option utilising existing Facility Management (FM) contracts. (no cost)

    - Conduct lighting surveys (Actions 4, 6 & 11) – this is being paid for using existing CAS funding to identify energy and carbon savings. Any opportunities identified will require additional funds that will be sought at a later stage. (£100k for all seventeen buildings following successful trial at one building below).

    - The first lighting survey is being conducted at Walbrook Wharf in November and the results will be used to determine the approach for surveying the full scope of buildings (£8,500 as per bullet above).

    - Commission lighting pollution impact report (Action 7) – a night-time walk, guided by an expert in the lighting sector, is planned for November for Climate Champions (a network of City of London volunteers) and interested parties to be shown good and bad examples of building lighting pollution and its impact on the external, local environment. Following this, the Climate Champions will be asked to use this learning and apply this to the seventeen buildings in scope and conduct out of hours surveys to identify a baseline to record progress against, using photographic evidence to support the issue identified (no cost).

    - Install blinds and curtains (Action 12) – as a proof of concept, the existing blinds in an area of the 4th floor, Guildhall North Wing are being automated

to operate according to outside light levels. The £10,000 cost for this trial will come from existing CAS funds but additional funding will be required to retrofit into the rest of the building should it prove successful (£10,000).

- Procuring sustainable light fittings (Action 14) - the City of London Corporation have a Responsible Procurement toolkit and have published an Impact Report. Luminaires are included in this procurement toolkit to ensure that the most sustainable versions are purchased for City of London Corporation buildings. This is also supported by the application of the Corporation's Net Zero Design and Technology Standards, that looks at material use, circularity and whole life carbon that can be attributed to projects (sunk cost).

- Minimise the impacts of our lighting: Replace luminaires (Action 15) - from September 2023 T8 and T5 fluorescent lamps were banned from being placed into the Europe market which means that LEDs lighting has now become the default lighting choice. As such, this action will be completed through repair and replacement in future (no direct cost).

Corporate and Strategic Implications

11. **Strategic implications:** The Lighting SPD and Considerate Lighting Charter is in line with the aims and objectives of the 'leading sustainable environments and flourishing public spaces' elements of the City of London Corporation Corporate Plan and People Strategy 2024-29.

12. **Financial implications:** The Considerate Lighting Charter includes recommendations, many of which constitute best practice for lighting. This will have an individual impact on future projects where it is used as guidance and, in many cases, the recommendations will result in a lower operational cost.

13. **Resource implication:** This paper should give more information as to the resource implications of making seventeen City of London Corporation buildings compliant with the Considerate Lighting Charter. For example, it is expected that key staff will engage with requirements to close blinds in the evening and turn off all unnecessary lighting.

14. **Equalities implications:** The Lighting SPD, including the lighting charter, has been subject to an equality screening exercise, which concluded that it would not have any negative impacts on those who share a protected characteristic. Any decisions regarding the approach to lighting on City Corporation's Operational Buildings will be subject to the City Corporation's Public Sector Equality Duty 2010 and appropriate equality impact assessment where necessary.

15. **Climate implications:** The Lighting SPD and Considerate Lighting Charter will complement the City Corporation's Climate Action Strategy.

16. **Legal implications:** The Lighting SPD has been developed in line with the statutory requirements of the Town and Country Planning (Local Planning) (England) Regulations 2012.

17. **Risk implications:** Failure to implement the Considerate Lighting Charter within the City Corporation's Operational Buildings will risk reputational damage and likely consequence that other organisations fail to adopt the Considerate Lighting Charter across the square mile.

18. **Security implications:** There are no security implications arising from this report. Additional lighting as part of security measures is considered carefully before being implemented, any reduction in external lighting must not compromise safety and security.

Conclusion

19. This paper seeks to inform Members of the steps already happening to implement the Charter into identified City of London Corporation operational buildings. Once the route to compliance is confirmed these actions will be submitted as evidence of compliance to 'lead by example'.

Appendices

Appendix One – Cost and funding source for each Charter action
Appendix Two – How to achieve the Charter actions
Appendix Three – City of London Corporation buildings being seeking to achieve Considerate Lighting Charter compliance

Report author
Graeme Low – Head of Energy and Sustainability, City Surveyors Department

Appendix One
Cost and Funding Source for Each Charter Action

Charter Action (numbered from Appendix two)	**Cost**	**CAS funding already available**	**Could CAS funding be made available**	**Funding from elsewhere**	**Time to implement**	**Internal or external resource to implement**	**Planned start date**	**Future funding required**
Instruct respective teams to switch lights off as part of a daily routine (1).	£0	N/A	N/A	N/A	<3 mos	Internal through existing FM contract.	Immediately	No
Design and produce publicity for “Switch it Off” campaign (2).	TBC	N/A	N/A	N/A	3 - 6 mos	Internal through Climate Champion Network.	To be picked up as part of a wider behaviour change campaign.	Yes
Install sub metering of lighting circuits to enable monitoring (3).	TBC	TBC	TBC	Yes	>12 mos	External.	Potentially future cost could be covered by CWP or FM budgets.	Yes

Conduct lighting surveys to either install additional controls or replace lighting (4). & Commission lighting survey on existing installation (6).	£100,000	£100,000	N/A	N/A	Spread over the next few years.	External.	From Q4 of 2024	No
Mobilisation of staff, regular training sessions, embed a 'Switch if off culture' (5).	£0	N/A	N/A	N/A	<3 mos	Internal through Climate Champion Network.	To be picked up as part of a wider behaviour change campaign.	No
Commission lighting pollution impact report (7).	£15,866	No	No	15,866	3 mos during winter.	External.	During winter months	Yes
Commission Equality, Diversity and Inclusion (EDI) on existing lighting (8).	£15,866	No	No	£15,866	<1 mos	External.	Soon	Yes
Engage with stakeholders (9).	£0	N/A	N/A	N/A	<3 mos	Internal.	Soon	No

Review our lighting system: Considering biodiversity (10).	£8,700 to £15,866	No	No	£15,866	1 year to accommodate all seasons	External.	During winter months	Yes
Instigate glare survey (11).	£26,500	No	No	£26,500	3 mos during winter	External.	During winter months	Yes
Install blinds and curtains (12).	£94 for a 'dumb' blind £344 an automated blind.	No	No	TBC	>two years	External.	TBC	No
Close blinds (13).	£0	N/A	N/A	N/A	<3 mos	Internal through existing FM contract.	Now	No
Procuring sustainable light fittings (14).	£0	N/A	N/A	N/A	Ongoing process	Internal.	TBC	Yes
Minimise the impacts of our lighting: Replace luminaires (15).	£0	No	No	TBC	Ongoing process ~ 10 to 20 years	Internal.	TBC	Yes

Appendix Two
Costs from external consultants to achieve the Charter actions

Manage lighting well: Turning lights off when not in use

1. **Instruct respective teams to switch lights off as part of a daily routine.**

This quote was requested from the Facility Management (FM) contractors providing security and/or cleaning services to the City of London Corporation buildings to provide a benchmark cost for other owners, managers or occupiers.

City of London Corporation FM providers stated that as a signal of their continual improvement within their contract they would instruct their security staff to turn lights off, where safe and possible to do so, in the buildings within their managed contract at no additional cost.

It is recognised that changes such as this to an existing contract may only be applicable with an additional cost, or if included as a component of a retendering exercise. Specific cost will be on a building basis and so cannot be identified for this paper.

For ongoing contracts there may be a delay in implementation until existing FM contracts finish and new ones begin with this requirement added as a new performance indicator.

2. **Design and produce publicity for "Switch it Off" campaign.**

The City of London Corporation have a 'Climate Champion Network' of volunteers across the corporation to help reduce the climate impact of the City of London Corporation activities. Whilst this is unique to the City of London Corporation a number of owners, managers or occupiers of buildings may have something similar, although this might be on a floor-by-floor basis rather than across numerous buildings.

It is proposed to use the network of volunteers to distribute/install and renew a bespoke Switch it Off campaign of leaflets to encourage building users to switch lights off to comply with the Charter.

However, this is to be delivered as part of a wider behaviour change campaign that is being planned for later in the 2024/25/26 period.

3. **Install sub metering of lighting circuits to enable monitoring.**

At this stage the cost cannot be calculated as it is reliant on the results of the lighting survey 11a. Typically a sub-meter would cost in the region of between £150+ per meter depending on the complexities of installing, monitoring the data and the electrical load being measured.

Manage lighting well: Installing control systems.

4. **Conduct lighting surveys to either install additional controls or replace lighting.**

Typically, lighting supply companies will provide lighting surveys and designs ‘free of charge’ on the proviso that the building owner would go onto purchase their products thus indirectly paying for the survey.

Whilst this would work if the installation was going to proceed this is not the case with this project and so consultants were asked to provide quotes to complete lighting surveys that would look at controls, existing luminaires and provide independent costs to replace with luminaires that would be Charter compliant but not necessarily from one supplier.

For the seventeen buildings in scope these surveys would cost **£100k**. These costs are calculated based on building floor area with some of the larger buildings likely to take several days to survey but the smaller ones being completed in one day.

Manage lighting well: Embedding good lighting management practise

5. **Mobilisation of staff, regular training sessions, embed a ‘Switch if off culture’.**

The City of London Corporation have a Climate Champion network of volunteers across the corporation to help reduce the climate impact of the City of London Corporation activities. Whilst this is unique to the City of London Corporation some owners, managers or occupiers of buildings will have something similar although this might be on a floor-by-floor basis rather than numerous buildings.

It is proposed to use the network of volunteers to distribute/install and renew a bespoke Switch it Off campaign of leaflets to encourage building users to switch lights off to comply with the Charter.

However, this is to be delivered as part of a wider behaviour change campaign that is being planned for later in the 2024/25/26 period.

Review our lighting system: Carry out an initial review.

6. **Commission lighting survey on existing installation.**

This action will be covered by 11a by the same contractor. The two actions could be considered separate as it would be possible to have good quality luminaires that provided all the required lighting installed but for it to be badly controlled e.g. a buildings reception area to be lit 24/7 when there is no receptionist and all office staff have left for the day.

However, for this stage of the project the proposed contractor will be able to consider both actions within the same audit.

For the seventeen buildings in scope these surveys would cost **£100k** (this has already been accounted for in 11a)

7. **Commission lighting pollution impact report.**

This survey comprises of several nighttime audits to undertake visual appraisal of the following elements of the Charter:

- lighting pollution impact,
- EDI on existing lighting,
- biodiversity impact audit.

Each of the actions will be logged onto a standardised spreadsheet comparable per building and would provide recommended actions to rectify the findings of the audit to make the building Charter compliant.

Cost of £47,600 for all three actions
Cost of £15,866 per action.

8. **Commission Equality, Diversity and Inclusion (EDI) on existing lighting.**

This survey is already covered in 13b.

A conversation with Oliver Sanandres, CoL Director and Head of Profession (Health & Safety) suggested that whilst EDI needs to be considered for internal lighting it is thought less of an issue with external lighting as this is unlikely to impact on any listed characteristics. It was suggested that an email address could be provided so that any individual who felt that the City of London Corporation's buildings external lighting had impacted on their listed characteristic could report this for further investigation.

Cost of £47,600 for all three actions
Cost of £15,866 per action.

Review our lighting system: Consult neighbouring properties.

9. **Engage with stakeholders.**

Building custodians were contacted to ask whether they already had communication with their nearest neighbours. Those that replied typically had communication 'channels' already in place with some, if not all, of their immediate neighbours and suggested that any remaining could be engaged with at little to no cost.

For the sites that did not have any previous communication it would be possible to work with colleagues in the Planning department to use their existing 'residential layer' with the CityMaps Geographical Information System (GIS) to identify the address of these neighbour to arrange a mail-out to proactively engage with them. This would be a similar approach to that already used when making notifications of Planning Permission applications.

Review our lighting system:

10. **Considering biodiversity.**

Surveys would be conducted to assess whether there are ecological receptors or greenspaces that would be subject to the requirements of the Charter. This will comprise of a desk-based appraisal using publicly available information in

conjunction with a site-based assessment to record both on-site and adjacent habitats (access permitting) using the UK Hab methodology.

A design note statement report presenting the above survey results advising which building complies, or does not comply, with the City of London Corporation SPD, as well as those that require more detailed ecological survey work to assess compliance.

A cost range of **£8,700 to £15,866** depending on which consultancy is used. The higher values are from multi-disciplinary consultants as part of a multiple survey offer with the lower value coming from a smaller consultancy.

Minimise the impacts of our lighting:
Reducing Glare and Light Spill.

11. **Instigate glare survey.**

This survey would be completed at the same time as action 15 if provided by the same consultancy working on both actions during the same site survey.

It would comprise of a nighttime survey to better understand the impact of lighting from the building. This would include measurement of lighting colour temperature (CCT) and colour rendering index (CRI), measurement of illuminance (lux) on areas of sensitive receptors and adjacent the building, visual assessment of uplighting on building that are contributing to sky glow and light pollution and visual assessment of glare from lighting fixtures.

At a cost of **£26,500**

12. **Install blinds and curtains.**

In order to provide costs to install blinds in each of the seventeen buildings each one would need to be surveyed in depth with each external facing window measured and quoted for. This is not practical at this stage and so blind supplying contractors were invited to the Guildhall to review the windows in the North Wing and provide an indicative quote to install a simple ‘dumb’ blind such as those already installed, an automated blind that opened and closed according to a time clock and/or external lighting conditions and the cost of supplying a number of windows in one installation.

These numbers can then be used to better understand the order of magnitude to install blinds in buildings that currently don’t have any installed.

At a cost of **£94** for a ‘dumb’ blind
At a cost of **£344** for a single automated blind
At a cost of **£40,924.44** to install 71 automated blinds to the entire 4th Floor, North Building, The Guildhall.

13. **Close blinds.**

This quote was requested from the Facility Management (FM) contractors providing security and/or cleaning services to the City of London Corporation buildings to provide a benchmark cost for other owners, managers or occupiers.

City of London Corporation FM providers stated that as a signal of their continual improvement within their contract they would instruct their security staff to close blinds, where safe and possible to do so, in the buildings within their managed contract at no additional cost.

It is recognised that changes such as this to an existing contract may only be applicable with an additional cost, or if included as a component of a retendering exercise. Specific cost will be on a building basis and so cannot be identified for this paper.

For ongoing contracts there may be a delay in implementation until existing FM contracts finish and new ones begin with this requirement added as a new requirement.

Minimise the impacts of our lighting:

14. Procuring sustainable light fittings.

The City of London Corporation have developed a Net Zero Design standard for use in their buildings to take their buildings to Net Zero. This document brings together design guide, standards and processes from multiple guides, including the Considerate Lighting Charter, to cover all aspects to achieve a Net Zero Building. The lighting section provides details of procurement processes, recommended luminaires, colour standards, lux levels etc.

15. Replace luminaires.

From September 2023 T8 and T5 fluorescent lamps were banned from being placed into the Europe market which is resulting in a limited time of existing stocks being available in Europe and the UK with the prices of these likely to rise as stock diminish. This means that as existing lamps fail building owners, occupiers and manager will need to decide whether they replace the lamps with LED replacements utilising the existing luminaire (not best practise due to the linear lighting output of LEDs compared to the 360° light output of fluorescents) or replace the entire luminaire with new LED versions that should include in controls to reduce operation.

As such, this charter action is already happening across building portfolios as lamps fail. Building manager, owners and occupiers should decide whether their strategy for replacement is to replace every luminaire at an agreed time (for instance at 20% failure rate) or replace as each lamp fails. As this will be considered a maintenance cost this is within the normal building running costs and so no cost is provided for this action.

Appendix Three
City of London Corporation buildings being seeking to achieve Considerate Lighting Charter compliance

	Site Name	Floor area m²
1	Mayor's Court	1,600
2	Central Criminal Court	38,553
3	Walbrook Wharf	13,718
4	Barbican Arts Centre	70,292
5	Barbican Estate Office	1,251
6	Guildhall Complex	64,352
7	21 New Street	8,282
8	Bishopsgate Police Station	10,864
9	Mansion House	8,236
10	Artizan Street Library and Community Centre	946
11	CoL Magistrates Court	1686
12	Roman Bath House	643
13	Portsoken Community & Health Centre	201
14	Portsoken Pavilion	325
15	City Information Centre, St Paul’s Churchyard	130
16	Temple Bar & Paternoster Lodge	122
17	The Monument	19

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Appendix One
Cost and Funding Source for Each Charter Action

Charter Action (numbered from Appendix two)	Cost	CAS funding already available	Could CAS funding be made available	Funding from elsewhere	Time to implement	Internal or external resource to implement	Planned start date	Future funding required
Instruct respective teams to switch lights off as part of a daily routine (1).	£0	N/A	N/A	N/A	<3 mos	Internal through existing FM contract.	Immediately	No
Design and produce publicity for “Switch it Off” campaign (2).	TBC	N/A	N/A	N/A	3 - 6 mos	Internal through Climate Champion Network.	To be picked up as part of a wider behaviour change campaign.	Yes
Install sub metering of lighting circuits to enable monitoring (3).	TBC	TBC	TBC	Yes	>12 mos	External.	Potentially future cost could be covered by CWP or FM budgets.	Yes
Conduct lighting surveys to either install	£100,000	£100,000	N/A	N/A	Spread over the next few years.	External.	From Q4 of 2024	No

additional controls or replace lighting (4). & Commission lighting survey on existing installation (6).								
Mobilisation of staff, regular training sessions, embed a 'Switch if off culture' (5).	£0	N/A	N/A	N/A	<3 mos	Internal through Climate Champion Network.	To be picked up as part of a wider behaviour change campaign.	No
Commission lighting pollution impact report (7).	£15,866	No	No	15,866	3 mos during winter.	External.	During winter months	Yes
Commission Equality, Diversity and Inclusion (EDI) on existing lighting (8).	£15,866	No	No	£15,866	<1 mos	External.	Soon	Yes

Engage with stakeholders (9).	£0	N/A	N/A	N/A	<3 mos	Internal.	Soon	No
Review our lighting system: Considering biodiversity (10).	£8,700 to £15,866	No	No	£15,866	1 year to accommodate all seasons	External.	During winter months	Yes
Instigate glare survey (11).	£26,500	No	No	£26,500	3 mos during winter	External.	During winter months	Yes
Install blinds and curtains (12).	£94 for a 'dumb' blind £344 an automated blind.	No	No	TBC	>two years	External.	TBC	No
Close blinds (13).	£0	N/A	N/A	N/A	<3 mos	Internal through existing FM contract.	Now	No
Procuring sustainable light fittings (14).	£0	N/A	N/A	N/A	Ongoing process	Internal.	TBC	Yes
Minimise the impacts of our lighting:	£0	No	No	TBC	Ongoing process ~ 10 to 20 years	Internal.	TBC	Yes

Replace luminaires (15).								

Appendix Two
Costs from external consultants to achieve the Charter actions

Manage lighting well: Turning lights off when not in use

1. **Instruct respective teams to switch lights off as part of a daily routine.**

This quote was requested from the Facility Management (FM) contractors providing security and/or cleaning services to the City of London Corporation buildings to provide a benchmark cost for other owners, managers or occupiers.

City of London Corporation FM providers stated that as a signal of their continual improvement within their contract they would instruct their security staff to turn lights off, where safe and possible to do so, in the buildings within their managed contract at no additional cost.

It is recognised that changes such as this to an existing contract may only be applicable with an additional cost, or if included as a component of a retendering exercise. Specific cost will be on a building basis and so cannot be identified for this paper.

For ongoing contracts there may be a delay in implementation until existing FM contracts finish and new ones begin with this requirement added as a new performance indicator.

2. **Design and produce publicity for "Switch it Off" campaign.**

The City of London Corporation have a 'Climate Champion Network' of volunteers across the corporation to help reduce the climate impact of the City of London Corporation activities. Whilst this is unique to the City of London Corporation a number of owners, managers or occupiers of buildings may have something similar, although this might be on a floor-by-floor basis rather than across numerous buildings.

It is proposed to use the network of volunteers to distribute/install and renew a bespoke Switch it Off campaign of leaflets to encourage building users to switch lights off to comply with the Charter.

However, this is to be delivered as part of a wider behaviour change campaign that is being planned for later in the 2024/25/26 period.

3. **Install sub metering of lighting circuits to enable monitoring.**

At this stage the cost cannot be calculated as it is reliant on the results of the lighting survey 11a. Typically a sub-meter would cost in the region of between £150+ per meter depending on the complexities of installing, monitoring the data and the electrical load being measured.

Manage lighting well: Installing control systems.

4. **Conduct lighting surveys to either install additional controls or replace lighting.**

Typically, lighting supply companies will provide lighting surveys and designs ‘free of charge’ on the proviso that the building owner would go onto purchase their products thus indirectly paying for the survey.

Whilst this would work if the installation was going to proceed this is not the case with this project and so consultants were asked to provide quotes to complete lighting surveys that would look at controls, existing luminaires and provide independent costs to replace with luminaires that would be Charter compliant but not necessarily from one supplier.

For the seventeen buildings in scope these surveys would cost **£100k**. These costs are calculated based on building floor area with some of the larger buildings likely to take several days to survey but the smaller ones being completed in one day.

Manage lighting well: Embedding good lighting management practise

5. **Mobilisation of staff, regular training sessions, embed a ‘Switch if off culture’.**

The City of London Corporation have a Climate Champion network of volunteers across the corporation to help reduce the climate impact of the City of London Corporation activities. Whilst this is unique to the City of London Corporation some owners, managers or occupiers of buildings will have something similar although this might be on a floor-by-floor basis rather than numerous buildings.

It is proposed to use the network of volunteers to distribute/install and renew a bespoke Switch it Off campaign of leaflets to encourage building users to switch lights off to comply with the Charter.

However, this is to be delivered as part of a wider behaviour change campaign that is being planned for later in the 2024/25/26 period.

Review our lighting system: Carry out an initial review.

6. **Commission lighting survey on existing installation.**

This action will be covered by 11a by the same contractor. The two actions could be considered separate as it would be possible to have good quality luminaires that provided all the required lighting installed but for it to be badly controlled e.g. a buildings reception area to be lit 24/7 when there is no receptionist and all office staff have left for the day.

However, for this stage of the project the proposed contractor will be able to consider both actions within the same audit.

For the seventeen buildings in scope these surveys would cost **£100k** (this has already been accounted for in 11a)

7. **Commission lighting pollution impact report.**

This survey comprises of several nighttime audits to undertake visual appraisal of the following elements of the Charter:

- lighting pollution impact,
- EDI on existing lighting,
- biodiversity impact audit.

Each of the actions will be logged onto a standardised spreadsheet comparable per building and would provide recommended actions to rectify the findings of the audit to make the building Charter compliant.

Cost of £47,600 for all three actions
Cost of £15,866 per action.

8. Commission Equality, Diversity and Inclusion (EDI) on existing lighting.

This survey is already covered in 13b.

A conversation with Oliver Sanandres, CoL Director and Head of Profession (Health & Safety) suggested that whilst EDI needs to be considered for internal lighting it is thought less of an issue with external lighting as this is unlikely to impact on any listed characteristics. It was suggested that an email address could be provided so that any individual who felt that the City of London Corporation's buildings external lighting had impacted on their listed characteristic could report this for further investigation.

Cost of £47,600 for all three actions
Cost of £15,866 per action.

Review our lighting system: Consult neighbouring properties.

9. Engage with stakeholders.

Building custodians were contacted to ask whether they already had communication with their nearest neighbours. Those that replied typically had communication 'channels' already in place with some, if not all, of their immediate neighbours and suggested that any remaining could be engaged with at little to no cost.

For the sites that did not have any previous communication it would be possible to work with colleagues in the Planning department to use their existing 'residential layer' with the CityMaps Geographical Information System (GIS) to identify the address of these neighbour to arrange a mail-out to proactively engage with them. This would be a similar approach to that already used when making notifications of Planning Permission applications.

Review our lighting system:

10. Considering biodiversity.

Surveys would be conducted to assess whether there are ecological receptors or greenspaces that would be subject to the requirements of the Charter. This will comprise of a desk-based appraisal using publicly available information in

conjunction with a site-based assessment to record both on-site and adjacent habitats (access permitting) using the UK Hab methodology.

A design note statement report presenting the above survey results advising which building complies, or does not comply, with the City of London Corporation SPD, as well as those that require more detailed ecological survey work to assess compliance.

A cost range of **£8,700 to £15,866** depending on which consultancy is used. The higher values are from multi-disciplinary consultants as part of a multiple survey offer with the lower value coming from a smaller consultancy.

Minimise the impacts of our lighting:
Reducing Glare and Light Spill.

11. **Instigate glare survey.**

This survey would be completed at the same time as action 15 if provided by the same consultancy working on both actions during the same site survey.

It would comprise of a nighttime survey to better understand the impact of lighting from the building. This would include measurement of lighting colour temperature (CCT) and colour rendering index (CRI), measurement of illuminance (lux) on areas of sensitive receptors and adjacent the building, visual assessment of uplighting on building that are contributing to sky glow and light pollution and visual assessment of glare from lighting fixtures.

At a cost of **£26,500**

12. **Install blinds and curtains.**

In order to provide costs to install blinds in each of the seventeen buildings each one would need to be surveyed in depth with each external facing window measured and quoted for. This is not practical at this stage and so blind supplying contractors were invited to the Guildhall to review the windows in the North Wing and provide an indicative quote to install a simple ‘dumb’ blind such as those already installed, an automated blind that opened and closed according to a time clock and/or external lighting conditions and the cost of supplying a number of windows in one installation.

These numbers can then be used to better understand the order of magnitude to install blinds in buildings that currently don’t have any installed.

At a cost of **£94** for a ‘dumb’ blind
At a cost of **£344** for a single automated blind
At a cost of **£40,924.44** to install 71 automated blinds to the entire 4th Floor, North Building, The Guildhall.

13. **Close blinds.**

This quote was requested from the Facility Management (FM) contractors providing security and/or cleaning services to the City of London Corporation buildings to provide a benchmark cost for other owners, managers or occupiers.

City of London Corporation FM providers stated that as a signal of their continual improvement within their contract they would instruct their security staff to close blinds, where safe and possible to do so, in the buildings within their managed contract at no additional cost.

It is recognised that changes such as this to an existing contract may only be applicable with an additional cost, or if included as a component of a retendering exercise. Specific cost will be on a building basis and so cannot be identified for this paper.

For ongoing contracts there may be a delay in implementation until existing FM contracts finish and new ones begin with this requirement added as a new requirement.

Minimise the impacts of our lighting:

14. Procuring sustainable light fittings.

The City of London Corporation have developed a Net Zero Design standard for use in their buildings to take their buildings to Net Zero. This document brings together design guide, standards and processes from multiple guides, including the Considerate Lighting Charter, to cover all aspects to achieve a Net Zero Building. The lighting section provides details of procurement processes, recommended luminaires, colour standards, lux levels etc.

15. Replace luminaires.

From September 2023 T8 and T5 fluorescent lamps were banned from being placed into the Europe market which is resulting in a limited time of existing stocks being available in Europe and the UK with the prices of these likely to rise as stock diminish. This means that as existing lamps fail building owners, occupiers and manager will need to decide whether they replace the lamps with LED replacements utilising the existing luminaire (not best practise due to the linear lighting output of LEDs compared to the 360° light output of fluorescents) or replace the entire luminaire with new LED versions that should include in controls to reduce operation.

As such, this charter action is already happening across building portfolios as lamps fail. Building manager, owners and occupiers should decide whether their strategy for replacement is to replace every luminaire at an agreed time (for instance at 20% failure rate) or replace as each lamp fails. As this will be considered a maintenance cost this is within the normal building running costs and so no cost is provided for this action.

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Appendix Three
City of London Corporation buildings being seeking to achieve Considerate Lighting Charter compliance

	Site Name	Floor area m²
1	Mayor's Court	1,600
2	Central Criminal Court	38,553
3	Walbrook Wharf	13,718
4	Barbican Arts Centre	70,292
5	Barbican Estate Office	1,251
6	Guildhall Complex	64,352
7	21 New Street	8,282
8	Bishopsgate Police Station	10,864
9	Mansion House	8,236
10	Artizan Street Library and Community Centre	946
11	CoL Magistrates Court	1686
12	Roman Bath House	643
13	Portsoken Community & Health Centre	201
14	Portsoken Pavilion	325
15	City Information Centre, St Paul’s Churchyard	130
16	Temple Bar & Paternoster Lodge	122
17	The Monument	19

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