



Communications & Corporate Affairs Sub (Policy & Resources) Committee

Date: WEDNESDAY, 5 FEBRUARY 2025

Time: 4.00 pm

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

Members:

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

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

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

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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 28 November 2024.

For Decision
(Pages 5 - 12)

4. **OUTSTANDING REFERENCES**

Report of the Town Clerk.

For Information
(Pages 13 - 14)

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

Joint Report of the Chief Strategy Officer and Remembrancer.

For Information
(Pages 15 - 36)

6. **POLITICAL PARTY CONFERENCES 2025**

Joint Report of the Chief Strategy Officer and Remembrancer.

For Decision
(Pages 37 - 46)

7. **PARLIAMENTARY TEAM UPDATE**

Report of the Remembrancer.

For Information
(Pages 47 - 54)

8. **INNOVATION AND GROWTH QUARTERLY REPORT**

Report of the Executive Director for Innovation and Growth.

For Information
(Pages 55 - 80)

9. **BECKFORD AND CASS STATUE PROJECT WEBPAGES**

Report of the Head of Profession (Culture).

(Note: Appendices 1 – 4 are Non-Public and can be found at Agenda Item 14).

For Discussion
(Pages 81 - 90)

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

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

12. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 28 November 2024.

For Decision
(Pages 91 - 92)

14. **BECKFORD AND CASS STATUE PROJECT WEBPAGES**

Non-Public Appendices to be read in conjunction with Item 9.

For Discussion
(Pages 93 - 148)

15. **MARKETS COMMUNICATIONS APPROACH**

Joint Report of the Chief Strategy Officer and Remembrancer.

For Information
(Pages 149 - 160)

16. **LONDON'S CHANGING MEDIA LANDSCAPE**

Report of the Chief Strategy Officer.

For Information
(Pages 161 - 166)

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

18. **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

19. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 28 November 2024.

For Decision

COMMUNICATIONS & CORPORATE AFFAIRS SUB (POLICY & RESOURCES) COMMITTEE

Thursday, 28 November 2024

Minutes of the meeting of the Communications & Corporate Affairs Sub (Policy & Resources) Committee held at the Guildhall EC2 at 9.30 am

Present

Members:

Jason Groves (Chair)	Deputy Madush Gupta
Deputy Christopher Hayward (Deputy Chairman)	Deputy Shravan Joshi MBE
Deputy Keith Bottomley	Alderswoman Elizabeth Anne King, BEM JP
Deputy Peter Dunphy	Deputy Charles Edward Lord
Helen Fentimen OBE JP	Deputy James Thomson CBE

Officers:

Paul Wright	- City Remembrancer
Dionne Corradine	- Chief Strategy Officer
Ben Dunleavy	- Town Clerk's Department
Zoe Lewis	- Town Clerk's Department
Sam Hutchings	- Communications and External Affairs
Mark Mistry	- Communications and External Affairs
Kristy Sandino	- Communications and External Affairs
Lisa Ward	- Communications and External Affairs
Rob McNicol	- Environment Department
Daniel O'Byrne	- Innovation and Growth

1. APOLOGIES

Apologies for absence were received by Tijs Broeke, Alderman Prem Goyal, Alderman Timothy Hailes, Caroline Haines and Deputy Sir Michael Snyder.

Apologies for absence were received from Emily Benn It was noted that she was observing the meeting online.

The Chair welcomed Alderswoman Susan Langley, who was taking up the ex-officio position as Senior Alderswoman Below the Aldermanic Chair, and thanked Lord Mayor Alastair King for his time on the Sub-Committee.

The Chair also welcomed Mark Mistry, the new Director of Media & Digital Communications.

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 1 July 2024 be approved as a correct record.

4. **OUTSTANDING REFERENCES**

The Chair stated that all outstanding references would be covered during the consideration of the agenda items.

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

The Sub-Committee considered a Joint Report of the Chief Strategy Officer and the Remembrancer regarding an update on the Department's work.

In the discussion the following points were made:

- There had been a number of high-profile engagements e.g. the International Investment Summit and work had taken place in relation to party conference season and the change in Government.
- Voter registration work had taken place, and some big companies had registered for the first time.
- A resident engagement event had been held and as part of a resident offer, each resident would be given a residency card. Discussions were taking place about whether workers could be given a similar card but practical difficulties needed to be overcome.
- In response to Members' questions about voters being contacted by candidates, Members were informed the Corporation could not give data to candidates or record several wardmotes on the same date but could informally encourage informal hustings. As part of the Communications Strategy, voters could also sign up to receive emails.
- In response to a Member's concern about surveys being conducted in parallel with voter registration and leading to potential confusion among voters, an Officer stated whilst the process was set out in legislation, the timetable and methodology could be reviewed.
- The City Belonging Project was increasing engagement through networks and was at an early stage of development. In the longer term there was an intention to involve residents, but currently work was just taking place with businesses and employees.
- Moving to quarterly reporting of media and social media activity would help to track impact.
- There had been a media team focus on generating coverage and highlights included having a Banksy piece in the City and the International Investment Summit. The social media following had increased by 3%. Analytics were considered after events and campaigns.
- It was suggested that social media guidance could be useful for Members. Officers would work in consultation with the Chair on an update to be provided for Members.
- The Chair thanked the team for their work.

RESOLVED, That Members

1. Note the contents of the report; and

2. Request that social media guidance be circulated to all Members.

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

The Sub-Committee considered a report of the Chief Strategy Officer and the Remembrancer which set out a summary of the City of London Corporation's first ever strategic branding review and outlined the proposals for the future cross-organisational brand identity and strategy.

In the discussion, the following points were made:

- Members welcomed consistent branding across the organisation. A Member stated the importance of imposing the brand consistently from a certain date.
- An Officer confirmed the new corporate brand would be sent to Members, there would be a full style guide, the list of institutions would be reviewed to ensure it was correct, a further stakeholder engagement would take place and the strategic branding with descriptive logo would go to the Policy and Resources Committee and Court of Common Council for approval.
- An Officer confirmed the City Bridge Foundation new branding would not be impacted and more information could be included in the report going to the Policy and Resources Committee.
- A Member stated the importance of the consideration of the rebranding of physical assets.
- Members discussed that there should be a clear timed and funded roll-out plan and caution should be exercised as to which institutions received the branding in advance of approval.
- It was noted that only one logo in the report contained colour. Whilst it was acknowledged that the logo should be replicated in black and white where required for printing purposes, all logos should otherwise include red consistently.

RESOLVED, That Members note the contents of the report and Members' comments be incorporated into the report to be considered by the Policy and Resources Committee.

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

The Sub-Committee considered a report of the Chief Strategy Officer and the Remembrancer updating Members in relation to party conference attendance in 2024 and asking for the endorsement of recommended proposals for party conferences attendance 2025 to be submitted for approval by Policy and Resources Committee.

In the discussion the following points were made:

- The costs relating to party conference attendance had increased whilst the Corporate Affairs budget had remained static.
- Member suggestions included using standard class train travel to conferences where the journeys were less than two hours, exploring alternative dinner options e.g. a one course dinner with

networking opportunity, or a larger reception followed by a more focussed dinner.

- A number of Members raised concerns about proposals to reduce the number of Members attending and stated that consideration should be given to a bespoke approach to each conference. It was also stated that a reduction in Officer attendance should be considered, with a business case made for each one attending. Consideration should also be given to using a measurement tool to demonstrate value for money of attendance as currently the feedback provided was variable.
- The Chairman stated that a report should be submitted to the Sub-Committee setting out more detail on attendance at dinners, options for business day passes and delegations of officers and members.
- An Officer stated that Officer attendance was necessary to support delivery but the numbers could be considered along with pass costs including numbers, whether the Corporation was eligible for other types of passes than full commercial passes and if Members who were members of political parties could be asked to use this membership to access reduced cost passes.

RESOLVED, That Members,

1. Note the initial summary of 2024 activity;
2. Approve the following proposals for 2025 party conference programme:
 - One fringe event and a dinner at Liberal Democrat Conference (with the format of the dinner to be reconsidered at a future meeting of the Sub-Committee);
 - One fringe event and dinner at the Conservative Party Conference (HM Official Opposition) (with the format of the dinner to be reconsidered at a future meeting of the Sub-Committee);
 - Two fringe events and a dinner at Labour Party Conference (with the format of the dinner to be reconsidered at a future meeting of the Sub-Committee);
 - Officer monitoring of Scottish National Party Conference;
 - Approve the logistical bookings of dinners with the format of dinners left open for future consideration;
3. Approve that one (1) Business Day pass is secured for the Policy Chairman use at each conference in 2025.
4. Request that Members' comments be noted and the options for Member and Officer attendance and options for business day passes be reviewed and revised by Officers and resubmitted to the Sub-Committee for approval.

8. **PARLIAMENTARY TEAM UPDATE**

The Sub-Committee considered a report of the City Remembrancer updating 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.

Members were updated as follows:

- Following the recent decision at the Court of Common Council, a Bill to demarketise the sites of Billingsgate and Smithfield had been deposited in parliament
- The All Party Parliamentary Group for Financial Markets and Services had been reconstituted. The City of London Corporation had been reappointed as administrator for the group. David Pinto-Duschinsky MP was the Chair;
- The London Port Health Authority Order which was drafted by the Remembrancer's team became law and came into force on 7 November 2024, having been made on behalf of the Secretary of State for Health and Social Care;
- The City Corporation collaboration with the Parliamentary Charity, Industry and Parliament Trust, offered an opportunity to raise issues of City interest in a parliamentary setting. Recent events had included a meeting on the value of legal services to the UK economy which was attended by a former Lord Chief Justice, Chair of the House of Lords Committee on Secondary Legislation, President of the Law Society, and a further seven Members;
- The Lord Mayor's first parliamentary opportunity of his term took place on 19 November, when he spoke at an Industry and Parliament Trust event about the importance of financial services. Guests included shadow Trade Secretary, shadow City Minister and a further seven Members;
- In February 2024, 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 Policy and Resources Committee approval of an uplift to spending limits for candidates at City elections, work had taken place 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 was expected that, subject to Parliamentary process, it would come into force on 4 December 2024, in time for the City-wide Common Council elections in March 2025. The change would see an uplift 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%).

RESOLVED, that Members note the report.

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

The Sub-Committee considered a report of the City Remembrancer setting out the work that had taken place to deliver the City Corporation's new Sport Strategy – A Global City of Sport, detailed the various events and initiatives that

had been achieved so far and summarised the key issues that would need to be considered in relation to the next phase of delivering the Sport Strategy.

Members were informed that due to the meeting date schedule, the report had already been to Policy and Resources Committee which was responsibility for the Sport Strategy. The Sub-Committee had responsibility for Sport Engagement e.g. in relation to the Paris Olympics and Paralympics.

The next step was to secure permanent or long-term funding to ensure the ongoing delivery of the Strategy and the five priorities identified as existing funding would end in 2026. A Member commented that there was a significant return on investment.

In response to a Member's question, it was noted that stakeholder engagement on the strategy would begin next year and that residents and workers from across the Square Mile would be able to participate.

RESOLVED: That the report be noted.

10. **INNOVATION AND GROWTH QUARTERLY REPORT**

The Sub-Committee considered a report of the Executive Director for Innovation and Growth which presented the impact of the City of London Corporation's work in support of UK Financial and Professional Services between July and September 2024. It gave 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.

RESOLVED, That Members note the update on key pieces of work that had taken place, including in overseas offices, between July and September 2024, and their outputs.

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

The Sub-Committee considered a report of the City Surveyor & Executive Director for Environment which provided an update on Considerate Lighting Charter Operational Property.

RESOLVED, That Members note the report.

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

There were no questions.

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

There were no urgent items.

14. **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.

15. NON-PUBLIC MINUTES

The non-public minutes and summary of the meeting held on 1 July 2024 were approved.

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

There were no questions.

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

The following item of urgent business was raised –

- The markets move.

At this point, the Chairman sought approval from the Sub-Committee to continue the meeting beyond two hours from the appointed time for the start of the meeting, in accordance with Standing Order 40, and this was agreed.

18. CONFIDENTIAL MINUTES

The confidential minutes of the meeting held on 1 July 2024 were approved as a correct record.

19. CONFIDENTIAL UPDATE

The Chief Strategy Officer and the Remembrancer were heard.

The meeting closed at 11.43 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	The lighting Charter is being revised to incorporate feedback from businesses and occupiers and is expected to go to the Planning and Transportation Committee in May 2025. A publicity campaign will be developed to accompany the revised Charter.
3/2024/P	1 July 2024	Communications and Corporate Affairs Strategy Request that this be considered at the September 2024 Policy & Resources Committee meeting.	Chief Strategy Officer	
5/2024/P	28 November 2024	Corporate Communications and External Affairs Update Social media guidance to be circulated to all Members	Director of Communications Transformation and Strategy (interim)	Social media guidance and training to form part of the members' induction and handbook.
6/2024/P	28 November 2024	Strategic Branding Review Outcome and Proposals Members comments to be incorporated into the report to be considered by P&R	Director of Communications Transformation and Strategy (interim)	An updated paper, taking on board Members comments is on the agenda for the 13 February P&R meeting.
7/2024/P	28 November 2024	Political Party Conferences 2024/25 A further report on 2025 proposals be submitted to the	Director of Strategic Communications & External Affairs (interim)	A paper is on the agenda for the February CCASC meeting.

		Sub-Committee for consideration		
8/2024/NP	28 November 2024	Markets Move Communication An informal meeting be arranged for consideration of the Communications Plan	Director of Strategic Communications & External Affairs (interim)	A paper is on the agenda for the February CCASC meeting.

Agenda Item 5

City of London Corporation Committee Report

Committee(s): Communications and Corporate Affairs Sub Committee – For Information	Dated: 05 February 2025
Subject: Corporate Communications & External Affairs Update Report	Public report: For Information
This proposal: <ul style="list-style-type: none"> • 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), Mark Mistry - Interim Director of Media & Digital Communications

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 the 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.

Annex A– Corporate Affairs

Strategic Communications and Messaging Development

2. The bi-weekly strategic forward look grid meetings have become a helpful platform, inviting teams from across the City Corporation to present their intended activities and forward look priorities. These sessions are designed to surface key initiatives that may benefit from a stronger communications framework and to provide colleagues with a comprehensive overview of upcoming strategic priorities. This collaborative approach ensures greater alignment and maximises the impact of communication efforts across the organisation.
3. The focus on data-driven communications has continued to grow, with the team building on successes from the media and digital communication impact reports including the International Investment Summit and the Lord Mayor's Show. Enhanced performance metrics and feedback loops are being used to refine and strengthen evaluation processes in the coming quarter, ensuring continuous improvement in our communication outcomes.
4. The Interim Director of Strategic Communication and External Affairs, together with the Strategic Communications and Insights Manager, collaborated closely with

teams across the City Corporation including, the Media Team, Internal Communications Team, HR and City Surveyor's, and the Markets Directorate to develop and deliver a cohesive communication and engagement strategy. This strategy communicated the decision by the Court of Common Council on 26 November to cease the Markets Co-location Programme. Efforts to date have focused on ensuring clarity, transparency, and alignment with the City Corporation's strategic objectives. A detailed paper outlining the Markets Communication and Engagement Programme has been prepared separately.

5. The Corporate Affairs Team played a pivotal role in crafting strategic communications and cohesive narratives for several key initiatives and events. These efforts included shaping messaging, facilitating strategic engagement opportunities, and providing briefings to Senior Officers, the Policy Chairman, and the Lord Mayor. Highlights included:

- Shaping messaging and facilitating strategic engagement opportunities, and briefing Senior Officers, the Policy Chairman, and the Lord Mayor for the HMT Christmas Reception, where the Economic Secretary to the Treasury (City Minister) hosted a reception at Guildhall to thank the industry for their engagement over 2024.
- Supporting the London Government Dinner, which brought together all Borough Leaders and Chief Executives, members of the London Assembly, and key figures from the GLA functional bodies. Given this was the first London Government Dinner since last year's General Election, all 75 of London's MPs were also invited. Speeches were delivered by the Lord Mayor Alastair King, Mayor of London Sadiq Khan, and the Chair of London Councils, Cllr Claire Holland. The Lord Mayor reiterated his priorities under the theme "Growth Unleashed," focusing on celebrating successes within the Square Mile, adopting competitive technologies, and encouraging responsible risk-taking. He also referenced significant City Corporation activities, including the Court's decision to cease the Markets Co-location Programme.
- Consulting on the Policy Chairman's speech to drive impactful remarks at the Fabian's Conference, supporting thought leadership on key policy areas of importance to the City Corporation and HM Government.
- Preparing and shaping messaging with Innovation and Growth for a Roundtable on Trade policy, which focused on advancing thought leadership and policy innovation.

Through these activities, the team has reinforced the City of London Corporation's reputation and influence in key forums.

Political Engagement

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

- a) Organising a Christmas reception for the then-Economic Secretary to the Treasury with key financial services stakeholders. All Members of the Communications and Corporate Affairs Sub Committee were invited.
- b) Drafting and deploying introductory letters to the new Shadow Cabinet.
- c) Facilitating and drafting briefings for:
 - The Policy Chairman's bilateral meeting with the Secretary of State for Scotland.
 - The Lord Mayor and Policy Chairman's meeting with the Minister for Investment.
 - The Policy Chairman's meeting with the Economic Secretary to the Treasury.
 - The Policy Chairman's roundtable with the Minister for Trade.
 - The Policy Chairman's meeting with the City's MP, Rachel Blake MP.
 - Members seated next to politicians at the Financial and Professional Services dinner, the Lord Mayors Banquet and the London Government Dinner.
 - The Policy Chairman's meeting with the Permanent Secretary, Department for Business & Trade (postponed).
 - The Lord Mayor's meeting with the Shadow Secretary of State for Business and Trade.
 - Supporting Innovation and Growth colleagues on briefing and insights for the Policy Chairman's meeting with the Parliamentary Under Secretary of State for Northern Ireland.

Pan-London Engagement

7. Since the last sub-committee meeting in November 2024, the Corporate Affairs Team has prioritised the following on Pan-London engagement:
 - a) Continued to monitor developments with the London Growth Plan, including working with Central London Forward and London Councils on City Corporation officer feedback on the draft Plan.
 - b) Working with external partners, successfully advocated for regulation of micromobility, which is now included in the English Devolution White Paper.
 - c) Provided Members and the Lord Mayor with speaking notes and VIP attendee backgrounds to assist with core messaging during the London Government Dinner.
 - d) Managed and continued to process casework matters from Members of Parliament.
 - e) Continued to maintain positive bilateral relations with the Mayor and Greater London Authority, such as through drafting and deploying congratulatory letter to the Mayor on his knighthood in the New Year Honours.

Engagement with External Partners

8. Resources in the Corporate Affairs team continue to be impacted and proactive engagement with external partners has been affected. Since the last sub-

committee meeting in November 2024, the Corporate Affairs Team has prioritised the following on external partners engagement:

- a) Collaborating with Fabian Society on its annual conference held at the Guildhall in January.
- b) Collaborating with Centre for Policy Studies on its annual conference to be held at the Guildhall in March.
- c) Working with Innovation & Growth, negotiating a partnership with New Financial on a possible report on '*The interconnectedness of UK and EU capital markets*'.
- d) Preparing for a think tank review which will come to the next Communications and Corporate Affairs Sub-committee.

Forward Look and Future Engagement

- e) Supporting the City Corporation with communications and political engagement regarding the policy priorities of the Policy Chairman with both the Government, as well as the new Shadow team.
- f) Negotiating strategic partnerships, such as events, that allow for opportunities for senior level political engagement. This includes events for both the Centre for Policy Studies and Fabian Society and discussions are underway with a number of additional partners on opportunities for 2025/2026.
- g) 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.
- h) 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.
- i) Seeking to secure high level political meetings for the Policy Chairman's visit to Northern Ireland, as well as an associated investment roundtable at the Guildhall.

Kristy Sandino

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Annex B – Campaigns and Community Engagement

City Belonging Project

9. The City Belonging Project continues to grow in strength – with the mailing list now having reached 3,000 individuals, an increase of approximately 20% since the last meeting of this sub-committee.
10. As part of Lord Mayor Alistair King’s mayoral year, the Project is moving into a new phase with the launch of a series of City Belonging Networks. These will act as a channel for two-way communication and engagement between the City of London and communities of identity, background, interest, experience, faith and more, and in so doing, bring together Square Mile communities, networks and Employee Resource Groups across organisations of difference sizes and sectors.
11. In late 2024, the first three networks were launched; Latinos in the City was launched with the support of the London Stock Exchange Group in October, the City Muslim Network launched with the support of Fidelity International in December, and the City Jewish Network was launched at the Guildhall Channukah event. The City Belonging Project team is working with City workplaces to organise five further network launches early in 2025; for Women, Veterans & Reservists, LGBTQ+, Neurodiversity and social mobility. We are also in discussions relating to Parents & Carers, Black, and Sikh networks.
12. At the end of 2024, the City Belonging Project supported the City of London’s key cultural events including Diwali and Channukah. Over the course of 2024, the Project facilitated 12 cultural events with 1041 registered in total, representing 435 unique organisations and workplaces. The Project now looks to 2025 to deliver a full calendar of relevant cultural activities and events. Focus in particular is being given to identifying workplaces to hold events at little or no cost to the organisation – and a steady stream of such offers has been received.
13. Working in collaboration with our three Co-Convenors, the Faith in the City programme will launch at Mansion House on 3rd February. The landmark research and engagement programme, funded through the Community Infrastructure Levy Neighbourhood Fund and running through to the end of May, aims to understand the faith and belief needs of the Square Mile and put forward ideas for the future.

Resident Engagement

14. On 10 December, we hosted our fourth City Question Time of the year with 110 residents in attendance alongside members, officers and City Corporation teams. For this event we trialled an adapted format to enhance resident engagement. Instead of the traditional panel discussion, this event featured four smaller roundtable discussions led by members representing Port Health, Planning & Transport, Community & Children’s Services, and the City of London Police. The

event concluded with a well-received festive drinks reception accompanied by music, providing residents with a valuable opportunity to connect with fellow residents, members, and officers in an informal setting. A “Finance Special” City Question Time will take place at the Barbican on 3 February.

15. Officers are continuing to work with the Resident Engagement Policy Lead to develop the Square Mile resident offer, in line with other London local authorities and to broaden the reach of our resident engagement work. Part of this will include a new “City Living” residents' card, due to launch later this year. Work is also underway to create a clear resident page on the City Corporation website.
16. The latest edition of the localised City Living printed newsletter was distributed to all Square Mile residences, with content included from across departments and institutions. The monthly email newsletter continues to perform strongly, with an open rate of 65–75%, and 7% growth since November.

Election Engagement

17. Voter registration closed on 30 November and the new Ward List will be published on 15 February. While the precise numbers are being finalised at the point of writing, the 2025–2026 Ward List will be the largest in a decade.
18. Focused outreach to a target list of 500 previously unregistered organisations saw approximately 30% of these registering - including SMBC, Mastercard, Chubb, and Deliveroo. Overall, approximately one third of worker voters were not on the previous Ward List, including more than half in Bishopsgate ward.
19. Now the registration period has concluded, focus has turned to candidate engagement and voter mobilisation. Three candidate briefing events are being held in January. The first two of which attracted 102 unique individuals, the vast majority of whom would be first-time candidates. Feedback from these sessions has been strong – 86% of attendees surveyed rated the session as ‘excellent’ or ‘good’. The Standing page on the Speak for the City website has also been updated with a robust frequently asked questions section.
20. Once the Ward List is published, the team will implement a multi-channel voter communication strategy, leveraging post, email, and social media to ensure voters are fully informed about how, where, and when to vote. The candidate guide will be launched in early March and will be promoted as part of these efforts.
21. The lack of a central CRM tool, where an individual or company’s relationships across the City Corporation can be viewed easily, continues to be one of the major hurdles to effective election engagement. Work is underway with DITS to ensure this is addressed as part of the Data Lighthouse Project.

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

Mark Gettleson

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Annex C – Media Relations

Media Impact Analysis

23. The Media Team delivers a quarterly digital communications report to enhance our impact analysis. This reporting period covers October, November, and December 2024 (Q4).

Overview

24. The Media Team generated 9,470 media mentions (excluding the International Investment Summit), including 8,730 online, 416 on television, 235 in print and 91 on radio. Key outlets for coverage included the Press Association, City A.M., BBC, Daily Mail, Financial Times, The Independent, The London Standard, and Daily Telegraph.

Media Highlights

International Investment Summit

25. The Corporate Communications Team collaborated with the Government to deliver communications for the summit, which achieved over 8,300 news items. The Policy Chairman was interviewed by ITV News and Channel 4, emphasising that the summit represents an opportunity to hear from the Government and their total commitment to growing the economy. Social media posts generated 8,740 engagements with a reach of 55,400 impressions.

Lord Mayor's Show

26. The Communications Team delivered a comprehensive proactive media, social media, and advertising campaign to promote the Lord Mayor's Show, which was covered positively in over 1,120 articles. This included major national, London, international, and consumer coverage, for example, in the Daily Mail, Metro, Bloomberg, and BBC London News. The Media Team maximised coverage by giving the Press Association and Getty exclusive access to the route. Coverage carried core messaging including on the Lord Mayor's theme, with hundreds of articles publishing key narratives on Growth Unleashed. Broadcast live on BBC One, the programme included interviews of the Lord Mayor. The Media Team worked with the BBC to help deliver core messaging on Growth Unleashed, City Belonging Project, the Lord Mayor's Appeal, and City Bridge Foundation, to a peak audience of 1.1 million TV viewers, with many more watching digitally.

27. A marketing and communications campaign was devised and delivered in advance of the Show to promote it to key visitor, media, stakeholder, and internal audiences. This included: our most successful ever social media campaign which set new records across all metrics, placing the Show's poster in over 200 London Underground sites; delivering 220,000 Show leaflets across City and wider London community, cultural, hospitality, tourist, and transport hubs; and advertising in key London titles including City A.M., City Matters, and London Calling.

Financial and Professional Services Dinner

28. Widespread coverage was achieved on the Financial and Professional Services Dinner at the Mansion House, with over 2,000 pieces across the UK and international media. Channel 4 News, Bloomberg Radio, and Times Radio interviewed the Lord Mayor of London where he called for further reforms to unleash growth.
29. ITV, Sky News, and the BBC live reported the event with the BBC interviewing the Lord Mayor on his Growth Unleashed theme. The dinner gained significant additional coverage due to the Governor's comments on the UK needing to "rebuild" its relationship with the EU to boost the economy.
30. Social media posts generated 8,490 engagements with a reach of 42,900 impressions.

Lord Mayor's Banquet

31. Following a large-scale proactive communications plan, the Lord Mayor's Banquet was covered extensively by national and international media. During his keynote speech, the Prime Minister told guests that the UK will continue to back Ukraine while the Lord Mayor unveiled his Growth Unleashed theme and called on the government to support British businesses in leveraging their competitive edge. Coverage was achieved in over 1,000 media outlets including The Times, City A.M., Guardian, Daily Mail, Independent, Sky News, BBC News, and ITV News.
32. Social media posts generated 21,000 engagements with a reach of 92,800 impressions.

Markets

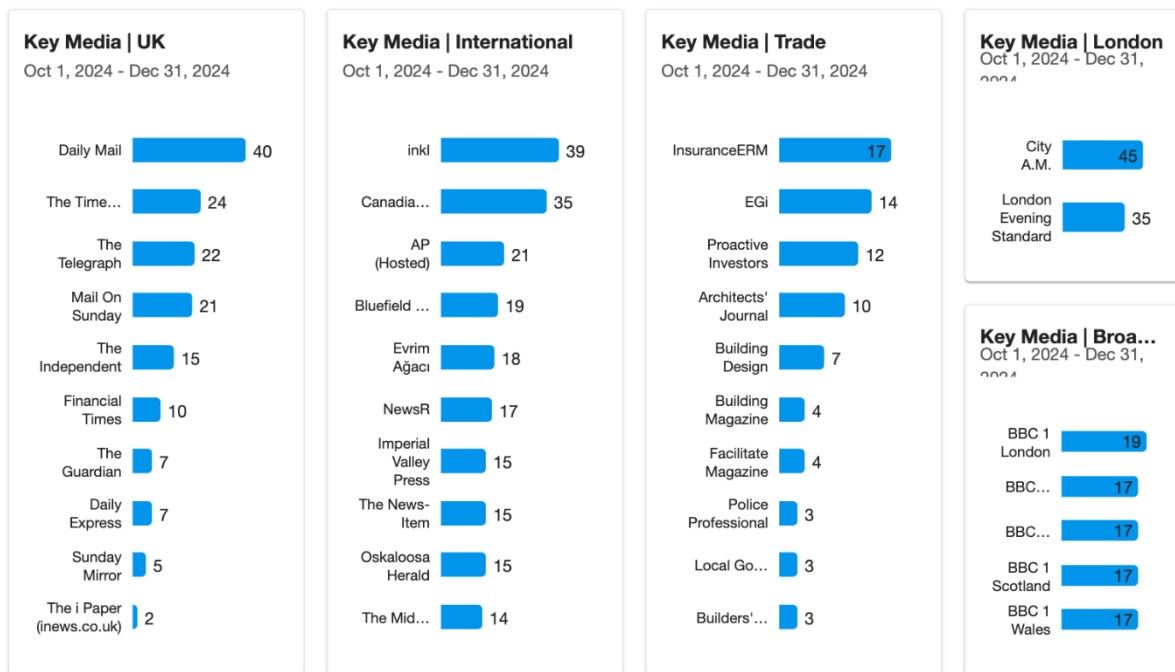
33. The decision to cease the market co-location programme taken by the Court of Common Council in November inevitably attracted a significant amount of media attention. Leaks ahead of the decision led to coverage ahead of Court about possible legal challenges in The Times.
34. Broadcast interviews immediately following the decision helped get across the City Corporation's focus on the future, with a growing recognition of the broader financial context and rationale for the decision. Most media coverage led on the historical and heritage aspects of the markets. While the overall sentiment in coverage was neutral, most outlets effectively conveyed our key messaging. In the days following the decision, a more proactive approach was taken to shape and present our narrative in the media.
35. Social media posts about the announcement generated a low 1,490 engagements with a reach of 17,900 impressions.
36. Since then, officers worked through Christmas to generate positive headlines and managed media at the Christmas Eve auction. Work was also undertaken to

ensure our updated narrative could be deployed in early January via the Policy Chairman's City A.M. oped ahead of the London Government Dinner.

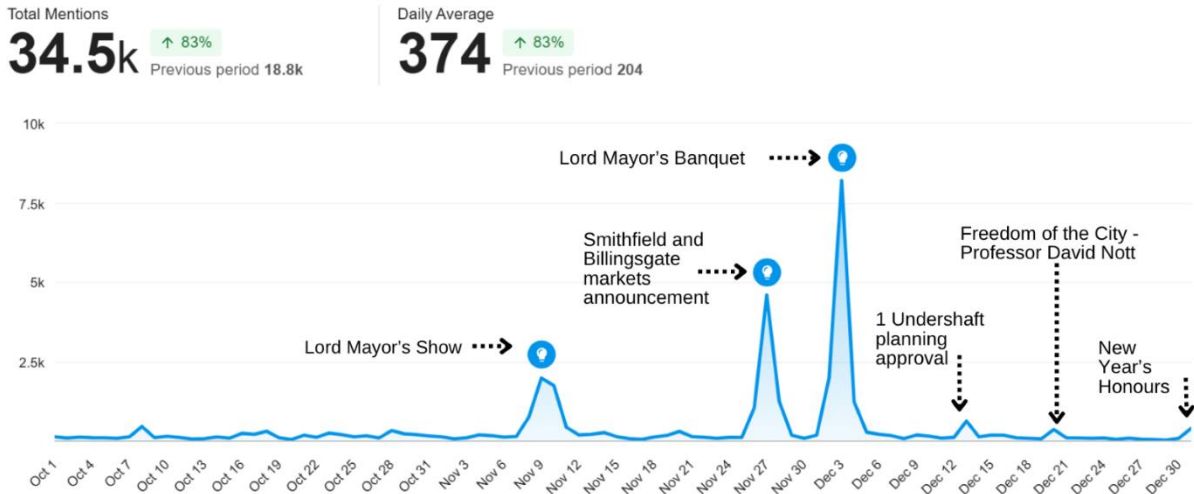
Barbican Renewal

37. The Court of Common Council approved £191m funding for the Barbican Renewal Programme one week after the markets' decision. A proactive approach was recommended and adopted leading to positive coverage, led by an exclusive story in the London Standard. Coverage was also achieved in City A.M., City Matters, and several arts, planning, and consumer trades. Social media posts generated 2,040 engagements with a reach of 30,020 impressions with more activity planned around the consultation.

Earned Coverage Breakdown

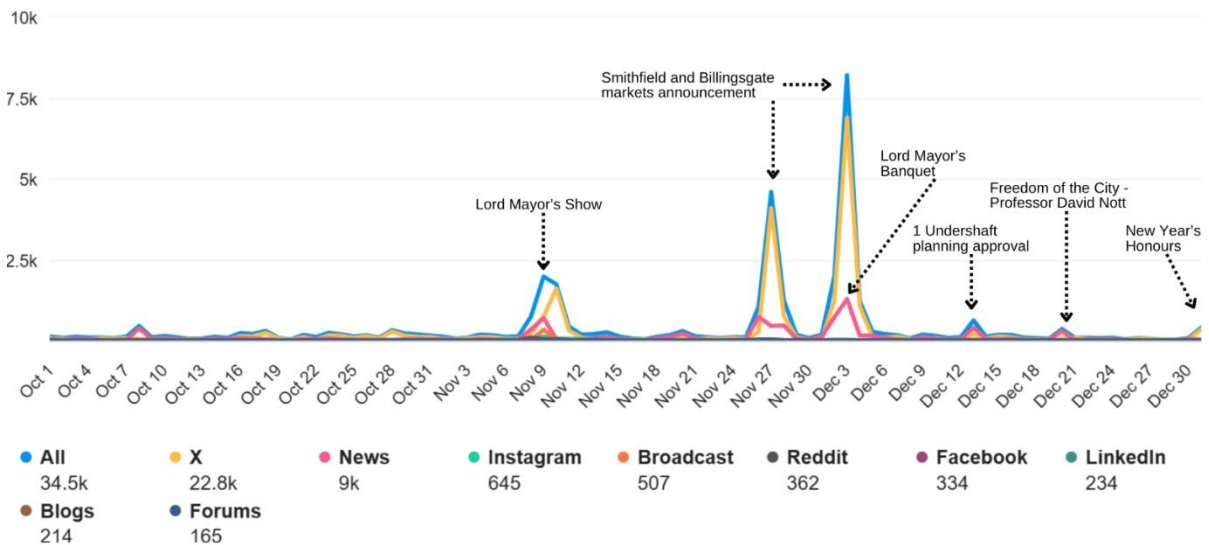


Spikes in mentions of the City of London Corporation



An overview of overall mentions 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. These AI-driven insights highlight statistically significant spikes in news and social media conversations

Mentions across traditional media outlets and social media platforms



Breakdown of engagement across news, social media, and other source type

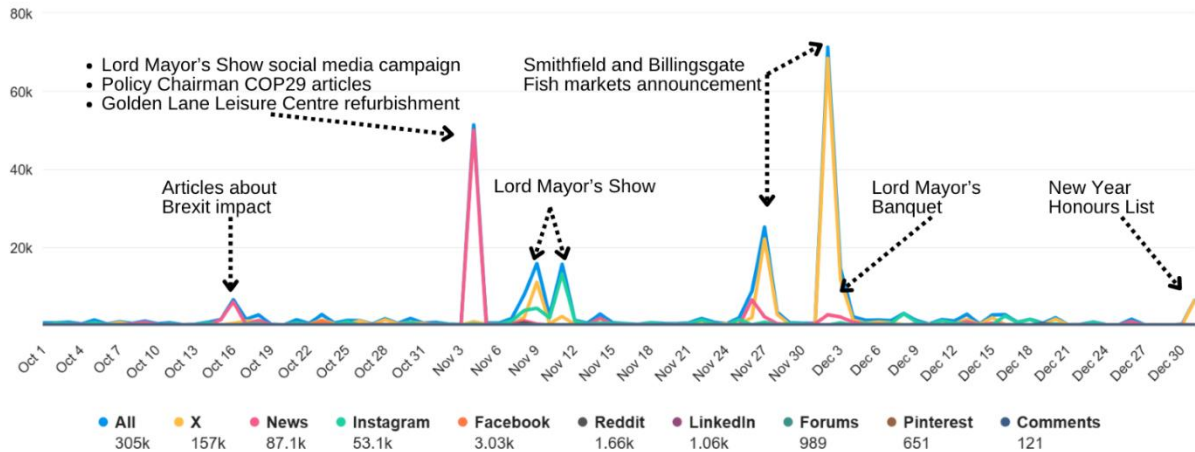
Mentions with most engagements

Total Engagement

305k ↑ 127%
Previous period 134k

Daily Average

3.31k ↑ 127%
Previous period 1.46k



Breakdown of engagement across news, social media, and other source types.

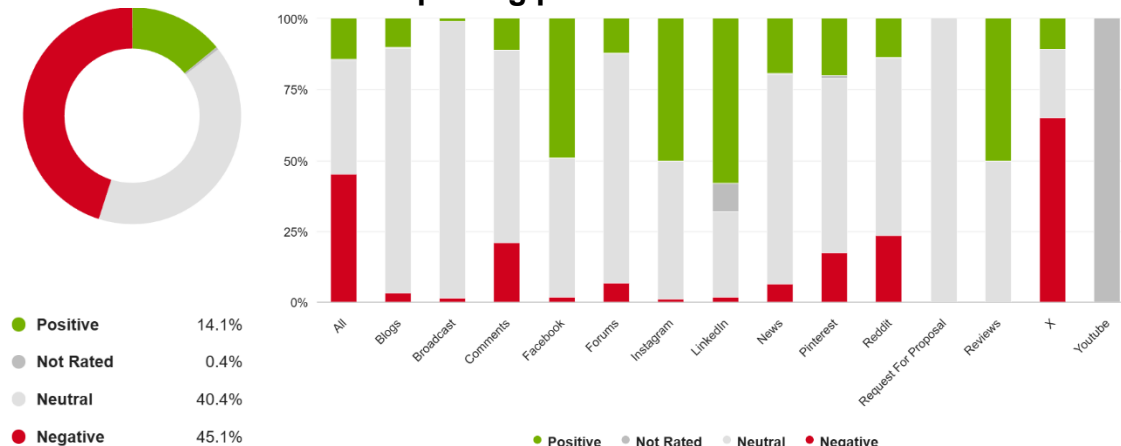
Sentiment analysis

38. **Negative sentiment** primarily expressed sadness regarding the closure of Smithfield Market. The remaining posts include a sizeable number of abusive comments confusing the Mayor of London and the Lord Mayor.

39. **Positive sentiment** featured praise of the Lord Mayor's Show and individuals receiving New Year Honours.

40. **Neutral sentiment** primarily focused on Smithfield Market, with mentions repeating our agreed lines for communicating the decision and future plans. The Lord Mayor's Show also features here with general comments about the day and things to do.

Overall sentiment for this reporting period



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

Digital Communications Impact Assessment

41. Our digital offer achieved significant growth and strategic success across multiple platforms, demonstrating resilience and adaptability in a challenging digital landscape. The team delivered a 23% increase in content output, driving a 9% rise in engagement levels and expanding the total reach to 251,000 engagements and 2.93 million impressions. The follower base grew by 4%, reaching 198,000 across platforms.

Digital Communications Highlights

Lord Mayor's Show 2024

42. Our in-house social media campaign for the Show achieved unprecedented success, delivering exceptional results without any budget allocation. The strategic pre-event campaign, which highlighted various aspects of the Show, the Lord Mayor, and the City, generated record-breaking metrics: 37,300 engagements and 410,000 impressions, resulting in a 7.41% engagement rate. This is a significant increase from the previous year's record performance of 29,198 engagements and 217,915 impressions. Key highlights included media coverage of the State Coach exhibition and the Silent Ceremony, with the latter achieving a remarkable 9.01% engagement rate and generating 7,870 engagements across 108,000 impressions. The official image of the Lord Mayor outside the Great Hall proved particularly compelling for our audience.

Planning application approvals – 60 Gracechurch, 1 Undershaft, 65 Fleet Street

43. Our announcements of major planning approvals (60 Gracechurch, 1 Undershaft, 65 Fleet Street) showed exceptional performance, achieving 68,800 engagements, and reaching 396,000 impressions, with an outstanding 11.36% engagement rate—more than double our platform average of 4.8%. This success can be attributed to our media team's strategic approach of crafting comprehensive posts across flagship channels, incorporating rich visual content and detailed information about public realm improvements and other notable highlights such as environmental measures. The positive tone of these posts has seen far fewer negative replies from when we kept the neutral and procedural tone necessary for processing applications for announcing successful ones.

Channel Metrics






44. The Communications Team has significantly expanded our digital reach, with a 23% increase in content output driving a 9% rise in engagement levels. Our total reach encompassed 251,000 engagements and 2.93 million impressions, while our follower base expanded by 4% to 198,000.

Key Performance Indicators:

45. Engagement Growth: The 23% increase in posting frequency, particularly on Instagram, yielded a 9% higher engagement rate and 15% more link clicks, totalling over 251,000 engagements and reaching 403,000+ users through 2.9 million impressions.

Platform-Specific Growth:

- Instagram: 2,340 followers (41% growth)
- LinkedIn: 72,000 followers (9% growth)
- X: 110,000 followers (1% growth)
- Facebook: 13,800 followers (1% growth)
- YouTube: 9,620 followers (2% growth)

Account	Posts	Video views	Post link clicks	Engagements	Engagement rate	Impressions	Net fans
1  City of London Corporation · LinkedIn	449	152k	174k	207k	4.76%	1.67M	6.04k
2  City of London Corporation: City View · Facebook	141	2.11k	380	21.1k	5.57%	323k	131
3  cityoflondon · Twitter	184	27.9k	1.86k	12k	1.72%	643k	917
4  City of London Corporation · Instagram	150	32.5k	0	5.76k	4.32%	106k	676
5  City of London Corporation · YouTube	113	9.34k	0	375	0.03%	9.34k	150

Cross channel metrics for this reporting period.

Platform specific highlights

46. **LinkedIn:** Having replaced X as our main feed, LinkedIn generated 207,000 engagements, 174,000 link clicks, and 1.67 million impressions - surpassing all other platforms combined. Our early adoption strategy and integrated departmental approach have validated the effectiveness of combined "super feeds" over dispersed topic-specific channels.

47. **Instagram:** We are beginning to see this feed breakthrough with a 41% increase in followers and nearly doubled quarterly engagement metrics, achieving a 4.32% engagement rate. Our community-focused content strategy continues to drive this positive trajectory.

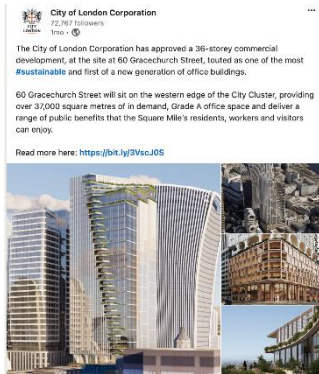
48. **X:** The decline across all key metrics continues, mirroring trends seen across similar institutional accounts. Comparing January 2023 with 2024 shows a 57% decrease in engagements, 90% reduction in link clicks, and 66% fewer impressions. We're actively monitoring and supporting colleagues who are reporting a dramatic increase in challenging behaviour on X. We have reminded them of existing protocols for dealing with abuse.

Most engaged content

49. Leading content categories by engagement included the Lord Mayor's Show, planning approval announcements, Lord Mayor's Banquet, Financial Services Dinner, and the Chanukah reception.

Post highlights:

- 60 Gracechurch Street planning approval: 32,106 engagements on LinkedIn
- Lord Mayor's Show campaign: Peak single post achievement of 5,388 engagements within the campaign's total 37,000 engagements
- Lord Mayor's Banquet: Posts featuring photos of the Prime Minister and Lord Mayor meeting school children generated 21,000 engagements and a reach of 91,800 impressions.



Platform-specific Engagement rates




50. Top posts measured by the engagement rate percentage were identified across Facebook, Instagram, X and LinkedIn. This shows how content is landing with end users, regardless of how many followers a particular feed has, allowing us to gauge how well content is doing and update our plans accordingly.

Top post on each platform by engagement rate	Facebook	Instagram	Instagram Story	Twitter	LinkedIn
@City of London Corporation: City View Oct 29, 2024 · 7:00 PM	@City of London Corporation Nov 9, 2024 · 12:44 PM	@City of London Corporation Oct 14, 2024 · 4:45 PM	@City of London Nov 26, 2024 · 5:03 PM	@City of London Corporation Dec 17, 2024 · 11:57 AM	
The Planning Applications Sub-Committee has unanimously approved proposals to #retrofit the building at 65 Fleet Street into a new mixed-use scheme. The plans will deliver a wide range of benefits for local residents, workers and visitors, including:	State Coach making its way down Ludgate Hill where the Banksy artwork@first appeared:		Our statement following the Court of Common Council's decision to end the markets move to Dagenham: https://t.co/ePbiAYGNST	Yesterday evening, we were delighted to host our annual Chanukah reception at Guildhall - and to launch the City Jewish Network, one of a family of City Belonging Networks that will be	
1 ❤️ 11 🗨️ 3 🌐 0 31.81% Engagement Rate	0 ❤️ 93 12.72% Engagement Rate	32 📄 3 ▶️ 180 85.65% Completion Rate	13 ❤️ 20 🗨️ 9 7.17% Engagement Rate	3 ❤️ 163 🗨️ 11 50.7% Engagement Rate	




LinkedIn posts by engagement rate

@City of London Corporation Dec 17, 2024 · 11:57 AM	@City of London Corporation Oct 1, 2024 · 10:40 AM	@City of London Corporation Nov 13, 2024 · 2:59 PM
Yesterday evening, we were delighted to host our annual Chanukah reception at Guildhall - and to launch the City Jewish Network, one of a family of City Belonging Networks that will be launched as part of @The Rt Hon. the Lord Mayor Alastair King's mayoral theme (hashtag)#growthunleashed. The event featured speeches	Work in the City? Want to help shape its future? Request your vote for the upcoming City of London elections.	The City of London Corporation has developed a guide to getting authorised in the for international financial services firms. It is intended to help non-UK firms understand the UK financial services regime and gives practical guidance about how they can do business in the UK. Sign up now to receive your free copy of the full report.
3 ❤️ 163 🗨️ 11 50.7% Engagement Rate	0 ❤️ 1 🗨️ 0 🌐 1,042 50.0% Engagement Rate	0 ❤️ 0 🗨️ 0 33.33% Engagement Rate




X posts by engagement rate

 <p>@City of London Nov 26, 2024 · 5:03 PM</p> <p>Our statement following the Court of Common Council's decision to end the markets move to Dagenham: https://t.co/ePbiAYGNST</p> <p>13 20 9 7.17% Engagement Rate</p>	 <p>@City of London Nov 10, 2024 · 8:00 AM</p> <p>We stand together to honour the incredible courage and sacrifice of generations of service men and women who have given their lives to protect the freedoms that we enjoy today. https://t.co/4b59FSFBtc</p> <p>1 98 26 4.72% Engagement Rate</p>	 <p>@City of London Nov 8, 2024 · 2:31 PM</p> <p>LIVESTREAM: Watch "The Silent Ceremony" where Alderman Alastair King DL will be installed as the 696th Lord Mayor of the City of London 🇬🇧 https://t.co/pRR22VTDqo. https://t.co/AKsKsEJF4</p> <p>5 84 23 4.43% Engagement Rate</p>
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Facebook posts by engagement rate

 <p>@City of London Corporation: City View Oct 28, 2024 · 7:00 PM</p> <p>The Planning Applications Sub-Committee has unanimously approved proposals to #retrofit the building at 65 Fleet Street into a new mixed-use scheme. The plans will deliver a wide range of benefits for local residents, workers and visitors, including: 🏠 850 room student accommodation to meet growing demand from the higher education sector. 🌳 Ground</p> <p>1 11 3 0 31.81% Engagement Rate</p>	 <p>@City of London Corporation: City View Nov 26, 2024 · 5:03 PM</p> <p>Our statement following the Court of Common Council's decision to end the markets move to Dagenham:</p> <p>7 12 4 0 26.94% Engagement Rate</p>	 <p>@City of London Corporation: City View Dec 2, 2024 · 8:25 PM</p> <p>Lord Mayor Alastair King welcomes Prime Minister Sir Keir Starmer to Guildhall for the Lord Mayor's Banquet. Guests will hear speeches from the Lord Mayor, the Prime Minister, the Lord Chancellor and the Bishop of London. #GrowthUnleashed</p> <p>2 24 1 0 25.73% Engagement Rate</p>
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Instagram posts by engagement rate

 <p>@City of London Corporation Nov 9, 2024 · 12:44 PM</p> <p>State Coach making its way down Ludgate Hill where the Banksy artwork@first appeared!</p> <p>0 93 12.72% Engagement Rate</p>	 <p>@City of London Corporation Nov 8, 2024 · 12:52 PM</p> <p>Taking up his position outside the Lord Mayor's official residence, The Mansion House, this artist has been busy over the last few days working on an oil painting commissioned by The Company of Pikemen and Musketeers. #LordMayorsShow #TheSoulOfLondon The Company of Pikemen and Musketeers</p> <p>2 91 10.7% Engagement Rate</p>	 <p>@City of London Corporation Oct 14, 2024 · 8:22 AM</p> <p>We are delighted that Guildhall is today welcoming delegates to the Government's International Investment Summit. Discussions are set to focus on what the UK needs to do to build on its position as a leading destination for international capital. #ukinvestment</p> <p>1 65 10.53% Engagement Rate</p>
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YouTube videos by engagement rate



City of London Corporation
Dec 13 - 02:49 PM

Planning Applications Sub-Committee Friday 13th December 2024, 10:00am

👍 5 🗨️ 5 📺 0 ➡️ 27
57% Engagements



City of London Corporation
Nov 09 - 03:28 AM

Silent Ceremony Friday 8 November 2024, 2.30pm

👍 5 🗨️ 0 📺 0 ➡️ 38
52% Engagements



City of London Corporation
Nov 11 - 04:40 PM

Lord Mayor's Show 2024

👍 5 🗨️ 0 📺 0 ➡️ 14
32% Engagements

Annex D – Publishing (Internal Communications and Website)

The People Strategy – and change communications

41. Strategic communications for internal audiences focused around key themes of The People Strategy. A key moment was the Town Clerk Live on 4 December where members of the Executive Leadership Board outlined the actions taken as a result of the staff survey. Chief People Officer, Ali Littlewood also provided a broad update on the strategy covering Ambition 25; Programme Sapphire (ERP); new training and development; and wellbeing such as our volunteering programme LEAP. The event was well attended with 150 people joining in person and 800 online, with 100 questions submitted by colleagues that will all be answered and published.
42. A campaign to promote submissions for the organisations staff award programme was successful in achieving nearly 400 submissions from across the organisation – with a ceremony that will now take place in February 25.
43. The new Employee Engagement Network, comprising internal communications leads across our services and institutions continues to ensure alignment on key programmes – with introductory sessions held in Nov/Dec to bring comms leads up to date on Programme Sapphire – and ways of working to deliver the programme over the next 18 months.
44. Communications and engagement for stakeholders on Ambition 25 and Programme Sapphire (ERP) were prioritised during the period, with messaging development and planning for key phases in Q1 and Q2 in 2025.

Markets

45. Internal Communications played an essential role in communicating the decision taken by the Court of Common Council in November on the future direction of the Markets. Through collaboration with the project team and communication colleagues we ensured that Markets staff were informed first and that opportunities were arranged – through an in-person event with the Town Clerk – for staff to be heard. We continue to put an emphasis on supporting the programme and the Markets division through the development of new employee engagement and communication activities.

Engagement – new channels

46. We continue to embed new channels to raise awareness amongst our people on developments within the Corporate Plan and the scope of work carried out across the organisation. It has been pleasing to see the listenership of our new podcast, The CoLCast, continue to grow, with more than 400 full streams of the first two 15 minute episodes, securing deep engagement with our people. Produced entirely in-house, the channel is in its infancy and receiving

positive endorsement from listeners, and we remain committed to growing its reach. The most recent featured the Town Clerk; our film team on revenue opportunities; and the 150 anniversary and community role of West Ham Park.

47. We held our second Fantastic Five Years Live session on the Climate Action Strategy – in which attendees were invited to become Climate Change Champions. We will continue to share opportunities for colleagues to understand areas of strategic importance in this way throughout 2025.

Content creation – in-house efficiencies

48. The central Internal Communication team have become increasingly skilled in content creation, effectively producing, editing and publishing a range of communication assets in-house. Assets created in the period include; creating audio tour videos for the Statues Project; a Health & Safety video and new intranet pages; and an introductory video for new project management process.
49. In addition, as we approached the end of the year, we created a video message from the Town Clerk that celebrated key milestones from the year that all relate to themes in the Corporate Plan. The video was viewed, in its entirety, nearly 500 times.

Website

50. The website team have continued working with DITS, Zengenti (website host) and the design agency on putting the Digital Strategy on the site. This is now at the stage of a first draft with content and will be circulated for approval shortly.
51. They have also collaborated with colleagues in creating additional content in response to the intense interest generated in the wholesale markets relocation issue. This meant initially finding a quick solution to direct users to the most helpful information. This was followed by the creation of three new pages dealing with contacts, news and the Bill to Parliament which deals with the ending of the City Corporation's responsibilities to operate a market at these sites.
52. There has also been a substantial amount of work done on the statues project in creating a dedicated section of the website. This has been regularly reviewed and updated, including receiving feedback from an external accessibility panel. This has now been presented to the Members of the Culture, Heritage and Libraries Committee at a workshop and will go to committee for approval in due course.

Mark Gettleson

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Corporate & Strategic Implications

- 53. 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.
- 54. Financial implications – None
- 55. Resource implications – None
- 56. Legal implications – None
- 57. Risk implications – None
- 58. Equalities implications – Not applicable
- 59. Climate implications – Not applicable
- 60. Security implications – None

Agenda Item 6

Committee(s): Communications and Corporate Affairs Sub Committee – For Decision	Dated: 5 February 2025
Subject: Political Party Conferences 2024/2025	Public report: For Decision
This proposal: <ul style="list-style-type: none">• 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:	Paul Wright, The Remembrancer & Dionne Corradine, Chief Strategy Officer
Report author:	Kristy Sandino - Interim Director of Strategic Communications & External Affairs

Summary

This report details a summary of the City of London Corporation programme and engagement at all the main political party conferences in 2024 and proposes plans for 2025. 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 number 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. This ensures 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 developing 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.

At the November 2024 meeting of Communications and Corporate Affairs Sub-committee, Members held a discussion on several issues relating to the 2025 Party Conference programme, including: Member and officer delegation size, the format of events, business day passes, and costs associated with the overall conference programme. Officers were asked to come back to the Sub-committee with further recommendations for consideration.

It was agreed that the number of Business Day passes could be reduced from two passes to one pass at each of the conferences for the Policy Chairman. It was also agreed that the number and format of events at each conference could be bespoke to each conference, with Members indicating they felt that the party of Government could warrant a greater number of events in the programme, and Members in attendance. Officers were asked to return to the Sub-committee with further recommendations, outlined below.

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 an additional event (reception) at Liberal Democrat Conference
 - One fringe event and an additional event (dinner) at the Conservative Party Conference (HM Official Opposition)
 - Two fringe events and an additional event (dinner) at Labour Party Conference (Party of Government)
 - Officer monitoring any party conference where the party has more than 10 MPs.
 - Member attendance at party conference will be considered for any party with more than 20 MPs.
- To approve a change to the Member and officer delegation travelling to party conferences, whereby:
 - The Policy Chairman and four (4) additional Members selected through an Expression of Interest process for the parties in Opposition.

Selected Members will be eligible for a two-day commercial guest party conference pass.

- No change to the Member delegation size for the Party in Government's conference. All Members of the Communications and Corporate Affairs Sub Committee are invited to attend as City Corporation representatives and are eligible for a two-day commercial guest party conference pass.
 - A business case is provided to the Policy Chairman and the Chair of Communications and Corporate Affairs Sub Committee for proposed officer attendance at conference.
- Approve that one (1) Business Day pass is secured for the Policy Chairman use at each conference in 2025.
 - Approve that Members attending party conference should travel second class on train journeys less than 2 hours.

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 party conference presence continue to deliver value for money and 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:
 - a. One fringe event and an additional event (reception) at Liberal Democrat Conference

- b. One fringe event and an additional event (dinner) at the Conservative Party Conference (HM Official Opposition)
 - c. Two fringe events and an additional event (dinner) at Labour Party Conference
 - d. Officer monitoring of Scottish National Party Conference and any political party with more than 10 MPs.
 - e. Member attendance will be considered for any party with more than 20 MPs.
 - f. 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.
10. 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 with 10 MPs or more that may take place in 2025.

Political & Industry Dinners

11. 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.
12. 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.
13. 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 approximately 80 guests at the City Corporation dinner at Conservative Party Conference.
14. 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.
15. 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.
16. 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.

17. To confirm in-demand venues and hotels, the Corporate Affairs Team typically 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).
18. 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.
19. 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.
20. 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.
21. Following discussion at the Communications and Corporate Affairs Sub Committee in November 2024, the Corporate Affairs team has proposed for 2025 that the evening event at Liberal Democrat Party Conference is a networking reception.
22. Following a successful dinner at Labour Party conference in 2024, and as the Party of Government, the Corporate Affairs team proposes that the evening event remains a dinner, with the format of the event being maximised for networking opportunities.
23. Following a successful dinner at Conservative Party conference in 2024, and as HM's Official opposition, the Corporate Affairs team proposes that the evening event remains a dinner, with the format of the event being maximised for networking opportunities.

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 and Officer 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. Following the Communications and Corporate Affairs Sub-committee in November 2024, Members indicated that the party of Government could be treated differently to the opposition parties. Therefore, officers propose that an Expression of Interest approach is taken for all party conferences besides the Party of Government. This would entail the below Member Delegation and process:
 - a) Chairman and four (4) additional Members selected through an Expression of Interest process.
 - i. Those interested in attending 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.
32. For the party in government, it is proposed that all Members of the Communications and Corporate Affairs Sub Committee are invited to attend. This is to ensure that there is a Member host on each table, and to ensure maximised engagement opportunities.
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. It is recommended 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 with the aim to decrease pass costs for Officers for 2025. We will provide a business case outlining the proposal for officer attendance for conference season, outlining what their role is, to be presented to the Policy Chairman and Chair of the Communications and Corporate Affairs Sub Committee. In previous years, the majority of officers in attendance have also had a conference pass, this will also be reviewed with only officers that absolutely require a pass securing one.
36. A measurement tool to ensure value for money will be developed for the 2025/2026 conference season.
37. In an effort to manage costs, it is proposed that Members should book second-class travel on train journeys shorter than two hours.

Corporate & Strategic Implications

38. 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 also help deliver the six outcomes of the new Corporate Plan.

39. 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

40. 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.

41. Members are asked to note the assessment of the City Corporation’s involvement at the 2024 party conferences.

42. Members are asked to make a decision on proposals for 2025 party conference programme and agree the approach to size of Member delegation to recommend to Policy and Resources.

Appendices

None

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Committee(s): Communications and Corporate Affairs (Policy & Resources) Sub Committee – For information	Dated: 05/02/2025
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: Rifah Isa, Office of the City Remembrancer	

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 28 November 2024.

Recommendation(s)

Members are recommended to note the report.

Main Report

Legislative Programme Update

1. Since the King’s Speech on 17 July 2024, Sir Keir Starmer’s government has advanced a robust legislative agenda comprising 39 Bills for the current parliamentary session. As of now, 22 Government Bills are active in Parliament, with six having reached Royal Assent, including the Budget Responsibility Act and the Employment Rights Act.
2. Key measures introduced include the Great British Energy Bill, which paves the way for a publicly owned energy company, and the Renters’ Rights Bill, which implements enhanced tenant protections. The Passenger Railway Services (Public Ownership) Bill continues to make its way through the legislative process and remains a focus of the government’s efforts to renationalise the railways.

3. Recent activity has also seen movement on measures of interest to financial and professional services firms, including the Property (Digital Assets etc) Bill and the Arbitration Bill, both progressing through their respective Houses.
4. The **City of London (Markets) Bill** seeks to repeal existing legislation relating to Billingsgate Market and the London Central Markets, thus removing the City's legal involvement in those markets. The Bill is scheduled for its First Reading in the House of Commons on 22 January 2025.
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. The uncontroversial measure has passed through the House of Lords and awaits a second reading 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. The Bill has successfully passed through the House of Lords and is now awaiting its Second Reading in the House of Commons. The Office is liaising with Innovation and Growth, as well as sector stakeholders including UK Finance regarding the Bill.
8. **Data (Use and Access) Bill** – The Bill continues to advance through the Lords, and awaits Report Stage. 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.
9. **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 Report stage in the Commons, its first House.

10. **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. The Bill, arising from Law Commission recommendations, contains 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.
11. **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 Bill 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, while there are also implications for the Corporation as a licensing authority. The Security Industry Authority will also be made responsible for enforcing venues’ legal requirements under the Bill. The Bill has successfully passed through the House of Commons and is now awaiting its Committee stage in the House of Lords.
12. Several Bills of interest are progressing, including the **Product Regulation and Metrology Bill, Armed Forces Commissioner Bill, Tobacco and Vapes Bill** and **Water (Special Measures) Bill**. Engagement with relevant committees and trade associations continues to ensure the Corporation remains informed of legislative developments.

Forward Look and Engagement Update

13. The APPG for Financial Markets and Services held its first event on 16th January on the topic of ‘Unlocking long-term growth in the financial and professional services sectors.’ The group is chaired by David Pinto-Duschinsky MP (Lab, Hendon), with Lauren Edwards MP (Lab, Rochester and Strood), Lord Sharpe of Epsom (Con) and Viscount Trenchard (Con) as officers. The Secretariat is provided by the APPG’s Industry Advisory Group, made up of traders and wholesale market associations, and is administered by the City Corporation (through the Remembrancer’s office). The next session is due to take place on 6th February on the theme of “Tackling fraud and economic crime.”
14. 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 parliamentarians. 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 the shadow Trade Secretary, the shadow City Minister and a further 9 parliamentarians.

15. 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 officers appearing on a panel (chaired by Rachel Blake MP) with the APPG for Anti-Corruption and Responsible Tax.
16. Peers were briefed ahead of a debate on the role of nature conservation in tackling climate change. The briefing focused on the Corporation's green finance work, in particular a City Corporation/Green Finance Institute/PwC report on London's role as a centre for nature finance.

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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

New Homes (Solar Generation) Bill [HC – PMB]

A Private Members' Ballot Bill, this measure seeks to mandate the installation of solar photovoltaic systems on all new homes. The Bill establishes minimum standards for compliance with this requirement, aiming to promote renewable energy adoption and reduce carbon emissions in the housing sector. It aligns with broader government and parliamentary efforts to advance sustainability and tackle climate change through innovation in building regulations. The Bill is currently progressing in the House of Commons.

Employment Rights Bill [HC – Government Bill]

This Government Bill introduces significant reforms to employment law, covering a wide range of areas. It amends redundancy procedures and addresses the treatment of workers involved in public contract service delivery. The Bill establishes two new bodies: the School Support Staff Negotiating Body and the Adult Social Care Negotiating Body, to improve pay and conditions in these sectors. Additional provisions focus on promoting equality duties for employers, updating rules around trade unions and industrial action, and enhancing the powers of the Certification Officer. The Bill also strengthens enforcement of labour market legislation. Currently progressing in the House of Commons, it reflects the government's focus on improving workplace rights and protections.

Firearms (3D Printing) Bill [HC – PMB]

A Private Members' Bill, this measure seeks to address the emerging risks associated with 3D-printed firearms. It proposes creating new offences, including the possession of blueprints for the 3D printing of firearms and the possession of firearm parts produced through 3D printing. The Bill aims to enhance public safety by tackling gaps in current firearms legislation and addressing technological developments that facilitate the unregulated production of weapons. Introduced in the Commons, the Bill reflects increasing concern over the intersection of technology and firearms regulation. It awaits its Second Reading.

Rivers, Streams and Lakes (Protected Status) Bill

A Private Members' Bill, the measure seeks to establish a framework for designating rivers, streams, and lakes as protected sites. It sets out criteria that must be met for such designation, including standards for water quality, safety, and environmental management. The Bill also requires enhanced provision of information about these sites. By introducing minimum standards, the Bill aims to improve environmental stewardship and ensure the sustainable management of the UK's freshwater resources. Currently at its presentation stage in the Commons, the measure reflects growing parliamentary interest in tackling water pollution and promoting biodiversity.

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.

Agenda Item 8

Committee(s): Policy and Resources – For Information	Dated: 16/01/2025
Communications & Corporate Affairs Sub Committee – For Information	05/02/2025
Subject: Support for UK-based Financial and Professional Service - Innovation and Growth Quarterly Report	Public report: For Information
This proposal: <ul style="list-style-type: none">• delivers Corporate Plan 2024-29 outcomes	Dynamic Economic Growth
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Executive Director for Innovation and Growth	Damian Nussbaum
Report author: Strategic Engagement and Operations Director, Innovation and Growth	Daniel O’Byrne

Summary

This report presents the impact of the City of London Corporation’s (CoLC) work in support of UK-based Financial and Professional Services between October 2024 and January 2025. It gives Members of the Committee visibility of the outcomes of workstreams in the last quarter 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.

This paper also includes the annual update on Innovation and Growth’s Overseas Offices for the 2024 calendar year ([see Appendix 1](#)).

Recommendation(s)

Members are asked to:

- Note the update on key pieces of work that have taken place between October 2024 and January 2025, and their outputs.
- Note the update on the work that has taken place in IG’s overseas offices in the 2024 calendar year.

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 24-29 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 by Policy and Resources Committee (P&R), IG will provide quarterly updates on key pieces of work. This report updates Members on the period between October 2024 – January 2025.
3. As part of Innovation and Growth's work, the Department operate a number of overseas offices and has expanded its overseas presence throughout the last decades in order to provide in-market intelligence, expertise and facilitate our work to promote the Financial and Professional Services Sector in line with the objectives of our competitiveness strategy in the following locations:
 - Belgium: Brussels
 - China: Beijing and Shanghai
 - India: Mumbai
 - United States of America (US)
4. For further background please see the previous overseas offices report provided to the Policy and Resources on 14 December 2023.
5. The annual Overseas Offices update for the 2024 calendar year is attached for Member's information at [Appendix 1](#).

Current Position

6. CoLC has carried out a wide range of activity between October 2024 – January 2025, across the key areas of our 2024/2025 business plan. Updates on key initiatives and workstreams are provided from paragraphs 10 to 23.
7. 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.

8. 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.
9. 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

10. In line with the CoLC's Vision for Economic Growth report and roadmap, The Prime Minister announced a new Industrial Strategy last October, at the International Investment Summit, hosted at Guildhall. Financial and Professional Services (FPS) are two of the eight growth sectors identified. This is something the Corporation has consistently called for and represents [a significant policy shift](#) (see [Appendix 2 – Vision for Economic Growth – One year on](#)).
11. The [State of the sector 2024](#) report was launched at the FPS Dinner at Mansion House in November 2024. The annual publication reviews the past year in financial services. It uses a wide range of metrics and industry engagement to analyse the UK's position in financial services. It highlights the industry's many successes, but also reveals opportunities to boost growth and improve international competitiveness.
12. [Expanding into the UK: a guide for international financial services firms](#) was launched as part of the Attract and Retain Campaign in November. The report is designed to address perception barriers and offer a resource to help international businesses navigate the UK regulatory regime. The guide demonstrates what steps firms must take to establish themselves in the UK market. Importantly it supports the narrative for UK financial services regulation and presents a clear pathway for international firms looking to establish a presence in the Square Mile.
13. The inaugural *UK and European Investing at Scale Summit* was also hosted in November in partnership with AIF Global, US think tank. The summit brought together large-scale global asset owners (\$100bn+) and allocators and is part of IG's focus on global capital attraction and retention in the UK. The Lord Mayor and His Excellency Georges Friden, Ambassador of Luxembourg to the UK, delivered keynote addresses reinforcing the message that London is unrivalled for private capital allocation at scale, working symbiotically with other asset locations such as Luxembourg.
14. In addition during the last quarter, IG supported both Policy Chairman (CPR) and Lord Mayor's domestic and international engagement. CPR conducted successful visits to Scotland, Brussels, Azerbaijan (COP) and India. The former Lord Mayor

was supported on his visits to Estonia/Latvia and Germany, and the new Lord Mayor (LM) has been supported on visits to the Gulf and Northern Ireland.

15. Preparations commenced for the Global Risk Summit to take place in May 2025. CPR and LM jointly announced the date for the summit in a December press release, following the first sponsor steering committee meeting on 2 December.

Sustainable finance

16. The City of London hosted and co-led the Secretariat for the Transition Finance Market Review (TFMR). The TFMR is an independent market Review commissioned by the UK Government and led by Vanessa Havard-Williams (Linklaters), supported by a panel of advisors and a secretariat. The TFMR was tasked with looking at how the UK can leverage its existing strengths to become the best place in the world to raise credibly transition capital, invest and obtain financial and professional services to support a net zero future. The TFMR [published](#) its findings on 17 October (see link in background papers), providing a framework to scale the market for transition finance in the UK and globally. Through the Chancellor's Mansion House speech, the Government (HMG) has begun delivery of its recommendations by co-launching the Transition Finance Council alongside the City of London. CPR will shortly be collaborating with HMG to appoint its Chair. It is hoped that the Council will be launched in early 2025.
17. The Chancellor's Mansion House speech contained a series of sustainability related announcements which the CoL was heavily involved with and thus delivered strong policy wins. Announcements included:
 - a. The Launch of a consultation on Future regulatory regime for ESG ratings providers with feedback invited until 14 January 2025. The IRSG, which is co-sponsored by CoL, launched a voluntary Code of Conduct for ESG Ratings and Data Providers which has provided the blueprint for this intervention.
 - b. A consultation on UK Green Taxonomy with feedback invited until 6 February 2025. CoL, through the IRSG, was a member of the Green Technical Advisory Group which provided official advice to HMG on this matter.
 - c. A Policy Paper on Principles for voluntary carbon and nature market integrity. In early 2025, the government will consult on the proposed implementation of these principles into voluntary carbon and nature markets and seek views on how they could be applied through guidance, standards and regulatory oversight. Through the UK Carbon Markets Forum, CoL had been calling for further clarity on HMG's approach to support growth of this market.
18. CPR led a delegation to COP29 in Baku from 13-15 November 2024. His programme focused on three key themes of transition finance, carbon markets and adaptation finance, with an overarching objective of demonstrating the UK as a leading centre for sustainable finance and highlighting the ways in which UK expertise can support the transition to net zero internationally. CPR's subsequent

visit to India was a continuation of many of these themes. Its specific objectives were to lead the UK-India Infrastructure Financing Bridge (UKIIFB) delegation in engaging with key Indian stakeholders; and strengthen the City of London's partnership with India, focusing on FPS, infrastructure financing and sustainable development.

Innovation in technology

19. The Data Use and Access (DUA) Bill was published and received its first reading on 23 October 2024. After its predecessor, the Data Protection and Digital Information Bill failed to make it through the last Parliament, CoLC had called for its main elements to be re-introduced at the earliest possible opportunity. The Bill is projected to bring an estimated £10 billion boost to the UK economy across 10 years and will also support delivery of certain Vision for Economic Growth recommendations. CoLC will engage with the Bill through the work of the IRSG's data committee.
20. CoLC ran the third iteration of its Innovation Challenge. The work begun in March of this year and focussed on addressing the threat that synthetic entities, including audio and visual deepfakes, pose to financial services businesses and their customers. The main activity from the Challenge focussed on a 7-week sprint to explore how tech and AI solutions can help to address this growing problem. The initial results/ impact of the challenge include:
 - i. Acceleration of product development by 3 months or more with one participating firm reporting a 9-month acceleration in product development.
 - ii. Nearly all of the financial services participants plan to continue engagement with at least one of the tech companies from the Challenge.
21. Work on the implementation of the Vision for Economic Growth recommendation on a scalable digital verification solution is progressing. This is enabled by the trust framework introduced via the DUA Bill. The Centre for Finance, Innovation and Technology is running a coalition that brings together leading financial, technology, regulatory and public institutions to design a practical prototype for a digital company ID (Company ID) that will prevent fraud and deliver economic growth by empowering UK SMEs. CoLC supported the drafting and launch of an interim progress report. In parallel we are supporting engagement with industry and government to speed up the delivery of a scalable digital verification solution for individuals too. Our analysis in Vision for Economic Growth shows that digital verification could benefit UK businesses and consumers by up to £5 billion by 2030, including by reducing fraud losses.
22. In response to CoLC's and Innovate Finance's joint report 'RegTech Test: Identifying the Policy Impact on Compliance Technology', the FCA added a reference to RegTech in the updated Statement of Policy on Cost Benefit Analysis (CBAs). CBAs are an important part of policy making and if RegTech is hardwired into that it is a welcome outcome. It has been well documented that firms want to see regulators play an active role in RegTech, particularly by encouraging the adoption of RegTech solutions among regulated firms. Research from the FCA

concluded that “There is a clear demand that the FCA should continue its role of bringing the RegTech ecosystem together through raising awareness of RegTech (43%) and encouraging innovation (35%). This is a welcome step that will support the growth of this important sector.

Next steps

23. Priorities for the next quarter include supporting the CPR and LM at Davos, as well as following up on the FS Strategy, including how to strengthen inward investment; driving greater domestic investment; improving risk culture; and developing the Mansion Compact.

Corporate & Strategic Implications

24. Strategic implications – the activity outlined in this paper supports 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.
25. Financial implications – all financial implications are considered as part of IG’s departmental business planning and project planning processes.
26. Resource implications – all resource implications are considered as part of the project planning process.
27. Legal implications – none identified this paper.
28. Risk implications – all risk implications are considered as part of the project planning process and subsequent monitoring.
29. Equalities implications – none identified for this paper.
30. 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.
31. Security implications – none identified for this paper.
32. Health Implications – none identified for this paper.

Conclusion

33. This paper is the fourth 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. It also provides Member’s with an annual update on the work carried out in overseas offices in the 2024 calendar

year. This work is led by IG working with Corporate Affairs, Media, the Remembrancer's Office, the Office of the Policy Chairman and Mansion House.

Appendices

- Appendix 1 – City of London Corporation Overseas Offices 2024
- Appendix 2 – Vision for Economic Growth – One year on

Background Papers

- [Scaling Transition Finance Report](#)
- Innovation and Growth Quarterly Report - submitted to Policy and Resources on 11 November 2024
- 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
- City of London Corporation Overseas Offices (Non-Public) – submitted to Policy and Resources on 14 December 2023
- Establishing CoL's permanent US presence (Non-Public) – submitted to Policy and Resources Committee on 23 February 2023

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City of London Corporation's Overseas Offices

The City of London Corporation (CoLC) operates a number of overseas in the following locations:

- Belgium: Brussels
- China: Beijing and Shanghai
- India: Mumbai
- United States of America (US)

The City of London Corporation's overseas offices work as a natural extension of the priorities set in London in support of the Competitiveness Strategy. They work to support both the policy and promotional work of the Corporation.

The offices each have metrics and objectives flowing from the Competitiveness Strategy. These are in place to ensure they continue to make positive engagements and position the UK as a go-to partner for countries and companies looking for capital and expertise.

The placement of offices is regularly reviewed, including during market prioritisation exercises with the next exercise to be conducted in the late spring of 2025. Members of this Committee have enquired about setting up a presence in other financial services centres such as Singapore. The City Corporation has been working with Singapore, both public and private sectors, to strengthen partnerships and cooperation. It has an MOU with the Monetary Authority of Singapore which highlights cooperation in Green Finance and Fintech. Most recently, both the Policy Chairman and the Lord Mayor visited Singapore in 2024, building on these themes. Committing resource to invest in on the ground presence is more crucial in countries where governments play a crucial role in signalling foreign cooperation opportunities, driving new business policies and approving new licenses It could be helpful in other countries, such as Singapore, but is less urgent.

Staffing and office costs

Staffing and office costs for each current office are set out in the table below. All activity was completed within IG's annual business plan and budget.

	2023/24	2024/25
	£ 000s	
China Office	143	161
China Office staff costs	181	155
Total China	324	316
Brussels Office	150	218
Brussels Office staff costs	536	555
Total Brussels*	686	773
India Office	108	100
India Office staff costs	60	60
Total India	168	160
US Office	N/A	100
US Office staff costs		300
Total US**		400
Total	1,178	

**From FY 23/24 the Brussels special code (RABR) will also be used for all related EU costs in order to clearly extract financial data for the EU Transparency Register. An additional £69k of costs are budgeted for these items.*

***Current US costs also include an additional £100,000 from PIF 25/25*

Brussels Office

In line with the Competitiveness Strategy, the Brussels office focuses on policy that impacts the financial and professional services sector, including in areas of capital markets, sustainable and digital finance, and international cooperation. In line with the competitiveness strategy, it works to reduce frictions between the UK and the EU.

The City of London works closely with practitioners, trade associations and other stakeholders to shape the future direction of financial services policy. The Corporation advocates for open markets on both sides of the channel whilst ensuring economic, legislative, fiscal and regulatory developments do not negatively impact the business landscape in the UK.

The office in Brussels was opened in 2004 and is currently staffed by 4 FTEs (*1 Deputy Head, 1 Policy Adviser, 1 Policy Associate, 1 Events Officer,*) plus the Managing Director.

Key objectives

The Brussels team is tasked with the following key objectives:

- Protect and increase mutual UK-EU market access and ease of doing business in FPS.
- Support and improve regulatory coherence through cooperation on shared challenges.
- Build and nurture networks for influence and encourage mutual trust.

KPIs

The Brussels office has KPIs in the following areas:

- Increase FPS trade flows between the UK and EU.
- Establish formal mechanisms for future collaboration including Regulatory Dialogue and the Trade and Cooperation Agreement.
- Enhance informal mechanisms for future collaboration including dialogues with member states and EU27 visits.
- Establish a regular drumbeat of events explaining UK policymaking in areas of shared interest.
- Develop thought-leadership in frontier policy areas.

EU engagement through the City of London Corporation's Brussels Office

The Brussels office conducts regular engagement, including:

- The Brussels Office is the key contact point for the UK FPS sector in Europe and works hard in keeping channels open between the EU and the UK.
- The office plays a key role in raising the voice of the UK and other like-minded third countries on key EU policy files with direct impact on the UK FPS sector.
- The office organises regular events and produces thought leadership on key policy files. The office leads engagement with EU officials, member state representations, third-country partners and the wider Brussels FS ecosystem.

- The Brussels office also organises regular delegation trips to key member states, visiting key policy makers and regulators in EU capitals and raising the voice of the UK FPS sector there.
- The Chairman of Policy and Resources hosts an Annual Brussels reception and participates in a programme of engagement with senior decision makers in the Commission, MEPs and member states and third country representatives around this reception.
- In addition, the Policy Chairman regularly visits key member state capitals together with the office to raise the voice of the City and the UK FPS sector. The Chairman's visits aim to advocate for UK FPS interests and build networks for influence with key decision makers.

Key achievements

Following the above objectives, the Brussels office was successful in numerous areas over the last year:

- **Labour Government publicly prioritises reset of UK-EU relations:** This follows strong advocacy from COLC and the FPS sector with the incoming administration. Government officials are actively using COLC channels to update the sector and seek our steer.
- **EU officials warming to future collaboration:** Senior EU officials are stepping forward to advocate for greater UK-EU collaboration in FPS given the global geopolitical and macroeconomic environments.
- **Successful two first meetings of the UK-EU Forum on Financial Regulatory Cooperation:** Establishing and embedding this mechanism for formal UK-EU regulatory dialogue was a key COLC priority. At HMG's request, the COL Brussels Office has coordinated across the IRSG network to produce the sector's official input for the first two Forum meetings which have both addressed sector priorities.
- **Maintaining UK data adequacy** with the EU, despite the rewriting of the UK GDPR. Post-election, Labour has publicly committed to protecting existing adequacy. The publication of the IRSG report on international data transfers and the presentation of this report to a Brussels audience proved to be key levers. Furthermore, the Committee replied to the House of Lords call for evidence on data adequacy last May, highlighting the importance of adequacy for the sector.
- **Softening the EU stance on plans to harmonise the framework for third country branches** (CRD6 article 21c). Our regular engagement with key stakeholders in Brussels and our delegations to EU member states were key aspects to make the voice of the UK FPS sector heard in the EU.
- **Raising the profile on the Corporate Due Diligence Directive (CSDDD) and the corporate sustainability reporting directive (CSRD)** by mobilising a growing alliance of third-country partners.
- **Moving the European market infrastructure regulation (EMIR) in the right direction** by aligning our sector in our regular cross-industry meeting in the IRSG EU Regulation Committee and the Brussels Industry Salon. Furthermore,

raising the potential impact on the EU economy and financial stability with key figures from EU institutions and member states. We will continue our engagement during the ongoing legislative process, advocate for solutions beneficial to both sides of the Channel and highlight the importance of CCP equivalence.

- **Deepening the office's role as a key contact point between HMT and industry on EU affairs.** The EU and the UK held the first Joint Forum on Regulatory Cooperation in October. The Brussels office, in its role as secretariat of the International Regulatory Strategy Group (IRSG) EU Regulation Committee, together with the TheCityUK EU Market Advisory Group, was charged by HMT to ensure helpful input from industry on the dialogue.

China Offices (Beijing and Shanghai)

The City of London Corporation have dedicated offices in Beijing and Shanghai which support our China engagement. These offices were opened in 2008. Total trade in goods and services (exports plus imports) between the UK and China was £87.7 billion in the four quarters to the end of Q2 2024. China remains one of our most important trading partners.

The language and cultural complexity of this market have warranted more in-market support, and the offices manage in-market stakeholder conversations and gather insight which helps understand policy issues and opportunities. The office provides valuable input into driving forward the IG business plan, that culminate into programme and logistical support for all Policy Chairman and Lord Mayor visits.

The Beijing office has 2 FTE (one Chief Representative and one Senior Associate) and the Shanghai office has 2 FTE (one Chief Representative and one Senior Associate). Their China market strategy is co-ordinated by a market lead (1 FTE) based in Guildhall.

KPIs

The China office drive work as part of an overall High Growth Markets Strategy cascading from the Competitiveness Strategy. The main focus is FDI wins from China and supporting China's journey to net zero. The China offices have KPIs in the following areas lined to projects:

- Position the UK as a go-to partner for countries and companies looking for capital and expertise.
- Enhance UK policy influence on the development and international alignment of sustainable finance in China.
- Attract foreign direct investments (FDI) into London.
- Retain the UK's position as the largest offshore Renminbi Forex (RMB FX) spot trading hub in the world.
- New Green Bond listings on London Stock Exchange (LSE).

Projects

The China office conducts a range of projects, including:

- Green Finance Taskforce (GFT)

The office's key campaign this year is focused around developing stronger alignment between the UK and China in Green Finance which is critical to achieving global targets on climate. The China offices are responsible for driving forward the GFT project and provide support to Sir William Russell and Dr Ma Jun who act as joint secretariat on the GFT.

Achievements:

Attract listing of Green Bonds on London Stock Exchange:

- Encouraged Chinese banks to list Green & Blue Bonds on the London Stock Exchange.
- In June 2024, Industrial & Commercial Bank of China (ICBC) issued a global multi-currency "carbon neutral" themed overseas green bond on various exchanges overseas, specifically 300 million euros on London Stock Exchange.
- In July 2024, China Construction Bank's London Branch issued RMB 2 billion senior Green Notes.
- Chinese central bank, People's Bank of China, has issued notice of tightening Carbon Emission Trading reporting standard, as a move to aligning towards international standards (2024.)

Governance of Green Finance Taskforce

- Advanced the work of the 3 new working groups (transition finance, carbon markets, nature and biodiversity financial disclosure).
- Latest Taskforce meeting in March 2024 provided a platform for UK's Transition Plan Taskforce (TPT E3G) to advocate UK and international standards in supporting China to develop transition plans for Net Zero delivery. It also allowed UK financial institutions (LSEG, Schroders, and etc) to exchange with their Chinese counterparts (China Life, ICBC, and Bank of Comms) in Scope 3 Emission Reporting Standards and investment allocation for transition finance.

- Attract & Retain Campaign (ARC)

The China team lead in market engagement for the ARC campaign in China, which promotes London as the destination city for investment, capital and jobs. The China team also assists UK FPS firms in successfully expanding their presence in the Chinese market.

Achievements:

- Secured commercial wins with 6 Chinese FPS companies.
- China International Capital Corporation renewed its 10-year office tenancy in London

- Guotai Juanan (Chinese investment firm) successfully upgraded their Rep office to a company in City of London.
- Yingke Law firm successfully opened its London office in 2024.
- Duan and Duan Law firm opened its London office in November 2024.
- CITIC Securities has also expanded its office space in 2024 and increased its workforce in the City of London.
- China Minsheng Bank has received regulatory approvals to upgrade its rep office to London branch.
- Aspect Capital, a UK-based investment manager, specializes in systematic and quantitative investment strategies. Aspect Capital (China) was officially established in March 2024 in Shanghai.
- LSEG/Shenzhen Stock Exchange partnership MOU announced.

- RMB Monitoring Group

The China office lead on the Corporation's RMB Internationalisation Initiative which seeks to ensure London maintains and monitors its place as a hub for RMB trading. It works closely with PBOC on this initiative and this project is key in maintaining a strong stakeholder relationship with PBOC.

Achievements:

- London is the largest offshore RMB clearing hub outside Greater China.
- Produced half-yearly London RMB Business Bi-annual report: [London RMB Business Bi-annual Report – May 2024](#)
- RMB FX trade via London has grown to a daily average of US\$149bn (2022) from less than US\$25bn since inception of the workstream in 2012.
- London had surpassed RMB 100 trillion clearing volume by May 2024.

- Lord Mayor & Policy Chairman Visits

The office plays a critical role in organising visits for the City of London principals. They utilise key stakeholder relationships to ensure visits drive wider market engagement within China.

Achievements:

- March 2024 – the visit by the Lord Mayor, accompanied by Sheriff Masojada, focused on engagement with the financial and investment sector in China and Hong Kong, with special focuses on Green Finance and the fast-growing Pension market opportunities in the Mainland. He met with senior leaders in the Chinese financial regulators, as well as the State Vice President. The visit also included visit to abrdn's Joint Venture in China, as well as business lunch with British businesses in Hong Kong.
- June 2024 - The Policy Chairman travelled to China and Hong Kong to promote Green and Transition Finance; Foreign Direct Investment (FDI) into London; and Open & Global Markets. Specifically, he spoke at the Shanghai Lujiazui Financial Forum advocating for public and

private sector investment allocation on Green Finance. He also met with the Vice Governor of the policy bank the People's Bank of China, discussing policies in Carbon Markets and financial disclosure standards for Nature & Biodiversity. In the banking sector, he met with the President of the Industrial & Commercial Bank of China (ICBC, the world's largest bank by assets according to S&P 2022.) He also met with the largest investor from Hong Kong (CK Hutchison Group); Chairman and CEO of the Hong Kong Stock Exchange; and CEO of the Hong Kong Exchange Fund of the Hong Kong Monetary Authority; as well as meeting with the Policy Committee of the British Chamber of Commerce in Hong Kong.

- In these visits and other engagements, the City Corporation:
 - Promotes London as the destined financial investment centre for capital and jobs.
 - Facilitates UK's financial and professional services to capitalise on growth sectors in China.
 - Encourages Chinese policies to allow Chinese investors to invest abroad, through various policy tools such as releasing/relaxing Qualified Domestic Institutional Investors (QDII) quota.
 - Advocates China to continue open for foreign businesses, from market access to ownership rights.

India Office (Mumbai)

The Corporation has a dedicated office in Mumbai, led by the Chief Representative who support our India engagement. The office has helped the Corporation develop a strong network of institutional, regulatory and business relationships and helps to maintain a strong understanding of the policy issues and potential trade and investment opportunities in India.

This network is integral to developing programmatic and logistical support for all Policy Chairman and Lord Mayor led visits that are bespoke and focused on our High Growth Markets Strategy cascading from the Competitiveness Strategy.

The Mumbai office has 1 FTE (a chief representative) who works with a market lead (1 FTE) based in Guildhall.

KPIs

The India team lead our campaign on Sustainable Finance in market and their KPIs are focused on the mobilisation of Green and Impact finance from UK to India. The key areas of focus for the office are detailed below:

- To position the UK as a go-to partner for countries and companies looking for capital and expertise.
- Increase investment flow between UK FPS and Indian sustainable infrastructure projects.
- Mobilise financial and professional services firms to expedite user cases for how to develop, structure, and finance of India's green project pipeline as part of the net zero transition.
- Increase services trade in particularly around sustainable finance and infrastructure.

Projects

The India office conducts a range of projects, including:

- UK India Infrastructure Financing Bridge (UKIIFB)

The India office support on the UKIIFB project. This two-year project is a collaborative initiative led by NITI Aayog and the City of London. This partnership convenes a group of private sector stakeholders who will assess a range of infrastructure projects, which the Indian government is seeking capital for and provide expertise advice and guidance on how to make these more attractive to international investors.

Achievements:

- The establishment of a strong UKIIFB SteerCo has enabled productive conversations to take place over the course of 2024 via 3 SteerCo meetings.

- The SteerCo have carried out a robust assessment of one Indian infrastructure project so far this year and are currently reviewing another.
- Their feedback will lead to recommendations on what can be done to drive investment into Indian infrastructure projects.
- UKIIFB has also produced a report (Opportunities and barriers for international investor in Indian infrastructure). The report is currently being finalised and will be used to feed in the policy asks ahead of the Indian budget and the subsequent Economic and Financial Dialogue in London.

Recent engagements with NITI Aayog are:

- February 2024 – The first meeting of the UKIIFB steering committee was held in London at Guildhall over two days. This meeting set out the objectives for the project. This was also an opportunity for the UK steering committee to meet with NITI Aayog in person for the first time.
- February 2024 – Lord Mayor met the CEO of NITI Aayog Shri. BVR Subrahmanyam as part of the annual LM visit to India. The meeting was held at NITI Aayog in New Delhi.
- February 2024 - CPR met BVR at the NITI Aayog in New Delhi. Meeting focussed on next steps for the project and plans for in-person meetings and exchange of letters in 2024, including CPR visit in November 2024
- September 2024 – BVR and the NITI Aayog team travelled to London in early September for the second steerco meeting and official exchange of letters between the Policy Chairman & BVR.
- November 2024 – CPR met with NITI Aayog and BVR during his annual visit to India. The Delhi programme on UKIIFB was over 2 days with 5 panel discussions on various sectors in Indian infrastructure. CPR was accompanied by the UKIIFB UK delegation.

Lord Mayor & Policy Chairman Visits

Another key role the India office and Chief Representative carry out is the co-ordination of visits for the Lord Mayor and Policy Chairman.

Achievements:

- February 2024 - The Lord Mayor travelled to India in February 2024, to reinforce the narrative that India remains a strong trading partner for the UK and that the UK and India are global leaders in industries of the future such as fintech. He also met with the Chief Minister of Maharashtra to affirm the links between City of London and Mumbai as financial hubs.
- November 2024 – The Policy Chairman’s annual visit to India started in Delhi with meetings convened under the UK-India Infrastructure Financing Bridge. He met with Indian government officials, private sector leaders and policymakers from infrastructure bodies. As part of the meetings CoLC have been invited by NITI Aayog to build policy

asks which NITI Aayog could potentially feed into the Indian budget. During the Mumbai programme the Policy Chairman engaged with private sector FS stakeholders including in a reception hosted by the UK Deputy High Commission and a meeting with the Chairman of the National Stock Exchange. The programme scored the importance of continuing the engagement with India and the opportunities it represents for the UK.

USA

CoLC continues to pursue policy and trade opportunities with the US. Our US presence aims to drive regulatory cooperation and trade with our second biggest trading partner.

Over the past twelve months, the Corporation has established a legal entity in the US and complied with all necessary registrations under US legislation in order to conduct our ongoing activity.

Work is ongoing to recruit into the US office on a permanent basis and further updates will be brought to this Committee later this year.

Key policy objectives

- Protect and increase mutual UK-US market access and ease of doing business in FPS.
- Support and improve regulatory and policy coherence through cooperation on shared challenges, and support of existing mechanisms.
- Build and nurture networks for influence and encourage mutual trust.

KPIs

- Increase FPS trade flows between the UK and US.
- Support and enhance formal mechanisms for regulatory collaboration including the UK-US Financial Regulatory Working Group and Financial Innovation Partnership. Deepen these mechanisms to address existing frictions and to work to avoid future fragmentation.
- Explore new mechanisms for enhanced collaboration and market access including cross-border regulatory sandboxes.
- Establish the British American Finance Alliance (BAFA), which is co-chaired by CPR, as the formal industry engagement mechanism for both US and UK administrations.
- Establish a regular drumbeat of US visits and events explaining UK policymaking in areas of shared interest.
- Establish a regular drumbeat of activity in the UK harnessing inbound US visits and senior delegations.
- Develop thought-leadership in frontier policy areas.

Policy influence over 2024

- **February 2024:** COLC hosted a joint meeting of US Treasury and HM Treasury officials in the Guildhall in the margins of the 9th official US-UK Financial Regulatory Working Group. This meeting fed sector priorities into the regulatory dialogue.

- **April 2024:** CPR co-chaired British American Finance Alliance (BAFA) publishes [The UK-US FPS relationship: A Foundation for Jobs, Growth and Security](#). The report champions the UK-US relationship and offers policy recommendations for deepening the corridor.
- **April 2024:** CPR travels to Washington DC. He met with senior policy makers, regulators and c-level industry to advocate for BAFA's recommendations.
- **May 2024:** SEC Commissioner Hester Peirce publicly advocates for a [UK-US Cross-border regulatory sandbox](#) following COLC and BAFA advocacy efforts.
- **June 2024:** CPR hosts Commissioner Peirce in London for a sector roundtable on the Commissioner's proposal.
- **June-October 2024:** COLC officers develop research paper on the Commissioner's proposal. In October COLC holds a roundtable with FCA, HMT and BOE to align the sector's thinking.
- **August 2024:** CPR writes to Chancellor Rachel Reeves advocating for strong focus on UK-US FPS relationship and positions BAFA and COLC as key partners.
- **September 2024:** BAFA hosts HMT officials following the 10th meeting of the FRWG in Washington.
- **October and November:** COLC holds two roundtables on the US election, one beforehand and one as follow-up. We partner with SIFMA to offer the sector a DC-based viewpoint.
- **November 2024:** Officers attend the IMF/World Bank meetings in Washington DC and circulate intelligence across the sector. BAFA meets in parallel to develop a forward-facing programme for the new administration.















Key achievements

- **US officials thinking creatively about the relationship:** Commissioner Pierce's public proposal for a UK-US cross-border sandbox follows COLC's recommendation in V4EG and represents a positive step. Officials within US regulators are becoming bolder in ambition.
- **FRWG and BAFA:** The 10th meeting of the FRWG sees the group well-positioned. BAFA is an established part of the process and US TAs have become more engaged. HM Treasury officials are keen to build task and finish groups onto BAFA to provide more momentum.

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Vision for Economic Growth: a roadmap to prosperity

One year on

	Big move	Progress and next steps snapshot
 Support growth	A UK Financial and Professional Services (FPS) Strategy and Partnership Council	 <ul style="list-style-type: none"> Develop new Industrial Strategy and Council; potential sub-group to focus on Financial Services
	A programme of change for UK pension and insurance funds	 <ul style="list-style-type: none"> Fulfil Mansion House Compact – Future Growth Capital Fund Implement Pension Schemes Bill
 Raise investment	Effective government support	 <ul style="list-style-type: none"> Implement National Wealth Fund and develop the British Growth Partnership Regulators to embed secondary objective
	Internationally competitive on data and digital	 <ul style="list-style-type: none"> Legislate the new Data (Use and Access) Bill
 Digital-first economy	An innovation and growth mindset	 <ul style="list-style-type: none"> Enact AI Regulation – AI Safety Summit and AI Safety Institute
	Scale and accelerate finance for the transition	 <ul style="list-style-type: none"> Implement Transition Finance Market Review
 Sustainable finance leader	New investment opportunities in high-integrity markets	 <ul style="list-style-type: none"> Apply new principles on high integrity carbon markets
	UK FPS showcased internationally	 <ul style="list-style-type: none"> Effect the Harrington Review Bolster Office for Investment
 World-class promotion	Innovative global networks	 <ul style="list-style-type: none"> Develop new Trade Strategy Implement SEC cross-border sandbox proposal



In autumn 2023, the City of London Corporation launched a landmark report, Vision for Economic Growth, a roadmap to prosperity. It set out nine big moves for government and industry in partnership. These could help unlock £225 billion of investment by 2030 and drive economic growth across the UK.

Our scorecard shows progress and next steps one year on:

Big move	Progress and next steps
<p>A UK Financial and Professional Services (FPS) Strategy and Partnership Council</p>	<p> The Prime Minister announced a new Industrial Strategy in October, at the International Investment Summit, hosted at Guildhall. Financial and Professional Services (FPS) are two of the eight growth sectors identified.</p> <p> We are feeding into the associated consultations to help shape this, and make the case for an FPS-specific strategy.</p> <p> Setting up a sub-group of the Industrial Strategy Council, focusing on the Financial Services Growth and Competitiveness Strategy. This would help drive investment and growth across the UK.</p>
<p>A programme of change for UK pension and insurance funds</p>	<p> The government's new Pension Schemes Bill and the Pensions Investment Review will support savers while enabling economic growth.</p> <p> This aligns with the goals of the Mansion House Compact. Six Compact signatories have announced or are developing plans to enable defined contribution pension funds to access private markets.</p> <p> Delivering these complex pension reforms transparently and at speed will unlock significant investment potential.</p>
<p>Effective government support</p>	<p> The British Investment Bank has a new initiative — the British Growth Partnership — to encourage more pension fund investment into innovative UK companies. The new National Wealth Fund will expand the UK Infrastructure Bank's remit beyond infrastructure to invest in future industries, alongside the British Business Bank.</p> <p> We are focused on long-term growth policy across the entire FPS value chain. This includes our engagement on the regulators' implementation of the secondary objective.</p> <p> Going forward, it is for the regulators to properly embed the secondary objective and support responsible risk taking.</p>
<p>Internationally competitive on data and digital</p>	<p> The King's Speech introduced the Data (Use and Access) Bill, which will enable digital verification services.</p> <p> We co-founded with government the Centre for Finance, Innovation and Technology (CFIT) in 2023. We are part of CFIT's coalition looking at corporate digital verification solutions.</p> <p> Timely passage of this Bill will enable these verification services and the setting up of smart data schemes.</p>

Big move

Progress and next steps

<p>An innovation and growth mindset</p>	<p> The UK has established itself as a leader in AI regulation, hosting the inaugural AI Safety Summit and setting up an AI Safety Institute.</p> <p> As part of the International Regulatory Strategy Group, we help shape the development of a globally coherent regulatory framework for AI, data, digital assets, and cross-border sandboxes. This aims to facilitate open and competitive cross-border financial services.</p> <p> International collaboration could be further catalysed through the development of mechanisms like cross-border sandboxes and multi-jurisdictional industry forums.</p>
<p>Scale and accelerate finance for the transition</p>	<p> The government commissioned the Transition Finance Market Review (TFMR). The Review explores the barriers to scaling transition finance and how the UK could become a global hub for funding the global net zero transition.</p> <p> We hosted the Secretariat of the TFMR and are co-launching the Transition Finance Council alongside government.</p> <p> Implementing these recommendations at pace will be key.</p>
<p>New investment opportunities in high-integrity markets</p>	<p> The government has announced that it will issue a public consultation in early 2025. This will inform measures to raise the integrity and use of Voluntary Carbon and Nature Markets as mechanisms to achieve and enhance domestic and global climate and nature goals.</p> <p> We convene the UK Carbon Markets Forum, to maximise the UK's potential as a global centre for carbon market activities.</p> <p> Next steps require both taking forward this consultation swiftly and prioritising the use of Impact Investing to deliver on both social and environmental impact.</p>
<p>UK FPS showcased internationally</p>	<p> The government is acting on Lord Harrington's Review of Foreign Direct Investment, enhancing the role of the Office for Investment and appointing a Senior Investment Minister.</p> <p> We have evidenced the key role FPS plays in supporting investment across the UK. Our international engagement programme targets and supports FPS inward investment.</p> <p> Developing a dedicated FPS investment hub – as the first step towards a standalone cross-sector National Investment Agency. This would play a significant role in helping to unlock these streams of foreign investment.</p>
<p>Innovative global networks</p>	<p> The government has announced plans for a new Trade Strategy.</p> <p> We visited 17 different countries in 23/24, supporting business delegations and engaging with governments and regulators around the world. We are calling for trade policy to focus on the key role of services.</p> <p> Delivering the new Trade Policy will be key. Progressing plans for multi-country sandboxes will facilitate and enable global regulatory collaboration.</p>



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Agenda Item 9

Committee(s): <ul style="list-style-type: none"> Equality, Inclusion & Diversity Sub – For Discussion Communications & Corporate Affairs Sub – For Discussion Culture, Heritage and Libraries – For Decision 	Dated: <ul style="list-style-type: none"> 5 February 2025 5 February 2025 10 February 2025
Subject: Beckford and Cass Statue Project Webpages	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	<ul style="list-style-type: none"> Diverse Engaged Communities Flourishing Public Spaces Vibrant Thriving Destination
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Emma Markiewicz, Head of Profession (Culture)	
Report authors: Elizabeth Scott, Head of Gallery & Amphitheatre Omkar Chana, Project Director (Culture)	

Summary

This report provides an update on the Beckford and Cass statue plaques project (‘Revealing the City’s Past’). It defines the content and contains a preview of what would be published on the City Corporation’s webpages as part of the ‘Retain and Explain’ approach.

Recommendation(s)

Members of the **Equality, Diversity & Inclusion and Communications & Corporate Affairs Sub-Committees** are requested to consider this report for discussion and provide recommendations for onward consideration by the Culture, Heritage and Libraries Committee.

Members of the **Culture, Heritage and Libraries Committee (CHL)** are requested to:

- Approve the long historic texts for Beckford and Cass for publishing on the City Corporation’s website (Appendix 2).
- Approve the content that has been developed for publishing on the City Corporation’s website (Appendix 3).

- Note that any operational updates to the webpages (e.g. minor revisions, factual corrections) would be made under the direction of the Head of Profession for Culture.
- Note that any new commissions or ongoing commitment to additional work would need to be considered separate to this report and could risk further prolonging the project.

Main Report

Background

1. In October 2021, the Court of Common Council endorsed the recommendation of the Statues Working Group to ‘Retain and Explain’ the William Beckford and John Cass statues in Guildhall. This recommendation instructed Officers to work collaboratively with the City Arts Initiative, in consultation with all relevant stakeholders, to develop appropriate explanatory plaques to be placed alongside the statues.
2. This was in-line with the then Government’s recommended ‘Retain and Explain’ approach of keeping assets in situ, complemented with a comprehensive explanation which provides the whole story of the person or event depicted so that a fuller understanding of the historic context can be known, understood and debated. And likewise reflecting the need to consult the community and stakeholders as “integral to the discussion on decision-making”.
3. This report relates specifically to the actions endorsed by Court to arrange wording for the plaques and deliver content using QR codes so that further information is available for those who wish to seek it.
4. In November 2022, the Policy and Resources Committee (P&R) resolved, that Members
 - *Agreed to delegate authority over the project to Culture, Heritage, and Libraries Committee as elected by Court; noting the matter would come back to Policy and Resources Committee in the event that there was any significant slippage on the revised delivery date.*
5. Given the policy and strategic importance, P&R still maintains a locus on this work. At the time that this work started, Equality, Diversity & Inclusion Sub-Committee (EDI) didn’t exist in its current form. Clearly the sub-committee has a particularly relevant role and EDI Members are invited to make recommendations to CHL. It is suggested that the EDI Sub-Committee is given the opportunity to input to any decisions on the remainder of this work.
6. Given the recent media interest on work in relation to the Transatlantic Trade in Enslaved Africans, the Communications & Corporate Affairs Sub-Committee is being informed and invited to make recommendations to CHL on this report.

7. The approach on the plaque wording was endorsed by the CHL Committee in January 2022 and approved by P&R in February 2022, with the proposal as follows.
 - *Officers and a consultant to work with a youth panel and intergenerational panel to examine and interpret the two statues. These groups to be representative, including special educational needs and disability (SEND) communities, additionally amplifying the voices of those whose lives are most affected by Beckford and Cass's legacies today.*
 - *Both panels to work with the consultant and the Head of Gallery to commission contemporary artists to create artistic responses to the statues (to include a poet but which may also include other art forms).*
 - *The plaques, located on the monument or on a wall near them, to combine information, stating why the statue is present in Guildhall and discussing the subject's involvement in the Transatlantic Slave Trade alongside a poetic response.*
 - *A QR code to be featured on the plaque which links to further information about the historical context of the statues, as well as further artistic responses, which will be hosted on the City Corporation's website (on the Gallery's and/or Great Hall's webpages).*
 - *Regarding the use of QR codes and to future-proof the plaques, your Officers will work with the City Surveyor and Historic England to agree a high-quality plaque design that is fabricated to be easily updated and replaced in a cost-effective way as and when required.*
8. Following a competitive process, Culture& was appointed as lead partner. Culture& is a leading Black led arts and education charity devoted to diversifying the arts. In November 2022, an external freelance Project Manager with experience running projects of this kind was also appointed to support the Head of Gallery in delivery. Together, they formed a Steering Group to advise on all content. An Intergenerational Panel and separate Accessibility Panel were established and consulted on all aspects of the project.
9. Between November 2022 to June 2024 a total of 10 reports went to P&R and CHL Committee to gain approvals on the approach to the project, mainly focussed on the short texts, poems and plaque designs. A significant milestone was achieved when Listed Building Consent was granted in August 2023 for the Beckford plaque.
10. In accordance with the recommendations endorsed by Court, the plaque design incorporated QR codes. The Court report specifically stated:
 - *They do however recommend that such a plaque take advantage of modern technology such as a QR code to allow for more cohesive, flexible and modern engagement with the contextual information. This would allow for the content to be adapted over time or for specific events, if appropriate, and include multi-media for enhanced engagement. It would also offer greater flexibility in meeting various accessibility requirements.*
11. A detailed outline of the virtual environment was not submitted to committee as the Court report reflected on the fact that the content linked to by the QR code would

be evolving and flexible, and it would reasonably be considered as falling into the day-to-day operational responsibility of Officers under the Scheme of Delegations (noting that Members always have the option to call in to committee if they would like to review or scrutinise).

Current Position

12. Poems for the Beckford and Cass plaques have been commissioned. These are now complete and have been approved at Committee. For reference, the final version of both poems is provided in Appendix 1.
13. Explanatory texts for the Beckford and Cass statues have been commissioned. The outcome was a short text for inclusion on each of the plaques which was approved in September 2023 at Committee. The Beckford short text was approved under the Delegated Authority process in April 2024. For reference, the final version of both short texts is provided in Appendix 1.
14. Owing to space limitations around what can be displayed on the plaques, a longer text was developed that contains more detail about Beckford and Cass (Appendix 2). A researcher was commissioned to develop the long historic texts for each statue in collaboration with the intergenerational panel. The long historic texts provide an informed, considered, and contextual reinterpretation of the history of both Beckford and Cass regarding their involvement in the Transatlantic Trade in Enslaved Africans and what that might tell us about their legacy today. The texts were written in collaboration with the Intergenerational Panel and External Stakeholder Group. The texts have been academically peer reviewed.
15. Committee is requested to approve the long historic texts. The material is in accordance with the Court's endorsed recommendation to provide '*...cohesive, flexible and modern engagement with the contextual information...and include multi-media for enhanced engagement*', providing further information and context beyond the plaques.
16. Project webpages for 'Revealing the City's Past' have been created. The dedicated webpages include additional educational and creative content that complement and enrich the plaques. The project team wanted to ensure that at the heart of the webpages, they create a space of welcome and recognition for the African and Caribbean diaspora and communities with access needs to improve their understanding and visitor experience at the City of London. The content produced for the webpages is set out below.
 - i. Beckford – plaque short text (accessible video/BSL/subtitles)
 - ii. Beckford – plaque poem (accessible video/BSL/subtitles)
 - iii. Cass – plaque short text (accessible video/BSL/subtitles)
 - iv. Cass – plaque poem (accessible video/BSL/subtitles)
 - v. Beckford – an investigation with footnotes (accessible video/BSL/subtitles)
 - vi. Cass – an investigation with footnotes (accessible video/BSL/subtitles)
 - vii. Beckford statue – audio described tour (audio)
 - viii. Cass statue – audio described tour (audio)
 - ix. Great Hall – audio described tour (audio)

- x. Photoshoot – “I See You: A Reckoning” and write-ups of seven interviews and photography with key stakeholders.
 - xi. Project film (video)
 - xii. Blog post 1 – “Retain and Explain: Its Background and Uncertain Future”
 - xiii. Blog post 2 – “Where have all the women gone? Black women White spaces”
 - xiv. Blog post 3 – “Making Patterns and Hopefully, Breaking Patterns”
 - xv. Artistic commission – “Rendering the Alternative: Nine Nights” (video)
 - xvi. Pattern design – for use as branding (online and print) for the project, with the artist’s explanation in blog post 3.
17. The webpages are private and will not be made live until the plaques are formally launched. A preview is shared (Appendix 3) to enable Members to experience the content in context as members of the public would once the plaques are launched.
18. A web content guide, a brief description of each form of content, is provided in Appendix 3. The guide has been written by the Steering Group and includes the intention/purpose of each form of content, and feedback from the Intergenerational Panel and Accessibility Panel following testing. Members are encouraged to review the webpages alongside the web content guide.
19. Some of the material is artistic content and is open to interpretation. Careful consideration needs to be applied in terms of governance that is commensurate with that understanding. Governance should ensure that there is a balance of appropriateness of engagement and efficacy. **Crucially, the governance process must not censor any of this work.** As such, the City Corporation’s Communications team has not provided any editorial oversight of these webpages as it did not wish to dilute or misinterpret the narrative developed by our stakeholders and project partners.
20. The material represents the collective and creative efforts of many external stakeholders and collaborators from the Caribbean diaspora. The webpages are one way of giving more context to the plaques. The stakeholders consider it to be an essential part of the project and the Government’s recommended ‘Retain and Explain’ approach.
21. This content is one way that the groups have been able to have some creative input without the limiting constraints of Listed Building rules. This is in line with the ‘Retain and Explain’ guidance – which “encourages innovation in alternative media, including creative ways to explain and contextualise the story of the person or event that is commemorated”. The content also represents the original intention set-out early-on in the project: ‘amplifying the voices of those whose lives are most affected by Beckford and Cass’s legacies today’.
22. The webpages and content have been tested by the Intergenerational Panel and Accessibility Panel. An accredited BSL practitioner has been used to ensure that the BSL versions meet accessibility guidelines. Appendix 4 is the formal report produced by the access consultants. It collates and summarises the feedback and recommendations with notable comments including:

- *‘The tone of the narration in the provided text is formal, reflective and inclusive. It conveys a sense of responsibility and sensitivity, particularly in its approach to addressing the complex and painful legacies of figures like William Beckford and Sir John Cass, who are linked to the Transatlantic Trade of Enslaved Africans. I think it gives a sense of significant shift in the narrative, making a step towards greater inclusivity and recognition of those affected by these historical figure’s legacies.’*
- *‘The text feels professional, respectful and committed to social justice while also being accessible to [a] broad audience. It evokes a sense of importance and thoughtfulness, signalling a meaningful step towards addressing historical legacies in public spaces.’*
- *‘I found the webpages fascinating, and it has inspired me to learn more about Caribbean and West Indian culture having had a glimpse from the site.’*

23. The webpages will be linked to by the QR codes featured on the plaques. The QR codes would also be used on other associated material and link to the appropriate pages on the City Corporation website. All content will be available on handheld devices that can be collected from the Guildhall Art Gallery welcome desk.

24. The plaques have been produced and are in storage with the fabricator. The replaceable aluminium plaques which feature the QR codes will be manufactured once the webpages are approved. The plaques will be installed ahead of the launch.

Options

25. **Option 1 – all content is approved** as set out in the preview webpages.

26. **Option 2 – partial content is approved with edits.** Exceptional edits would be limited to improving factual accuracy and not altering the narrative. This may require further research, review and validation, and the project steering group’s recommendation is not to alter the content. If this option is selected then the launch may be partial or subject to further delay, and COL’s response may be considered as incomplete.

27. **Option 3 – no content to be hosted online.** The plaques would be installed with no accompanying web content and likely no launch event. The project steering group’s recommendation is not to split the physical and online content. This would reverse COL’s existing commitment, and this response would likely be considered inadequate.

Proposal

28. Officers recommend **Option 1 – all content is approved** as set out in the preview webpages. Approving the content enables the project team to focus on planning the next stage and launch.

29. At launch, the webpages would be made live on the City Corporation's public website, the plaques installed, and an event would take place to acknowledge this key milestone.
30. Whilst the content will be hosted on the City Corporation's website which is managed by the Corporate Communications team, Members are asked to note that the Head of Profession for Culture would be accountable for any future operational aspects of this work.

Potential for ongoing engagement

31. The legacy of the project is important and has been considered by the external Stakeholder Groups (see Appendix 3). The project team proposes that the artistic commission could become a bi-annual commission for Guildhall Art Gallery, with content added to the webpages every two years.
32. A further legacy piece is the blog posts. The blog posts explore themes, work and history relevant to the project, and provide a wider context. The blog posts are an important mechanism to foster understanding and collaboration between the project group, the collaborators and the communities that have been engaged throughout.
33. Further alternative formats to improve accessibility based on the recommendations of the accessibility panel. This includes requests that were suggested by the panel. Easy read versions of each of the short and long texts would be a resource for neurodiverse people and they are also beneficial for children and people whose first language is not English. And an audio description for all images featured. This would enable screen reader users to access the images.
34. Members are asked to note that this report does not seek approval for any specific ongoing engagement at this point in time. Any such work should not be considered in isolation and must fit into COL's overall journey. The suggested way to do this is to bring this project into broader work once there is output from other projects later in the year. Ongoing engagement would be considered by the Head of Profession for Culture. This oversight would ensure links with other related work that the City Corporation has committed to.

Other previous recommendations

35. Further recommendations were highlighted by Court and in Appendix 2 of the November 2022 report, including arrangements for educational activities. The team was proactive and took responsibility for several of the actions that are directly related to the plaques – for example – reframing the space in which the statues are located by hosting educational and cultural events that directly address the context of the statues and the contemporary issues they raise.
36. Some actions come under the responsibility of other departments. These should be progressed by the relevant departments and committees that were set out in November 2022. Officers will remind departments of their obligations and that these can be reviewed on the launch of the plaques.

Lancaster Research project

37. The City Corporation is commencing a separate but related project to begin its journey in relation to the research that has been conducted by the Universities of Lancaster and Manchester, and University College London. The London Archives is leading on this (with oversight from the Head of Profession for Culture). A project has been scoped to investigate the historic connection between the Corporation of London and the Transatlantic Trade in Enslaved African People. This would be a larger piece of work, and it is mentioned in this report to note the future connectivity of both projects. The timetable is to be finalised, and it would commence in early 2025 with initial outputs by late 2025.

Corporate and Strategic Implications

38. Strategic implications – This work supports the Corporate Plan outcomes – Diverse Engaged Communities, Flourishing Public Spaces and Vibrant Thriving Destination.

39. Financial implications

- In 2021, the initial budget for the statues project was requested to come from the Culture and Visitor Services¹ team, specifically the Guildhall Art Gallery's (GAG) local risk budget. However, the initial budget was for temporary signage, and it did not account for: permanent plaques; any future visual interpretation or counterpointing; or the education proposals. As the project developed into the installation of permanent plaques with additional content to be used as part of the 'Retain and Explain' approach, the GAG has managed to absorb the cost to deliver this project.
- Resourcing this work from GAG local budget has had significant limitations on other work in 2024/25 including the Gallery's public programme and a second temporary exhibition. It is no longer possible for the GAG to continue absorbing the budget for project delivery without significant impact on planned activity.

40. Resource implications – all resourcing requirements are scoped as part of departmental business planning for the Culture team (incorporating the GAG) and The London Archives. Other departments who accommodated this project into their plans include Communications, Planning, Remembrancer and Events (under Innovation & Growth).

41. Legal implications – the City Corporation's legal team will continue to be consulted on this work, as necessary.

42. Risk implications – if the webpages are not endorsed and published as part of the launch of the plaques, the City Corporation may be seen as doing the bare minimum under the 'Retain and Explain' policy and not doing enough to tackle racism and confront its own history. This would not be in line with what was previously agreed at the Court of Common Council.

¹ The Culture and Visitor Services team migrated to the original Destination City team and is now the Culture team.

43. The reputational risk on this project is mitigated through a consultative process both within the City Corporation (including our CLEAR Staff Network) and with external groups. The City Corporation's Communications team have been consulted as part of this.
44. Equalities implications – The statues work originated from the Tackling Racism Taskforce recommendations. Given the heightened societal tensions in terms of race relations more broadly, the City Corporation is actively committed to developments in this area and Members are asked to be mindful of the context and environment in which this decision is being asked. All work on this project has been mindful and supportive of the City of London Corporation's EDI commitments. The City Corporation's recently appointed Equalities Director has been consulted and is supportive of the approach and what has been achieved thus far.
45. Climate implications – None identified for this paper.
46. Security implications – None identified for this paper.

Conclusion

47. This report provides Members with a preview of the webpages that will accompany the Beckford and Cass statue plaques. The webpages and the context for each piece of content with a narrative on its intention and purpose is included. The report establishes a key milestone and decision for Members to advance this project, comprising a package created to enable the City Corporation to 'Retain and Explain' the statues of Beckford and Cass.

Background Papers

- [Update: Beckford & Cass Statues Interpretation Project](#) - 14 November 2022, Policy and Resources and 17 November 2022, Culture, Heritage and Libraries
- [Plaque Concept Designs: Beckford & Cass Statues Interpretation Project \(Under Urgency\)](#) - 12 December 2022, Culture, Heritage and Libraries
- [Plaque Concept Designs: Beckford & Cass Statues Interpretation Project](#) - 23 January 2023, Culture, Heritage and Libraries
- [Plaque Text & Update: Beckford & Cass Statues Interpretation Project \(Under Urgency\)](#) - 7 March 2023, Culture, Heritage and Libraries
- [Final Designs & Texts: Beckford & Cass Statues Interpretation Project \(Non-Public\)](#) - 23 March 2023, Policy and Resources and 27 March 2023 Culture, Heritage and Libraries

- Beckford and Cass statue plaque text amendments & Project Update (Non-Public) - 18 September 2023 Culture, Heritage and Libraries and 21 September 2023 Policy and Resources
- Beckford and Cass statue request for delegated authority (Non-Public) - 16 November 2023 Policy and Resources and 20 November 2023 Culture, Heritage and Libraries
- Beckford Plaque Text update (Under Urgency) - February 2024, Policy and Resources and Culture, Heritage and Libraries.
- Beckford plaque text – Report of action taken - 20 May 2024, Culture, Heritage and Libraries
- Amendment to Beckford plaque text - 6 June 2024, Policy and Resources

Appendices

- **Appendix 1 (non-public):** Final statue plaques short text and poems for Beckford & Cass (note these are complete and have been approved at Committee).
- **Appendix 2 (non-public):** Long historic texts for Beckford & Cass
- **Appendix 3 (non-public):** Link to preview webpages and web content guide
- **Appendix 4 (non-public):** Accessibility panel webpage testing

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