



Communications & Corporate Affairs Sub (Policy & Resources) Committee

Date: THURSDAY, 29 MAY 2025

Time: 9.00 am

Venue: 2ND FLOOR WEST WING, GUILDHALL

Members:	Jason Groves (Chair)	Deputy Caroline Haines
	Deputy Emily Benn	Deputy Christopher Hayward
	Tijs Broeke	Shravan Joshi MBE
	Deputy Peter Dunphy	Alderswoman Dame Susan Langley, DBE
	Deputy Helen Fentimen OBE JP	Deputy James Thomson CBE
	Alderman Timothy Hailes JP	James Tumbridge

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

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES FOR ABSENCE**

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

3. **APPOINTMENTS**

To co-opt up to four Members from the Court of Common Council, for the year ensuing.

For Decision

4. **ELECTION OF A DEPUTY CHAIR**

To elect a Deputy Chair in accordance with Standing Order 26(6).

For Decision

5. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 5 February 2025.

For Decision
(Pages 5 - 10)

6. **OUTSTANDING REFERENCES**

Report of the Town Clerk.

For Information
(Pages 11 - 12)

7. **DRAFT HIGH-LEVEL BUSINESS PLAN 2025/26 - CORPORATE COMMUNICATIONS AND EXTERNAL AFFAIRS**

Joint Report of the Chief Strategy Officer and the City Remembrancer.

For Discussion
(Pages 13 - 30)

8. **SPORT ENGAGEMENT UPDATE**

Report of the City Remembrancer.

For Decision
(Pages 31 - 40)

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

Joint Report of the Chief Strategy Officer and the City Remembrancer.

For Information
(Pages 41 - 62)

10. **PARLIAMENTARY TEAM UPDATE**

Report of the City Remembrancer.

For Information
(Pages 63 - 70)

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

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

- a) Strategic Branding Review update (Pages 71 - 74)

Report of the Chief Strategy Officer.

13. **EXCLUSION OF THE PUBLIC**

MOTION - that under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act or relate to functions of the Court of Common Council which are not subject to the provisions of Part VA and Schedule 12A of the Local Government Act 1972.

For Decision

Part 2 - Non-Public Agenda

14. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 5 February 2025.

For Decision
(Pages 75 - 78)

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

17. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 5 February 2025.

For Decision

18. **CONFIDENTIAL ITEM**

Report of the Town Clerk – *To follow and to be circulated seperately.*

For Information

COMMUNICATIONS & CORPORATE AFFAIRS SUB (POLICY & RESOURCES) **COMMITTEE**

Wednesday, 5 February 2025

Minutes of the meeting of the Communications & Corporate Affairs Sub (Policy & Resources) Committee held at the Guildhall EC2 at 16.00pm

Present

Members:

Jason Groves (Chair)
Deputy Christopher Hayward (Deputy
Chairman)
Deputy Keith Bottomley
Deputy Peter Dunphy
Helen Fentimen OBE JP

Deputy Madush Gupta
Deputy Shravan Joshi MBE
Alderman Elizabeth Anne King, BEM JP
Deputy Charles Edward Lord
Deputy James Thomson CBE

Officers:

Paul Wright	- City Remembrancer
Dionne Corradine	- Chief Strategy Officer
Mark Gettleson	- Communications and External Affairs
Sam Hutchings	- Communications and External Affairs
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
Isaac Thomas	- Town Clerk's Department
Blair Stringman	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received by Deputy Keith Bottomley, Deputy Shravan Joshi, Tijs Broeke, Caroline Haines and Dame Susan Langley.

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 28 November 2024 be approved as a correct record.

4. OUTSTANDING REFERENCES

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

The Deputy Chairman requested an update on the Switching Off the Lights campaign. Officers responded that this would be taken to the Planning & Transportation Committee on Tuesday 6th May, followed by a further update to be provided to the Communications and Corporate Affairs Sub-Committee on 29th May.

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:

- Members suggested that the reference on page 19 of the agenda to the policy priorities of the Policy Chairman should be amended in future versions of the report to indicate that they are the City Corporation's policy priorities rather than the Policy Chairman's personal priorities. This request was noted by officers.
- Members were informed that, since the writing of the report, the Faith in the City programme was launched successfully on 3 February, with funding being provided through the Community Infrastructure Levy Neighbourhood Fund. This research and engagement programme would look at the inter-faith needs of the Square Mile in terms of what is provided in other cities and business districts, as well as internationally.
- It was noted that the City Question Time Budget Special had received positive feedback. Members were pleased with the transparency and experimentation with the format but suggested that care should be taken not to clash with other residential meetings in the future.
- Members were informed that the new Ward List would be published on or before 15 February, and that this would be the highest in a decade. Members commended the success in increasing electoral registration.
- A Member expressed concern that launching the candidate guide in early March would be too late given that the Ward elections themselves were due to take place on 19/20 March. An officer reassured the Member that this was an error in the report and that this information would be promoted at an earlier date.
- The Chair requested an update on the CRM tool and its rollout. Officers explained that several departments were feeding into this work and that they were hopeful it would transform the Corporation's ability to engage.
- Members expressed their gratitude to the Director of Campaigns and Engagement and the wider team, for their hard work and success in engaging with residents, businesses and communities across the Square Mile.
- Officers updated the Sub-Committee on their plans to consult and engage with workers and workplaces on mental health. This would include establishing points of contact in every business and potentially establishing a model to find out the mental health provision needs across the City. A Member highlighted that this would require significant

resources and may incur large costs. Officers responded that the team was looking to use resources that are already available.

- The Chair commended the use of statistics as part of the media relations update but queried the robustness of sentiment analysis. The Chair agreed to pick this up with officers ahead of the next meeting.
- Members discussed the need to extend the Corporation's networks and reach the broadest audience across all forms of media, noting that LinkedIn was now the Corporation's primary social media platform in terms of engagement. Members discussed potential ways to harness LinkedIn's capabilities, such as sending out targeted invitations to City events. Officers were supportive of the Sub-Committee's suggestions and updated Members on the ongoing plans to develop a bespoke proactive content strategy.
- The Chair thanked the team for their work.

RESOLVED, That the report be received and its contents noted.

6. **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:

- Members agreed that the wording of the recommendation that Members attending party conference should travel 'second class,' should be amended to 'standard class.'
- A Member queried the proposal to monitor any party conference where the party has more than 10 MPs, suggesting that this would preclude officer monitoring for parties such as Reform and SNP, which are influential despite having less than 10 MPs. Officers assured Members that all parties were subject to regular desk monitoring and that the proposed number of 10 MPs would remain open to discussion in the future.
- A Member suggested that, in future reports, party names should not be used, with the parties instead being referred to as the Party of Government and HM Official Opposition, respectively.
- With regards to the recommendation that the Policy Chairman and four additional Members would be selected to attend the parties in Opposition conference, a Member proposed that the selection process should facilitate the attendance of Members involved in particular areas of work (such as Planning & Transportation, the Police, Finance, Community & Children's Services and Innovation and Growth).
- A Member suggested that it would be beneficial for cultural engagement to be added as part of the programme of engagement at the Party in

Government's conference in 2025. Officers responded that this was being discussed internally.

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 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.
3. 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.
4. Approve that one (1) Business Day pass is secured for the Policy Chairman use at each conference in 2025.
5. Approve that Members attending party conference should travel standard class on train journeys less than 2 hours.

7. 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 28 November 2024.

Members were updated as follows:

- Following a decision at the Court of Common Council, the City of London Corporation had submitted a Private Bill to Parliament to demarketise the sites of Billingsgate and Smithfield. This Bill had progressed through the House of Commons, with a formal first reading on 22nd January 2025 and a second reading on 30th January 2025, and the next stage would be the Committee Stage. Two petitions against the Bill were also received.
- The Sub-Committee was provided with an update on several Select Committee Enquiries in which the Corporation intended to present evidence. These included an enquiry on Soft Power by the Foreign Affairs Committee, Export-Led Growth by the Business and Trade Committee, EU-UK Reset by the Lords Economic Affairs Committee, Protecting World Heritage by the Culture, Media and Sport Committee, Animal and Plant Health Biosecurity by DEFRA, Industrial Strategy by the Business and Trade Committee and an enquiry on AI in Financial Services.
- Members were informed of a consultation that was launched in relation to proposals for a Cyber Security and Resilience Bill which had been announced in the King's Speech. The government's proposals were for a ban on ransomware payments for public sector bodies and critical national infrastructure.

RESOLVED, That the report be received and its contents noted.

8. **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 October 2024 and January 2025. 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. It also provided an annual update on Innovation and Growth's Overseas Offices for the 2024 calendar year.

RESOLVED, That Members,

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

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

The Sub-Committee considered a report of the Head of Culture providing an update on the Beckford and Cass statue plaques project and containing a preview of what would be published on the City Corporation's webpages as part of the 'Retain and Explain' approach.

RESOLVED, That the report be received and its contents noted.

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

There were no questions.

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

There were no urgent items.

12. **EXCLUSION OF THE PUBLIC**

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

13. **NON-PUBLIC MINUTES**

The non-public minutes and summary of the meeting held on 28 November 2024 were approved.

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

The Sub-Committee received a report of the Head of Culture providing an update on the Beckford and Cass statue plaques project.

15. **MARKETS COMMUNICATION APPROACH**

The Sub-Committee received a report of the Chief Strategy Officer and the Remembrancer outlining the communications strategy in relation to the decision made by the Court of Common Council to cease the Markets Co-Location Programme and close the Smithfield and Billingsgate market sites.

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

There were no questions.

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

There were no urgent items.

19. **CONFIDENTIAL MINUTES**

The confidential minutes of the meeting held on 28 November 2024 were approved as a correct record.

The meeting closed at 17.39pm

Chairman

Contact Officer: Isaac Thomas
isaac.thomas@cityoflondon.gov.uk

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	On hold and awaiting arrival of new Chief 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 included in members' induction and handbook. Social media training for members' taking place on the 25 th July.
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 update for information is included on the agenda.
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	Complete

		Sub-Committee for consideration	& External Affairs (interim)	
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)	Complete

City of London Corporation Committee Report

Committee(s): Communications and Corporate Affairs Sub-Committee – For Discussion Policy & Resources Committee – For Decision	Dated: 29 May 2025 12 June 2025
Subject: Draft High-Level Business Plan 2025/26 – Corporate Communications and External Affairs	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of: Dionne Corradine, Chief Strategy Officer Paul Wright, Remembrancer	For Discussion
Report author: Lisa Ward, Director of Communications Transformation and Strategy (Interim) Kristy Sandino, Director of Strategic Communications and External Affairs (Interim) Mark Gettleson, Director of Campaigns and Community Engagement (Interim)	

Summary

This report presents for approval the high-level business plan for Corporate Communications and External Affairs Department for 2025-26

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

Recommendation

Members of the Communications & Corporate Affairs Sub-Committee are asked to provide comment on the Business Plan, noting the factors taken into consideration when compiling it.

Members of the Policy & Resources Committee are asked to approve the departmental Business Plan 2025/26 plan, subject to the incorporation of any changes sought by the Sub-Committee..

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. High-level Business Plans for FY 2025/26 align to our Corporate Plan 2024-2029. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel.

Draft final high-level Business Plan for 2025/26

3. This report presents, at Appendix 1, the draft final high-level Business Plan for 2025/26 for the Corporate Communications and External Affairs.
4. The High Level Business Plan was reviewed with Officer groups across the City of London Corporation through the Business Planning Forum and by the Senior Leadership Team.
5. During this process, factors taken into consideration were the need to provide support across the organisation in order to deliver key programmes and Corporate Plan objectives. In so doing, this plan centres on the further development of key enabling functions and objectives. These workstreams are outlined in the Appendix as follows:
 - a. Enhancing the reputation of the organisation through strategic partnerships and political engagement
 - b. Supporting changing needs and contexts
 - c. Transforming our digital communications estate
 - d. Delivering for our communities
 - e. Enhancing marketing, campaigns and brand
 - f. Further developing Internal and Transformation Communications
 - g. Developing our colleagues
6. Corporate Communications and External Affairs is part of the Town Clerk's Department. Corporate Communications and External Affairs works across the entirety of the City of London Corporation and is responsible for providing comprehensive communications and external affairs expertise and resource to support the delivery of the overarching external and internal objectives of the City Corporation.
7. The Business Plan describes the core workstreams required during the period of continued interim measures which sees Corporate Communications reporting into the Chief Strategy Officer and External Affairs into the Remembrancer.

Departmental Operational Property Assets Utilisation Assessment

8. In accordance with Standing Order 56, the Town Clerk's Department completed an office utilisation assessment of its allocated corporate space – an

apportionment at Guildhall complex – in West Wing, second floor. Average weekly occupancy was monitored over a four week period at 55%. The assessment was returned to City Surveyors for further analysis.

Corporate & Strategic Implications

9. The Corporate Communications and External Affairs division sits at the heart of the organisation but delivers for the whole City Corporation. The workstreams will be delivered through continued collaborative and close working with all relevant stakeholders both internally and externally.

Financial and resourcing implications

10. The function represented by this report within the Town Clerk's Department currently has a total budget of £3.39M.

Public sector equality duty

11. The function is fully committed to Equality, Diversity and Inclusion and is committed to championing accessible and inclusive communications, engagement, images and language. The function will also continue to develop its own EEDI plan during 2025/26.

Conclusion

12. This reports presents the high-level Business Plan for 2025/26 for Corporate Communications and External Affairs for Members to consider and approve.

Appendices

Appendix 1 – Draft high-level business plan 2025/26

Lisa Ward, Director of Communications Transformation and Strategy (Interim)

Kristy Sandino, Director of Strategic Communications and External Affairs (Interim)

Mark Gettleson, Director of Campaigns and Community Engagement (Interim)

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COMMUNICATIONS AND EXTERNAL AFFAIRS 2025/26 BUSINESS PLAN

About us: Our purpose, aims and impacts

Summarise the purpose of the department, why it does what it does, who for and what it achieves. Reference stakeholders, customers, partners as applicable. Describe impacts, outcomes and achievements in the past year.

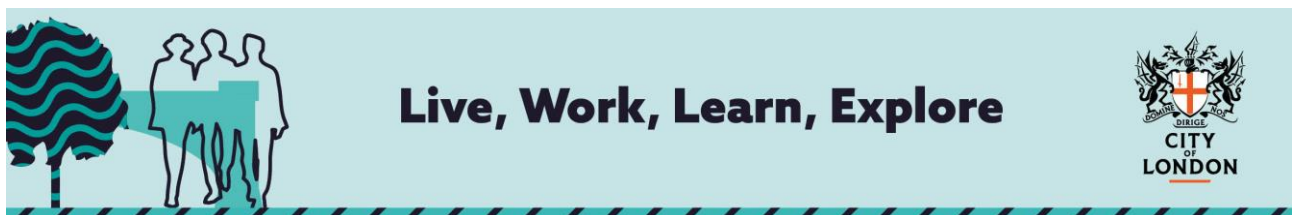
The City of London Corporate Communications and External Affairs division sits at the heart of the organisation but delivers for the whole City Corporation.

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

It is important to understand the context within which this Business Plan has been developed. Corporate Communications and External Affairs have interim reporting arrangements into the Chief Strategy Officer and the Remembrancer respectively and the recruitment of a new Executive Director is currently underway.

During the last year, the division has delivered the following:

- Created and delivering first cross-City Corporation comprehensive Transformation Communications and Engagement Plan to support culture change, Corporate Plan, and People Strategy implementation.
- Devised and delivered larger scale, ambitious, party conference programme, working with colleagues across the organisation particularly in REM and I&G, aligned to economic growth and reputation objectives.
- Negotiated and delivered key strategic partnerships such as with Fabian's Society, Onward, CityAM, amongst others, increasing City of London Corporation brand and reputation.
- Grew the City Belonging Project to over 3,500 signups – including launching eight City Belonging Networks serving the needs of specific communities and running a range of new events.
- Achieved the highest voter registration for City elections in a decade, the highest ever under the current legal framework.
- Introduced unified email and print newsletters for City residents, delivered four City Question Time-style events and created a residents' website hub.
- Appointed four apprentices – the first time these roles have existed in the division – creating new opportunities for people to begin their communications and external affairs careers.
- Commenced comprehensive strategic branding review



- Media Monitoring contracts reviewed, and a new integrated planning, insight and evaluation system implemented.
- Comprehensive stakeholder review concluded across the City Corporation, its institutions and partners.
- Expanded the Filming team, which is responsible for managing all TV, film and commercial filming across the City of London Corporation's locations. This will increase income for the City Corporation and allow for active promotion and marketing of the work of the film team.
- Launched a corporate Instagram account and continued to increase followers and engagement across all social media platforms.
- Integrated, strategic communications planning hub launched, cross City Corporation horizon-scanning, insight capability and new long-term planning products in development.

Our key objectives and priority workstreams and major projects

Provide an overview of key objectives for FY2025/26. Include cross-cutting themes e.g. EEDI, transformation, brilliant basics, collaboration, statutory duties, risk, key strategies, and major projects.

The key objective for 25-26 is to continue to collaborate and provide communications and external affairs support and services across the City of London Corporation, as well as transition successfully to a new Executive Director. Departments include, but are not limited to DCCS, City Surveyor's and Environment, Destination City, Culture and Innovation and Growth

2025-26 represents a period of significant change for this function – broadening the scope of our offer to the organisation and creating new enabling functions to deliver brilliant basics in communications and external affairs to the organisation that drive efficiencies and outcomes.

Enhancing the reputation of the organisation through strategic partnerships and political engagement

- Ongoing political engagement and delivery of political party conference activity, working with key teams across City Corporation.
- Negotiating and scoping strategic opportunities to maximise efforts to press forward **adoption and implementation of policies** that align with the City Corporation's goals, as well as opportunities to communicate key messages.

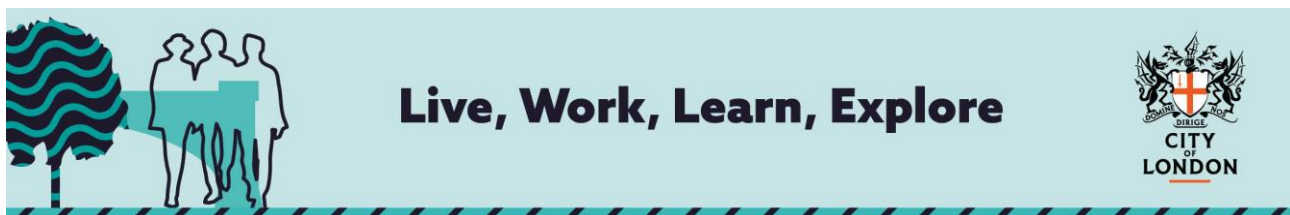
Supporting changing needs and contexts

- Working to support key projects with fast-changing needs, allowing the organisation to operate confidently and at pace, including Markets, Salisbury Square and more.
- Supporting Members and colleagues through the communications challenges of a changing geopolitical, economic and legal environment.

Transforming our digital communications estate

- Undertaking the first ever review of our external digital estate (websites/social media); putting together a plan to deliver an offering that reflects varied needs, reduces risk and duplication and enhances reputation.
- Working with DITS to ensure the Data Lighthouse Corporate CRM project meets communications, engagement and insight needs across departments.

Delivering for our communities



- Continuing to grow our community engagement footprint, as a key function allowing departments, institutions, officers and members to better reach City workers and residents to fulfil Corporate Plan and Transformation objectives and statutory duties.
- Deploying relationships and networks built through the City Belonging Project and expertise in resident engagement to support key projects: e.g. in Housing, Public Health, the City Police, etc.

Enhancing marketing, campaigns and brand

- In order to support key Corporate Plan, Transformation and Policy Priority objectives – including Destination City, Sponsorship and Commercialisation and the CBIU – creating central marketing and campaigns resource, aligning our corporate brands through the Strategic Branding Review and bringing together a marketing community of practice across the organisation.

Further developing Internal and Transformation Communications

- Continuing to work with HR to further develop internal and transformation communications to support work including Ambition 25 and the Transformation Programme.

Developing our colleagues

- Supporting members of the team in learning new skills in the communications and external engagement space, including digital production, reducing internal silos and supporting career development.



Live, Work, Learn, Explore



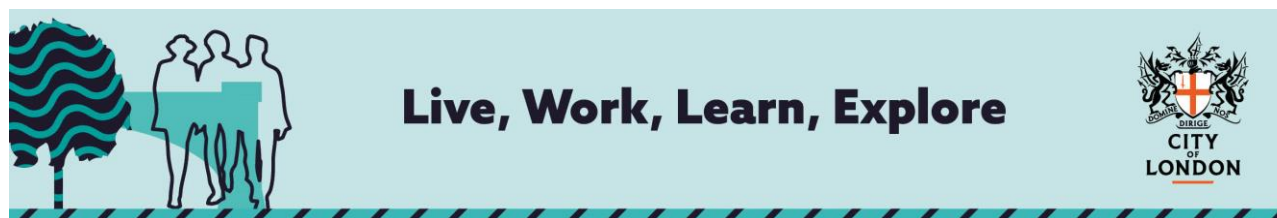
Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<i>Add the workstream name and list the key 2025/26 deliverables. Note activities and milestones and give the date these will be achieved. Note if these have a different duration to the FY (shorter or longer).</i>	<i>Estimate the % (of the total 100%) budget that will be allocated¹</i>	<i>Estimate the % (of the total workforce) that will work on this²</i>	<i>List all the CP outcomes this workstream contributes to</i>	<i>CP 2024-2029 Performance Measures should be shown in bold</i>	<i>State what will be different</i>
Political engagement	20%	20%	All	Stakeholder Engagement: Track the number and quality of engagements with key stakeholders, including government officials and politicians. Policy Adoption and Implementation: Measure the number of policies adopted and implemented as a result of advocacy efforts. [with Media colleagues] Monitor the amount and sentiment of media coverage related to	Successful political engagement can lead to the adoption and implementation of policies that align with the City Corporation's goals. This includes influencing key legislative initiatives and strategic interests. Enhanced engagement with key stakeholders, including government officials, policymakers, and community leaders, leading to stronger

¹ Does not total 100% because some departmental budget is allocated to 'BAU' activities and/or is unprogrammed for emerging or unexpected activities that arise in-year.

² Unlikely to total 100% or more because some people resource is allocated to 'BAU' activities and it could indicate a reliance on additional working time to deliver activities.

				political engagement activities. Event Participation: Track attendance and participation rates at political engagement events and activities.	relationships and more effective advocacy. Formation of strategic partnerships and collaborations that facilitate senior-level political engagement and amplify the organisation's influence
Strategic branding review implementation	10%	10%	All	<p>Development of a brand strategy, architecture and guidelines that cover the strategic branding review recommendations and place based/visitor brands.</p> <p>Alignment of recommendations from the review of the Destination/Visitor branding review.</p> <p>In collaboration with the Culture/DC</p>	For the first time, the City Corporation will have a clear brand strategy and guidelines that promotes, protects and enhances the organisation's reputation and enables effective communications and marketing across our target audiences.

				teams, delivery and implementation of a new place-based B to C brand.	
Sports strategy delivery <ul style="list-style-type: none"> - Ongoing support for future investment and oversight of sport and leisure facilities in the Square Mile - Identify opportunities to make public spaces more active in the City - Lead on events and engagement that celebrate the positive impact of sport locally, nationally and globally - Bring new and exciting sport participation and spectator events to the Square Mile that showcase the City as a destination for sport - Deliver community focused sport events and activations aimed at local residents, workers and disadvantaged groups 	5%	5%	Diverse engaged communities Vibrant Thriving destination	Increased usage of sport facilities owned or managed by the City Corporation Increased awareness of the City Corporation's support for sport and the wide benefits it provides Increased participation in sport events and activations in the Square Mile	Healthier communities, increased footfall in the Square Mile, enhanced exposure for value of the City Corporation's role in sport
Worker and resident engagement <ul style="list-style-type: none"> - Growth and development of City Belonging Project (from 3,000+ signups) as flagship worker engagement programme, including sustainability of City Belonging Networks beyond Alastair King mayoralty. 	10%	10%	Diverse engaged communities Vibrant Thriving destination Providing Excellent Services	Increase engagement with workers and resident communities (Email list growth) Voters registered on the 2026/27 Ward List	Deeper engagement with residents, workers and businesses, unlocking partnership and supporting initiatives across departments.



<ul style="list-style-type: none"> - Residential Reset delivery, including City Question Time and broader events programme, residents offer development and consultations hub. - Engagement relating to upcoming Aldermanic elections and the 2025 canvass. - Supporting all departments and institutions with community engagement and partnerships. 				City Belonging Networks with active steering groups.	
Internal transformation communications and engagement	10%	10%	All	<p>Continued delivery and leadership of the communications and engagement activity to support the Ambition 25 programme.</p> <p>Lead communications activity across the Corporation to support the implementation of Programme Sapphire.</p> <p>Develop and lead communications and engagement plan to</p>	Continued focus on growing staff engagement and involvement supports the organisation to deliver on its outcomes in the corporate plan and the priorities in the People Strategy.

				<p>support the successful delivery of the Values and Behaviors programme.</p> <p>Deliver communications support and resources to colleagues on Future Ambition 18.</p> <p>Maximise the use of a range of channels to ensure all colleagues have the opportunity to engage and understand key activities underway across the CoLC.</p>	
<p>Stabilising the Communications function, supporting staff, managing the interim arrangements and preparing for the new Executive Director</p>	10%	10%	All	<p>Continue to provide ongoing development for team.</p> <p>Collaboration and cross organisational working on key programmes, including:</p>	<p>Reliable, effective and impactful communications and external affairs activity to support deliverable of major external and internal City Corporation programmes.</p>

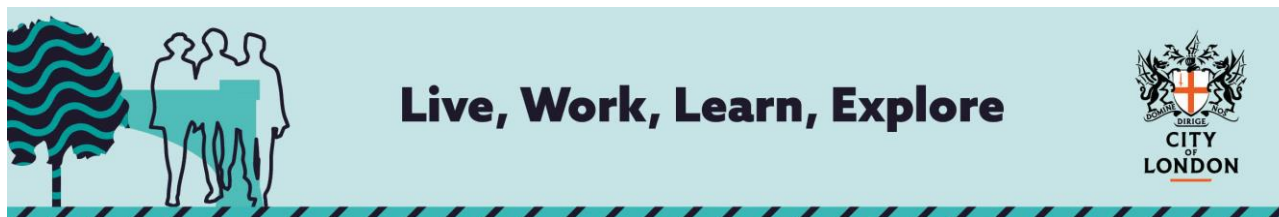
				Destination City Barbican Renewal Markets CBIU Culture Strategy Ambition 25 Prog Sapphire Values and Behaviours Lord Mayor's Show	Continuous development of the team as a priority. Function can continue to evolve and improve before and after the arrival of a new Executive Director.
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To note: The remaining 40% of the Corporate Communications and External Affairs budget is focused on BAU activities and resourcing.

Our timeline planner of priority workstream activities and milestones

Page 25

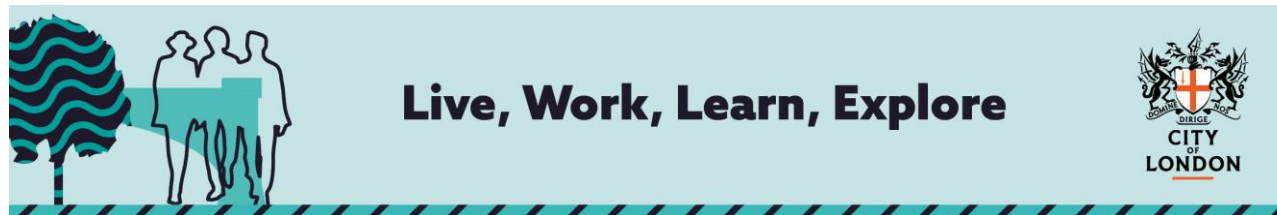
													<div>Key</div> <div><div></div>Duration of activity</div> <div>Milestone</div>	
Quarter 1			Quarter 2			Quarter 3			Quarter 4			Beyond 2025/26		
Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2026/ 2027	2027/ 2028	
<div>Political engagement</div> <div><div>Ongoing political engagement (all year)</div><div>Advocacy on various policy report launches</div><div>FPS Dinner</div><div>Party Conferences</div><div>HMG Budget Submission</div></div>														



COMMUNICATIONS AND EXTERNAL AFFAIRS 2025/26 BUSINESS PLAN

Strategic branding review implementation	<div> <div>Updated branding proposals to P and R</div> <div>Branding proposals to CoCo</div> <div>Implementation and roll out (all year)</div> </div>													
Sports strategy delivery	<div> <div>Summer of Sport</div> <div>Women's Euros</div> <div>MH Sport Event</div> </div>													
Worker and resident engagement	<div> <div>15 City Belonging Networks by end King mayoralty</div> <div>2026/27 Ward List published</div> <div>Corporate CRM to enable resident/ worker engagement</div> </div>													
Internal transformation communications and engagement	<div> <div>A25 QA and supporting activity</div> <div>Values and Behaviors launch</div> <div>Prog Sapphire system launch</div> </div>													
Stabilising the communications function, supporting staff, managing the interim arrangements and preparing for the new ED.	<div> <div>Advert out for new ED</div> <div>TBC ED Appointed</div> <div>Team Away Day</div> <div>Ongoing L&D and upskilling (all year)</div> <div>Team Away Day</div> </div>													

*Milestones are being identified



Enablers

People

See the [HR Dashboard Draft - Power BI](#) for data for your department. State your workforce numbers and demographics State your staff survey score and key actions in your departmental actions plan.

Headcount – 41
Male - 58.8%
Female – 41.2%
White – 65.63%
Black – 10.16%
Asian – 7.03%
Prefer not to say – 3.13%
Did not respond – 11.72%
Mixed – 2.34%

Staff Survey

100% response rate

Highest score – My line manager treats me fairly and with respect 91% agree

Lowest score – I would support a potential move to 4 days a week 88% disagree

Staff Survey action plan

- Improving communication and reinforcing the ‘one team’ approach.
- Improving our Learning & Development offer and career opportunities
- Improve relationships with key Members

Equity, Equality, Diversity and Inclusion

List your top 3 priorities in your EEDI action plan / Let's Talk About Racism actions / Tackling Racism taskforce recommendations (as applicable). Specific examples of how you contribute to delivering the COLC Equality Objectives – internally and externally?

Transforming external EEDI engagement through City Belonging Project – fulfilling Corporate Plan “Diverse Engaged Communities” objectives and positioning the City Corporation as a leader in this space, able to better represent and serve our citizens. Now at 3,700 people and growing 20% per quarter – plan to markedly scale growth.

Providing opportunities for City Corporation staff networks and individuals to engage with the wider Square Mile through City Belonging Networks (8 at point of writing and growing). Supporting team members who are actively involved in staff network leadership (e.g. Yassar Abbas, Faith Network Co-Chair).

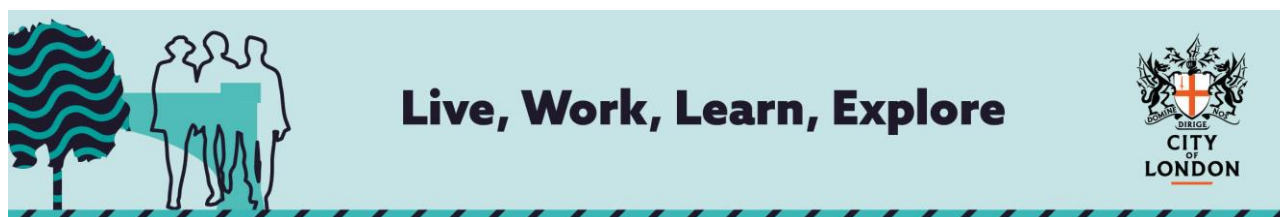
Ensuring that diverse voices and stories are showcased across our communications and engagement work, showing the City and City Corporation as open and inclusive and challenging perceptions. Creating new opportunities for such work through an overhaul of our digital communications, brand and marketing functions.

Providing strategic communications and media support across the organisation, amid a changing political and legislative landscape that impacts diverse communities and the delivery of EEDI objectives.

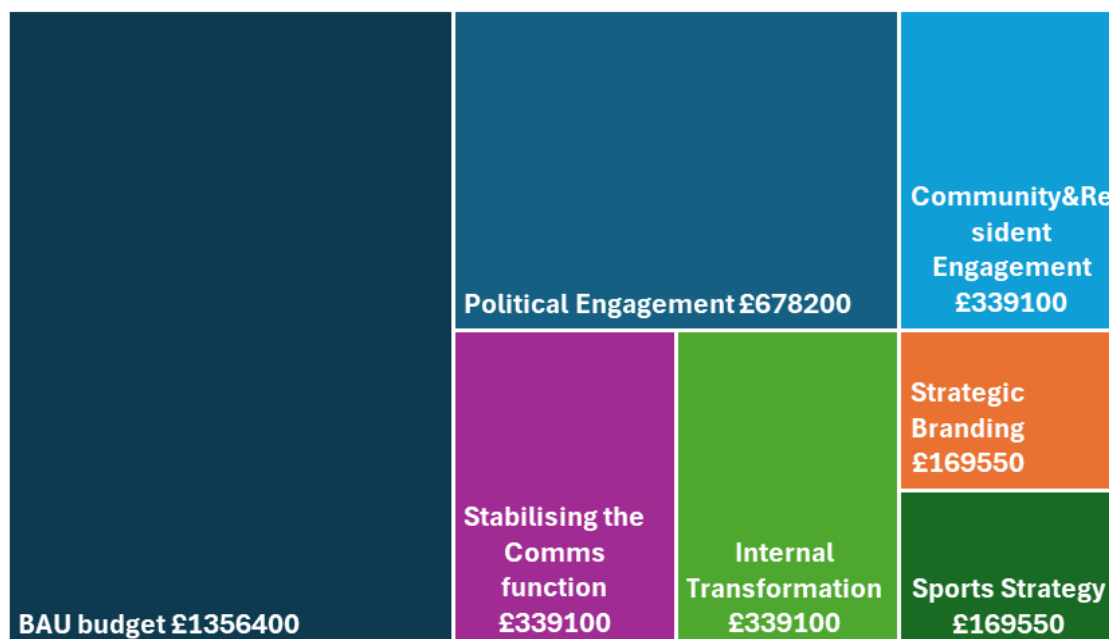
Finance

Communication and Corporate Affairs budget allocation is £3,391M, funded from local and central budget

Estimated forecast spend in respect of the priority workstreams



Communications and Corporate Affairs Estimated Budget Allocation to workstreams



Priorities and plans being considered in the medium term

What Medium Term action is required? (e.g. New legislation, services, projects, automation)	When? 2026/27	When? 2027/28	Is this Funded or Unfunded?
Digital Comms Transformation [ie Website redevelopment; maintenance support for existing digital platforms; content creation; digital campaigns]	✓		Unfunded
City Belonging Project Stage 2 growth, including personnel to support community engagement, unlocking partnership opportunities across the Square Mile, supported by new Corporate CRM	✓		Unfunded

Risks

Communications and Corporate Affairs team are not the owners of any Corporate risks. Some risks owned by other divisions are reviewed on regular basis, stated below.

Risk Title	Score

Health & Safety

List up to three priorities for 2025-26

Communications and Corporate Affairs contribute to the delivery of the Health and Safety Priorities noted in the Town Clerk Departmental Health and Safety Plan.

- Reduce Risks of staff stress
- DSE Assessments up to date
- Model Safety Behaviour



Live, Work, Learn, Explore



CR10 – Adverse Political Developments	Current: 8 – target 4	
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Operational Property

All operational properties have been assessed as utilised, part utilised, or not utilised, and confirmation has been provided to the City Surveyor's Department.

Yes (included in the Town Clerk's Department return)

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City of London Corporation Committee Report

Committee(s): Communications & Corporate Affairs Sub Committee	Dated: 29 th May 2025
Subject: Sport Engagement Update	Public report: For Decision
This area of work delivers on all of the Corporate Plan 2024-29 outcomes	
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	NA
What is the source of Funding?	NA
Has this Funding Source been agreed with the Chamberlain's Department?	NA
Report of: Paul Wright, City Remembrancer	
Report author: Sam Hutchings, Head of Sport	

SUMMARY

This report provides an update on the work of the City of London Corporation's Sport Team in delivering the City of London Corporation's sport engagement programme as part of our wider Sport Strategy work. Details of upcoming planned events and engagement are provided. Members are also asked to consider and endorse the Ticket Allocation Policy for the City Corporation

Recommendations

That Members:

- i) Note the sport engagement update outlined in this report, and
- ii) Review and endorse the current Ticket Allocation Policy for the City of London Corporation (attached as an Appendix)

MAIN REPORT

Background

1. Since 2019 the City Corporation has increasingly recognised the importance of sport in promoting wellbeing, enhancing economic opportunities and supporting international diplomacy. Working with our partners, a targeted sport engagement approach has been developed to maximise these benefits and also assist with achieving wider corporate aims. This sport engagement activity has focused on the City Corporation's convening power and venue offer, by celebrating major sport events and supporting bids for future competitions.

Sport Strategy

2. In June 2023, Members of the Policy and Resources Committee agreed to [A Global City of Sport: A Sport Strategy for the Square Mile \(2023-30\)](#) which sets out a vision and five sport themes / priorities for the City Corporation over the next seven years. The Vision is to make the City of London a leading global city of sport, through valued and exceptional sport facilities, events and engagement. The five priorities are:
 - A) INVEST in sport facilities
 - B) ACTIVATE our streets / spaces
 - C) CELEBRATE the impact of sport
 - D) ATTRACT more high-quality sport events
 - E) SUPPORT community sport
3. The delivery of the strategy is overseen by the Sport Sounding Board which meets quarterly and is chaired by the Lead Member for Sport (appointed by the Policy and Resources Committee). The Head of Sport, along with the Sport Strategy Officer and the Community Sport Officer (the Sport Team), work with departments across the organisation to deliver on the five priorities and report to the Sounding Board as well as other relevant committees on progress and decision requests. An update on this work was provided to this Sub Committee, as well as the Policy and Resources Committee, at the end of last year. A further update, including plans to move to phase 2 of the strategy, will be provided in the autumn.

Forward Look

4. Linked to Priority 3 of the new sport strategy, the aim of this report is to provide Members of this Sub Committee with an update on sport engagement plans for this year, specifically to celebrate the positive impact of sport. Already this year the City Corporation has hosted events to celebrate the launch of the nationwide 'Lets Dance' campaign and the London Sport Awards.
5. In line with normal corporate practice, in return for either venue or financial support for a sport engagement event it is normally expected that appropriate recognition will be given to the City Corporation by the partner organisation for this support. This would normally involve logo promotion, support with messaging, speaking opportunities and guest invitations. Although most of the engagement takes place

at City Corporation venues, some will take place at other locations across London, the UK and globally. International engagement is worthwhile only when the outcomes are clearly tangible and beneficial to both the City Corporation's objectives and wider UK ambitions around soft power and trade.

6. The Sport Team is working on a number of new engagement activities that are due to take place in the coming months as outlined below:

- London Sport Festival Launch – working with the Central London Alliance and local Business Improvements Districts, we are hosting a two-day launch event of the London Sport Festival. This will take place in Guildhall Yard on 22nd and 23rd May and will showcase a number of the sports available to take part in across the Square Mile over the summer as part of the [London Sport Festival](#) in 2025.
- Lord Mayor's Gulf Visit – the Lord Mayor is travelling to various countries in the Gulf at the end of May and, as part of his formal programme, will be meeting with stakeholders investing in sport venues and events. The Head of Sport is providing assistance to this engagement and helping with briefing materials ahead of the visit.
- GB Olympians AGM – Guildhall will host the Annual General Meeting for GB Olympians, the body representing all past and present Team GB athletes. The event will take place mid-June and include a Q&A session for the recently elected chair of Team GB, Dame Katharine Grainger.
- City School & Academy Sports Day – an event will be held at West Ham Park on 19th June involving pupils from all the schools and academies supported by the City of London Academies Trust. Working with colleagues from the Community & Children's Services department, the Sport Team is helping to deliver a day of activities for pupils to compete against each other in a variety of sports.
- UEFA Women's Euros (Switzerland) – following an approach from the Foreign & Commonwealth Development Office (FCDO) and the Department for Business & Trade (DBT), the Head of Sport is helping to deliver a series of trade and soft power events in Zurich (Switzerland) to coincide with the upcoming Women's Football Euro Championships. It is anticipated that a short visit, involving a high-profile event supported by the UK Embassy in Switzerland, will take place in mid-July. Subject to availability, the Policy Chair and Lead Member for Sport are likely to participate in this visit.
- European Paralympic Committee Network Event – the City Corporation will host a networking event in central London to welcome members of the European Paralympic Committee visiting London in early September. The event will be an opportunity to promote the capital as a destination for Paralympic sport and the City Corporation's role is to host a networking reception as part of the formal proceedings planned for this visit.

- International Partnership Against Corruption in Sport – in collaboration with UK Sport, the City Corporation has agreed to host a networking event ahead of the Annual General Meeting of the International Partnership Against Corruption in Sport (IPACS) in September. This group leads relevant discussions around global collaboration to bring an end to all forms of corruption in sport.
- Women's Rugby World Cup – the Head of Sport has been working directly with World Rugby to support its plans to host its General Assembly in Guildhall prior to the Women's Rugby World Cup final later this year. The event will involve all international rugby federations from around the world and consists of formal proceedings and informal networking opportunities at the end of September, prior to the final which is due to take place at Twickenham on 27th September. The Civic Affairs Sub Committee has also agreed to support this event and the Head of Sport is working with strategic partners, including HM Government to maximise potential benefits to the UK from this engagement opportunity.
- City Sport Week – plans are afoot to develop a new initiative that will help bring global business and sport leaders together to discuss shared issues in an informal setting over a fixed 3-day period each year in the Square Mile (similar to the Davos concept). This initiative is likely to be launched next year and will operate alongside the already established Global Sport Agora – which the City Corporation has supported since its inception in 2022. Further details will be provided in due course and it is anticipated this event will help support the City Corporation's wider destination and growth ambitions.
- UK Sport International Relations Seminar – the City Corporation is working with UK Sport to host an international relations seminar in October which will bring together domestic sport federations from across the UK to hear a high-profile speaker discussing key international issues impacting the delivery of elite sport events.
- Lord Mayor's Appeal Boxing Event – the Head of Sport is working with the organisers of a high-profile boxing event, involving the Lord Mayor, due to take place in early October. The event is likely to present significant media opportunities as well as potential to raise funds for the Lord Mayor's Appeal. Guildhall will host the [event](#) which will involve amateur bouts between representatives from London and New York Fire Brigades.
- London FA Awards – the City Corporation continues to support the London FA Awards and will host its annual awards ceremony at Guildhall again this year, celebrating the role of volunteers, players and officials in delivering grassroots football across the capital.
- World Union of Olympic Cities (Seoul) – as a new affiliate member of the World Union of Olympic Cities (WIOC), the City Corporation has been invited to put forward a representative to join a panel of speakers on the legacy impact of hosting an Olympic games. The event will take place in

Seoul, South Korea and will be attended by cities from around the world that have hosted and made bids to host a past and upcoming Olympic Games. Further details are still to be finalised before a decision is made on the City Corporation's participation.

- Winter Olympics (Milan) – the Head of Sport is working with the British Olympic Association on plans to engage both domestically and internationally during next year's Winter Olympics taking place in Milan, Italy. Further details will be provided on this once finalised but it is likely to involve partnering with Team GB on a domestic event at Guildhall and an event in Milan during the competition.
- ITTF World Team Table Tennis Championships – London will host the World Team Table Tennis Championships in May next year and the Sport Team is working with Table Tennis England to identify engagement and activation opportunities around this competition to help celebrate and promote the health benefits of table tennis in the Square Mile.
- ICC Women's T20 World Cup – the Head of Sport is liaising with the organisers of the next women's T20 cricket world cup which is due to take place in England next summer, with the final at Lords in London. Opportunities to engage through this competition are being explored and further updates on this will be provided in due course.
- FIFA Men's World Cup – the next men's football world cup is due to take place in the United States, Canada and Mexico. The Head of Sport is discussing potential domestic and international engagement opportunities around this competition with key government and business partners.
- International Working Group on Women & Sport – the Head of Sport has been providing support to the senior team at the IWG on Women & Sport around sponsorship opportunities for their major summit taking place in Birmingham next summer. The City Corporation has been a major supporter of this initiative and helped celebrate the 30th anniversary of its creation last year.
- Commonwealth Games (Glasgow) – originally due to be staged in Victoria (Australia) the next Commonwealth Games will be held in Glasgow in August 2026 and the City Corporation will offer support consistent with previous competitions staged in the UK by providing assistance to help with welcoming VIPs in London during this period.

City of London Freedoms

7. A number of high-profile events have recently taken place to celebrate the award of freedoms to well-known sports people, including Ian Wright, Lady Mary Peters and Sir Hugh Robertson. Plans are also underway to recognise the contribution of Team GB superstar, Sir Chris Hoy, as well as a number of boxing related freedoms to coincide with the Lord Mayor Appeal event in the autumn. The allocation of the

Freedom continues to be a great way for the City Corporation to demonstrate its support to individuals who have contributed to national and local sporting success.

Sport Diplomacy

8. The Head of Sport continues to sit on a government led group seeking to improve the soft power and diplomacy outcomes of hosting and engaging through major sport events. The group, chaired by the Department for Digital, Culture, Media & Sport, meets every two months to consider upcoming sport diplomacy opportunities deep dive into specific countries hosting upcoming major sport events. The next meeting will be held in June in Guildhall and provides an opportunity to consider potential engagement in the US, which will be hosting the upcoming men's football world cup and the Olympic & Paralympic Games in Los Angeles in 2028.

Community Sport

9. The Community Sport Officer (CSO) has been working on a number of community sport events aimed at local residents, school pupils and city workers. These include activity programmes aimed at younger and older people, primarily delivered in community spaces across the Square Mile, including Golden Lane Leisure Centre. Activities aimed at younger people tend to be delivered during school holidays and include multi-sports sessions, SEND sport classes as well as a focus on urban sports. Activities for older people involve Zumba sessions, Hula Fit and Tai Chi. The CSO has been working to deliver a number of activations over the summer in line with aspirations for the London Sport Festival (see above)

Mass Participation Events

10. The Sport Strategy Officer (SSO) has been supporting efforts to bring more high quality mass participation events to the Square Mile in line with the new sport strategy aspirations. Events being considered are the return of the London Nocturne – a high-profile cycling event in the Square Mile – and enhancements to the route for a triathlon taking place across central London. We are also in discussions around strengthening our partnership work with London Marathon Events to ensure enhanced outcomes for the City Corporation and our aims to improve community sport opportunities in the Square Mile.

Ticket Allocation Policy

11. From time to time the City Corporation is offered tickets to sporting events taking place in the UK. A policy for allocating these tickets was last agreed by this Sub Committee on 31st October 2022 and is attached as an appendix. Members are invited to review this policy and decide if any updates should be made to its terms going forward.

Lead Member for Sport

12. The introduction of a Lead Member for Sport was agreed by the Policy and Resources Committee over two years ago and this role will continue until at least

2026. At the same time as the new strategy being introduced, it was recognised by Members in 2023 that sport should be a corporate priority and a Member lead on this area of work was crucial to ensure delivery of desired outcomes. Since then, the current serving Lead Member for Sport has been pivotal in supporting efforts to deliver the objectives set out in the new sport strategy and assisting transition plans to the next phase of this ambitious vision. In addition, they have provided invaluable guidance to the Head of Sport on engagement and event opportunities, helping to achieve lasting outcomes from this important Member-led initiative.

Conclusion

13. This report provides an update to Members on the work of the Team to take forward the sport engagement programme. There are a number of sport focussed events taking place over the next year and beyond which are aligned to corporate objectives around business, wellbeing and diversity. In addition, Members are invited to consider the existing ticket allocation policy and decide whether any updates should be made since it was introduced.

Appendix

Appendix 1 - Ticket Allocation Policy

Sam Hutchings

Head of Sport

E: sam.hutchings@cityoflondon.gov.uk

City of London

Sport Ticket Allocation Procedure

The City of London Corporation has a long history of supporting sport events in London and the UK. In recognition of the positive impact on people's wellbeing, national economic success and global perceptions, we work with domestic and international partners to bring more Major Sport Events to London and the UK. By utilising our venues and resources, we seek to celebrate the positive contribution of sport and welcome global sport stakeholders to the UK.

As part of our relationship with sport partners, the City Corporation is occasionally offered VIP or General Admission tickets to attend relevant sporting events. The following process will be followed for the allocation of these tickets:

General Admission

For General Admission tickets which do not provide any hospitality, these should be allocated on a first come first served basis to Members of the Court of Common Council initially. Depending on the context and timing of the event it may also be appropriate to offer some of these tickets to pupils from the City Corporation's family of schools and academies.

VIP Tickets

When VIP tickets are offered, the main purpose in accepting them is to allow City Corporation representatives to develop and build relationships with other key partners and stakeholders also in attendance. Depending on the number of VIP tickets offered, these tickets will be allocated in the following priority order:

1. Lord Mayor and Policy Chairman
2. Deputy Policy Chair, Vice Policy Chairs and Sport Engagement Member Lead
3. Members of the Communications & Corporate Affairs Sub Committee (as the body responsible for sport engagement)
4. Members of the Policy & Resources Committee (as the parent committee of the above body)
5. Member of the Court of Common Council

When there is more interest in an event than tickets available, a ballot will be conducted to decide which Members should be allocated tickets. This ballot will be conducted by the Sport Engagement Manager in consultation with the Policy Chairman or their representative.

It is anticipated that, for all events and subject to availability, an officer (normally the Sport Engagement Manager) will accompany the group attending the sport event and provide a briefing for Members attending in advance of the event

When there are still tickets available with less than 72 hours until the start of an event, the Sport Engagement Manager will consult with the Chair / Deputy Chair of Policy and the Sport Engagement Lead Member to agree a suitable alternative arrangement for the allocation of remaining tickets.

The Sport Engagement Manager will record which Members have been allocated tickets to ensure appropriate transparency / accountability and those Members will be encouraged to update their interest declarations accordingly.

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City of London Corporation Committee Report

Committee(s): Communications and Corporate Affairs Sub Committee – For Information	Dated: 29 May 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. Please note that the media reporting period covers the period from 1 January – 31 March 2025.

Annex A– Corporate Affairs

Strategic Communications and Messaging Development

2. The Communications and Corporate Affairs team continued to lead on shaping clear and aligned messaging in support of the City Corporation's strategic objectives. The fortnightly Strategic Forward Look Grid meetings enabled forward planning and messaging alignment across departments, highlighting priorities ranging from economic growth to planning policy and civic engagement.
3. An emphasis on insight-led communications remained central. Media and digital evaluation frameworks were used to refine messaging and improve campaigns, supported by ongoing development of clearer KPIs and feedback loops. The team continued to support the Policy Chairman, Lord Mayor, and senior officers through a mix of briefings and narrative development for key engagements.
4. The Corporate Affairs Team played a key 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:

- **Wholesale Markets Communications and Engagement Programme campaign**

The team have continued to work at pace to support the next phase of the Wholesale Markets Programme, with activity focused on maintaining strategic alignment, clarity of message, and stakeholder confidence following the decision to cease the Markets Co-location Programme (MCP).

- A Major Projects Media Officer joined the organisation in February to support strategic media planning and delivery across the programme, working closely with colleagues in Strategic Communications, Corporate Affairs, Media, Internal Communications and City Surveyors to coordinate activity.

- Recent work, this period, included the publication of the independent Market Food Study, which secured positive coverage across national, trade and sustainability media. The team also supported a parliamentary information and engagement event, providing the Remembrancer's Team with content support, narrative development and insights to assist in briefing MPs and stakeholders ahead of the next stage of the Markets Bill.

- Looking ahead, we are working with a communications agency on a strategic campaign, preparing a series of milestone announcements, including transition planning, the release of refreshed visuals for both Smithfield and Billingsgate, and confirmation of any relocation sites. The communications strategy remains focused on careful sequencing and sustained stakeholder engagement.

- **CityAM Awards (6 May)**

The team worked with CityAM to negotiate a strategic partnership that included City Corporation branding across the Awards, sponsorship of one award, an advert in the programme on Net Zero Delivery Summit and introductory welcome remarks for the Policy Chairman. This allowed us the ability to communicate key messages such as on policy work in Innovation and Growth and on Destination City.

- **Spring Statement (26 March)**

In collaboration with Innovation and Growth colleagues, the team drafted a letter to the Chancellor from the Lord Mayor and Policy Chairman and a submission to HM Treasury ahead of the 2025 Spring Statement. The submission focused the City Corporation's key policy asks to government including recommendations for raising investment levels, pension reform, improving the regulatory and taxation environment, promoting the UK digital economy, sustainable finance and trade. The Corporate Affairs team worked closely with wider Media colleagues to maximum the opportunities to communicate our key messages

Political Engagement

5. Since the last sub-committee meeting in February 2025, the Corporate Affairs Team has prioritised:

- a) Continuing to support Innovation and Growth colleagues on briefing and insights for the Policy Chairman's meeting with the Parliamentary Under Secretary of State for Northern Ireland.
- b) Drafting and sending proactive letters to select politicians on key priorities of the organisation such as:
 - a. Our Global Offer to Business 2025 benchmarking report from Innovation and Growth.
 - b. The recent Scaling Digital Verification report from Innovation and Growth.
 - c. Invitations to the upcoming Net Zero Delivery Summit and Dinner.
 - d. Policy approach to the EU-UK Summit, communicating the City Corporation's views on further financial and professional services cooperation opportunities ahead of the Summit.
 - e. Letter to the Prime Minister's new Expert Adviser on Education and Skills.
 - f. Letter to HM Treasury on the City Corporation's views on what is needed in Business Rates transformation, resulting in Officer meeting with relevant HMT advisors.
 - g. Letter to Minister in MHCLG on the City Corporation's approach to planning and development in the City, resulting in the offer of a meeting with Baroness Taylor.
 - h. Letter to Minister in MHCLG on 60 Gracechurch Street planning permission.
- c) Facilitating and drafting briefings for:
 - a. The Policy Chairman's meeting with the Permanent Secretary, Department for Business and Trade.
 - b. The Lord Mayor's meeting with the Permanent Secretary, Department for Business and Trade.
 - c. The Policy Chairman's meeting with the Economic Secretary to the Treasury.
 - d. The Policy Chairman's meeting with the Shadow Secretary Economic Secretary to the Treasury.
 - e. The Policy Chairman's meeting with the Shadow Secretary of State for Science, Innovation and Technology.
 - f. The Vice Chair's (Tijs Broeke) roundtable with the Economic Secretary to the Treasury at the TCUK Joint Extraordinary Leadership Council and International Trade and Investment Group.

- g. The Vice Chair's (Tijs Broeke) roundtable meeting with the Minister for AI, Department for Science, Innovation and Technology hosted by Labour Together.
 - h. The Lead Member for International Markets' (Jason Groves) roundtable with the Shadow Economic Secretary to the Treasury on the future of the economy hosted by Onward.
 - i. The Vice Chair's (Tijs Broeke) private dinner at Chatham House with Baroness Manningham-Buller, the former director of MI5 on national security.
- d) Supporting the Business and Trade Dinner at Mansion House (7 May) by briefing Members, the Policy Chairman, and the Lord Mayor with key talking points and biographies of high-profile political guests and senior civil servants. The Secretary of State, the Rt Hon Jonathan Reynolds, and President of the British Chambers of Commerce, Baroness Lane Fox, delivered keynote addresses, alongside the Lord Mayor. The Policy Chairman held a bilateral meeting with the Business and Trade Secretary ahead of the dinner.

Pan-London Engagement

6. Since the last sub-committee meeting in February 2025, the Corporate Affairs Team has prioritised the following on Pan-London engagement:
- a) Engaged closely with internal and external stakeholders (such as London and Partners) on the final drafting of the London Growth Plan, as well as Member and Officer attendance to represent the City Corporation at the launch event in February 2025.
 - b) Working with internal colleagues on draft considerations for the City Corporation on devolution, in response to the English Devolution White Paper.
 - c) Continuing to manage and process casework matters from Members of Parliament and Assembly Members.
 - d) Supporting the Policy Chairman with bilateral meetings with the Director of Central London Forward; the CEO of London Councils; as well as recurring London Councils meetings.
 - e) Worked with internal colleagues on the LUCI Lighting Summit, providing stakeholder mapping and invitations to political stakeholders.

Engagement with External Partners

7. Resources in the Corporate Affairs team continue to be impacted and some engagement with external partners has been affected. Since the last sub-committee meeting in February 2025, the Corporate Affairs Team has prioritised the following on external partners engagement:
- a) Worked with REM and fellow financial and professional services trade associations (ABI, TCUK, UKFinance and BVCA) to deliver a Parliamentary Tea, attended by various politicians and the Policy Chairman.

- b) Ongoing engagement with the International Business and Diplomacy Exchange (IBDE) including maximising Officer and Member attendance across the various committees, and the Policy Chairman's attendance and speaking remarks at recent conference.
- c) Securing Members and Officers for relevant opportunities such as roundtables with the Whitehall and Industry Group on regulatory reform.
- d) Liaising with the Centre for Policy Studies on its annual conference, including providing briefing to Members in attendance at the VIP dinner.
- e) During the Policy Chairman's recent visit to Northern Ireland, secured high level meetings with the deputy First Minister of Northern Ireland, the Economy Minister (Northern Ireland), as well as the Chairperson for the Economy Committee (Northern Ireland). Corporate Affairs continues to work with Innovation and Growth colleagues for follow up meetings and engagement with the Northern Ireland Executive and wider stakeholders.

Forward Look and Future Engagement

- f) Supporting the City Corporation with communications and political engagement regarding the policy priorities of the organisation with both Government, as well as other Opposition parties.
- g) Further integrated planning and delivery with various teams across the organisation on areas such the City of London Police and economic security
- h) Continuing to negotiate and maximum strategic partnerships, such as events, that allow for opportunities for senior level political engagement. This includes an upcoming Concordia Summit event, as well as Onward's annual Chairman dinner. Planning is also underway to hold the annual Chapman Barrigan Lecture at the Guildhall, an event focused on highlighting and inspiring women from the real estate field.
- i) An updated Memberships and Subscriptions paper will come to July Subcommittee, working with colleagues across the organisation to ensure it is comprehensive.
- j) 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 event partners.
- k) 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.

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Annex B – Campaigns and Community Engagement

City Belonging Project

8. The past three months have been a busy and successful period for the City Belonging Project – with the number of sign-ups having grown by 20% to more than 3,700. Eight City Belonging Networks have now been launched, including five since the last meeting: Women, Social Mobility, Neurodiversity, Mental Health and Veterans. We are putting together steering groups for each of these networks, in collaboration with City businesses and interested individuals.
9. This initiative has gathered interest from a number of key individuals, including by the Bishop of London speaking in parliament in December – and by Sir Sadiq Khan at the Lord Mayor’s Appeal Eid Dinner: “At a time when many are rolling back on diversity and inclusion, it’s heartening to see the City of London Corporation rolling on. I’m grateful to the Lord Mayor for his dedication to this cause – and his leadership in launching... City Belonging Networks, including the City Muslim Network.”
10. Numerous City workplaces have increased their active involvement with the programme and requested meetings and presentations. At their request, we are working to develop a framework for a designated City Belonging Champion at each City business, giving us a single point of contact and communication for Belonging activity. In addition to supporting the community events run by Remembrancers, we have held standalone Belonging events at Janus Henderson, Fidelity and Accenture (in collaboration with Progress Together), and are continuing to develop our network of potential hosts. We were successful in securing funding from Aldgate Connect BID for the City Jewish Network Passover event held at Sandys Row and Bevis Marks Synagogues.
11. Since the beginning of the year, we have been supporting the work of the CIL Neighbourhood Fund-supported Faith in the City initiative, focused on understanding the faith needs of the Square Mile and putting forward ideas for the future. More than 800 people have completed the 15-minute online survey and 200 attended focus groups and one-to-one interviews. Those interested in the project include Faith Minister Lord Khan, the UN’s Special Rapporteur on Religious Freedom, the Vatican’s Dicastery for Interreligious Dialogue, the OSCE, Bishop of London, Lambeth Palace, Regents Park Mosque, the Office of the Chief Rabbi and senior Hindu, Sikh and Jain leaders. The report is being finalised at the point of writing.
12. We are continuing to work with DITS to deliver the “Data Lighthouse” corporate CRM project, which will prove transformative in the way we engage with our community and scale that engagement. In particular, we are working to ensure that users can be matched to specific addresses, a development that would allow for ward-based email communications.

13. We are working with a number of teams across the organisation, including Public Health and Education Strategy, to deploy the framework, networks and individuals convened as part of the City Belonging Project to support them in their community engagement aspirations.

Resident Engagement

14. The team continues to provide engagement support and advice to resident-facing departments across the organisation, helping to ensure their communications are clear, accessible, and audience-focused. This includes focused work with colleagues in Department of Community and Children's Services (DCCS) to better support their communications and engagement needs, in order to deliver the best possible outcomes for residents.
15. A City Question Time: Finance Special event on 3 February at the Barbican Centre, in collaboration with Chamberlain's. It combined the statutory business ratepayers consultation with the usual Q&A session, which first covered finance and policing before opening to general questions. With 80 attendees, satisfaction scores rose to 3.62 (up from 3.32 in December), reflecting strong appreciation for the focused top-based format. A culture-themed edition will be held on 22 May.
16. We continue to ensure that are regularly updated via City Living print newsletters to all 8,000 residential properties. In March, we distributed the Spring 2025 edition via council tax mailouts, ensuring a cost-effective print run. This included features on the City of London Police, Faith in the City, cycling provision, children's access to education, and biodiversity tips, along with a round-up of upcoming spring and summer events.
17. We are working to better bring together online and offline communications, renaming our regular email newsletter City Living, as well as introducing a more modern format using Mailchimp. Responding to increased content demand and rising engagement, we shifted from monthly to fortnightly editions – with subscriber numbers and click-through rates continuing to grow. To complement this, a new resident landing page on the corporate website was launched and promoted via the rebranded newsletter. It brings together resources and services in a single, accessible location: www.cityoflondon.gov.uk/residents.
18. Work is also underway to bring together engagement around consultations across the organisation. The City Hub will be a new central platform for consultations developed with Commonplace, similar to that offered by City of Westminster. A new user permission level will soon allow the organisation to retain information shared by contributors – over 6,000 to date – supporting better-informed engagement going forward.
19. We have also presented at a number of community meetings, including with the VCSquared volunteer network project. We shared updates on our resident and

worker engagement strategy, heard directly from community leaders about volunteer visibility and participation and got feedback on the proposed City Living Resident Card, which was enthusiastically received.

Election Engagement

20. Since the last meeting of this committee, the 2025/26 voter registration figures were published and the all-out elections for Common Councillor were held. As has been the case previously, an evaluation will be carried out and report into the election engagement campaign will be provided to this committee and Policy and Resources in due course, including lessons identified and areas for future consideration.
21. Following a robust campaign, the Ward List rose to its highest level since the law changed a decade ago to require annual re-registration. It now stands at 21,011 – an increase of 6.5% since last year – and 65% higher than the pandemic low. Approximately two thirds of workplaces with 100 or more employees chose to register, including previously unregistered large businesses targeted by the campaign, including SMBC, Deliveroo and Chubb.
22. The election campaign ensured voters were aware of key dates and candidates through a multi-channel approach including digital communication and print advertising. The guide to candidates was again published on the Speak for the City website and every voter received a postcard, directing them to the guide. While turnout was down slightly at 29.7% (-2.7%) from 2022 in the wards that were contested, this figure remains similar to local elections in inner London boroughs.
23. The number of candidates standing (136) was unchanged on 2022, and 11 wards were contested (8 fewer than previously). More than 130 people attended a reception for potential candidates, and 118 attended more formal briefings – with 1-on-1 support given to individuals interested in standing. We also became the first local authority in England to launch a candidate diversity monitoring form, 44 of whom completed this information. We are working with Governance and Members Services and the EDI team to undertake diversity monitoring of all members.

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Annex C – Media Relations

Media Impact Analysis

24. The Communications Team delivers a quarterly digital and media communications report to enhance our strategic impact across priority campaigns and engagements. This paper provides an overview of activity for the period January to March 2025, analysing earned media coverage, digital engagement metrics, and sentiment trends. It includes comparison with the previous quarter to highlight changes in reach, performance and public perception. Data and insights inform the continued refinement of our content strategy and support our corporate narrative.

Media Coverage Overview

25. During the reporting period, the Media Team generated 3,501 media mentions.

These included:

- 3,250 mentions in online outlets
- 111 television mentions
- 86 print articles
- 54 radio broadcasts

Coverage appeared in prominent outlets such as BBC Radio Four, BBC London (online, radio and TV), Bloomberg News, CNBC, the ABC (Australia) Financial Times, The Daily Mail, The Times, The Daily Telegraph, City AM, The Standard (formerly Evening Standard and a wide range of trade press including the Architects' Journal and Building Design.

Media Highlights

Bloomberg donation to London Museum

26. Secured significant coverage for the £20 million private donation by Bloomberg to the new London Museum. Sold into the Press Association, with *syndication to 239+ outlets* including BBC and ITV, regional titles, and specialist heritage press. It featured the Policy Chairman's quote, amplifying the Corporation's leadership in cultural regeneration.

27. Social media posts generated around 3,500 engagements across our social media channels (X, Facebook and LinkedIn), with an aggregate engagement rate of 15% and around 60,251 impressions. The post did exceptionally well on LinkedIn, with a 7 percent engagement rate, well above the industry average of 2-3%.

India Programme

28. A proactive media programme supported the Lord Mayor's India visit and Growth Unleashed narrative. Financial Times interview landed the UK-India business agenda with commentary on risk and dynamic market opportunities.

29. Lord Mayor interviewed with NDTV broadcast which aired on India's largest news network and YouTube (14.5M subscribers), covering fintech, UK investment, and future trade relations. Hindustan Times op-ed set the tone for bilateral FS collaboration. The CNBC Squawk Box also allowed the Lord Mayor to position UK as a scale-up hub for Indian firms. Ministerial Roundtable (with Indian Finance Minister and Jonathan Reynolds) was reported in The Independent, Economic Times, Politico, The Hindu, and Press Trust of India.
30. An extensive social media campaign covering the Lord Mayor's visit to India generated over 1100 engagements on X, LinkedIn and Instagram, with an aggregate engagement rate of 13% and around 12,790 impressions.
31. The social media posts of carousels (multiple photos), on his final day of the trip performed best on LinkedIn with a strong engagement rate of 12.09%.

MIPIM 2025

32. City A.M. column by the Policy Chairman launched campaign: "If we want our economy to grow, our skyline must go up, up, up."
33. Coverage included: BBC, The Times, Time Out, Metro, London Evening Standard. Focused on bold, pro-growth planning and investment messaging. Trades included Property Investor Today, Property Wire, and CoStar.
34. The City Corporation digital team also ran a week-long campaign on social media during MIPIM, starting with social media posts amplifying the Policy Chairman's City AM column on X and LinkedIn. Posts on X and LinkedIn generated roughly 800 engagements, with an engagement rate of around 4% and around 8,909 impressions.

Rachel Reeves' growth speech

35. Sky News and LBC interview by the Policy Chairman reacting to Rachel Reeves' growth speech, positioned the City as a delivery partner for reform. Daily Mail column by the Lord Mayor advocated for unlocking growth in AI, life sciences, fintech and cyber. The oped was timed ahead of the Chancellor's economic speech.
36. The Policy Chairman quote included in the Financial Times welcoming the FCA's five-year strategy. Highlighted need for proportionate regulation and financial education. This supported the narrative of unlocking growth while ensuring resilience.
37. Social media posts generated around 1000 engagements across our social media channels (X and LinkedIn), with an aggregate engagement rate of 6% and around 9,200 impressions. The post did well on LinkedIn with a strong 5 percent engagement rate.

Scotland

38. Over 100 outlets covered the renewed financial services partnership between the City Corporation and the Scottish Government with the Policy Chairman and Lord Mayor quoted alongside the First Minister of Scotland.
39. The Scotsman, Herald, STV News, The Times Scotland, and The Argus carried coverage. The Policy Chairman interview in The Scotsman outlined City's commitment to regional financial services ecosystems.
40. Posts on X and LinkedIn generated roughly 500 engagements, with an engagement rate of around 3-4 percent and around 7,456 impressions.

City Corporation to gift Banksy 'piranhas' artwork to the London Museum

41. Following an exclusive pitch to Press Association by the Media Team to leverage coverage for Destination City, our arts and culture offer, and the City's transformative major projects, over 240 media outlets covered the announcement that the City Corporation will gift its Banksy 'piranhas' artwork to the new London Museum. Major national coverage was secured, including in BBC News, Daily Mail, Good Morning Britain, and the Independent. The Policy Chairman was quoted.
42. The Media Team built on their previous successes with this story, sending posts across our channels which generated 2,470 engagements (5.4%) with a reach of over 53,500 impressions. This brings the totals for the Media Team's work on this project to 107,000 engagements and reach of 722,500 impressions.

London Archives 'London in the Second World War' exhibition

43. Significant national coverage was achieved for the London Archives 'London in the Second World War' exhibition about The Blitz. BBC Radio 4's Today Programme interviewed the Assistant Director of The London Archives. Further coverage was secured in The Times, both, in print and online, and on BBC TV News (TV) and BBC Radio London's Robert Elm's show.
44. The media team complemented The London Archives social media campaign with posts across our flagship channels, generating 5,040 engagements (9.64%) and a reach of 25,900 impressions. We will continue to support the exhibition with posts marketing key moments and reminders about its run.

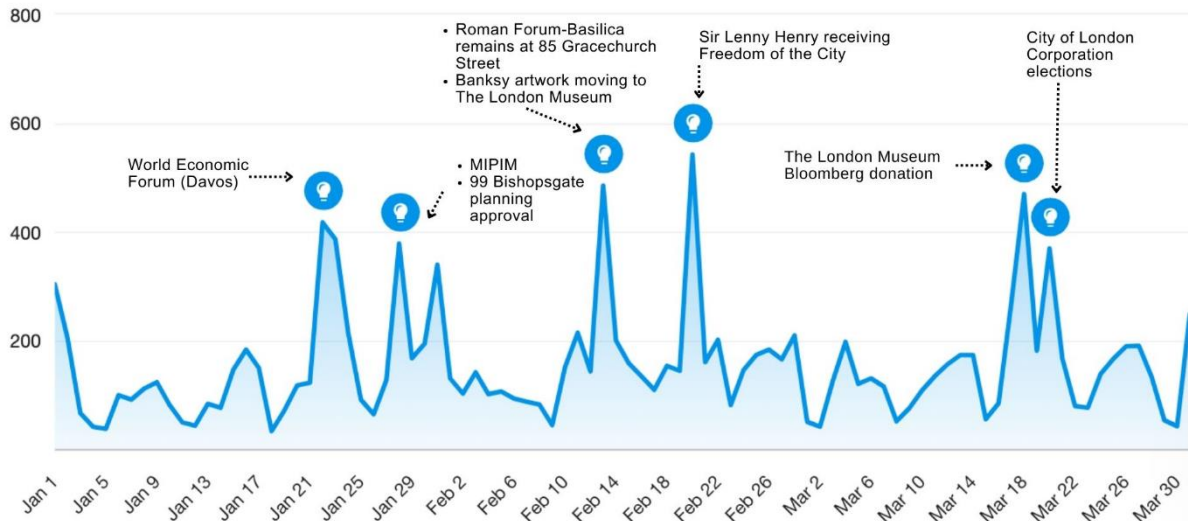
Spikes in mentions of the City of London Corporation

Total Mentions

13.8k ↓ 60%
Previous period 34.4k

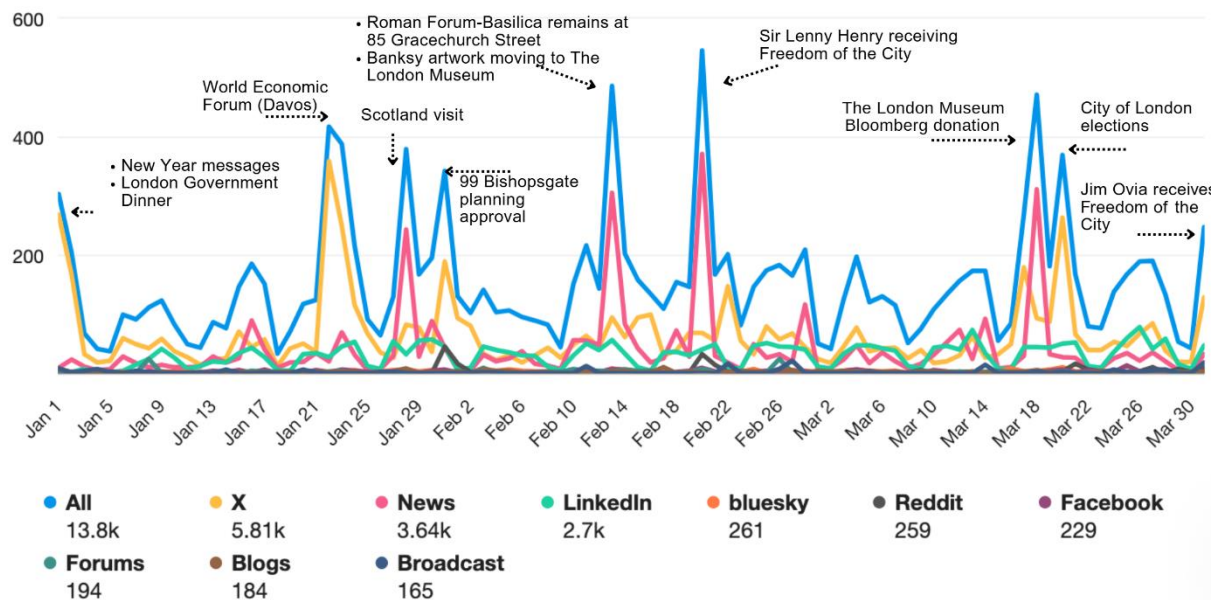
Daily Average

153 ↓ 60%
Previous period 382



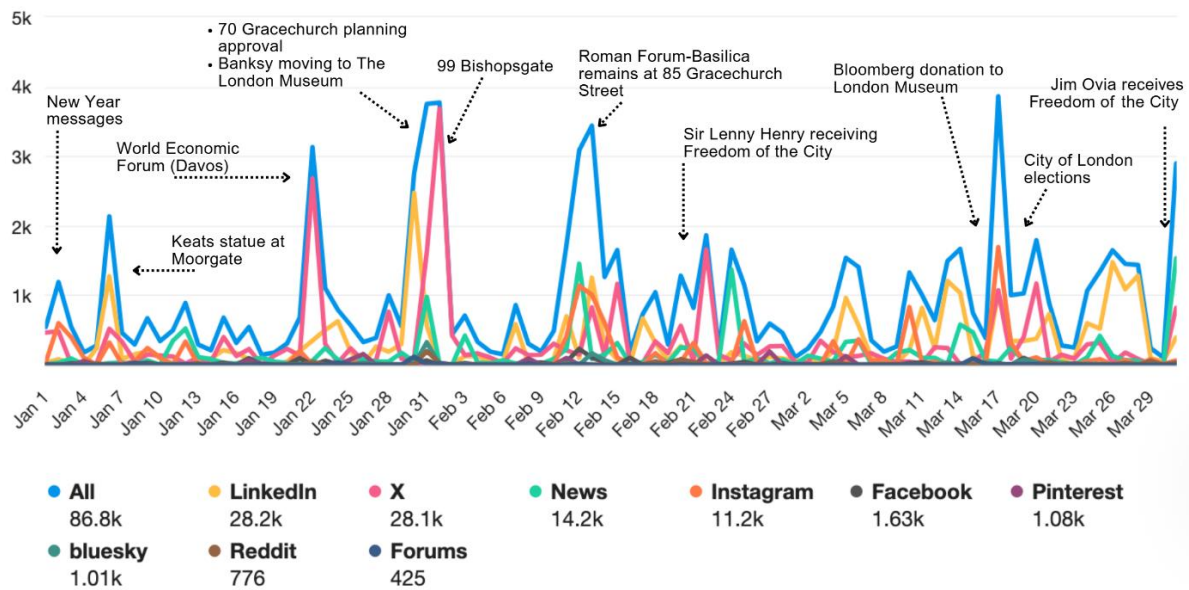
An overview of overall mentions across all media platforms, including social media. This includes total and average daily mentions, as well as the percentage change compared to the previous quarter. These AI-driven insights highlight statistically significant spikes in news and social media conversations.

Mentions across traditional media outlets and social media platforms



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

Mentions with most engagements



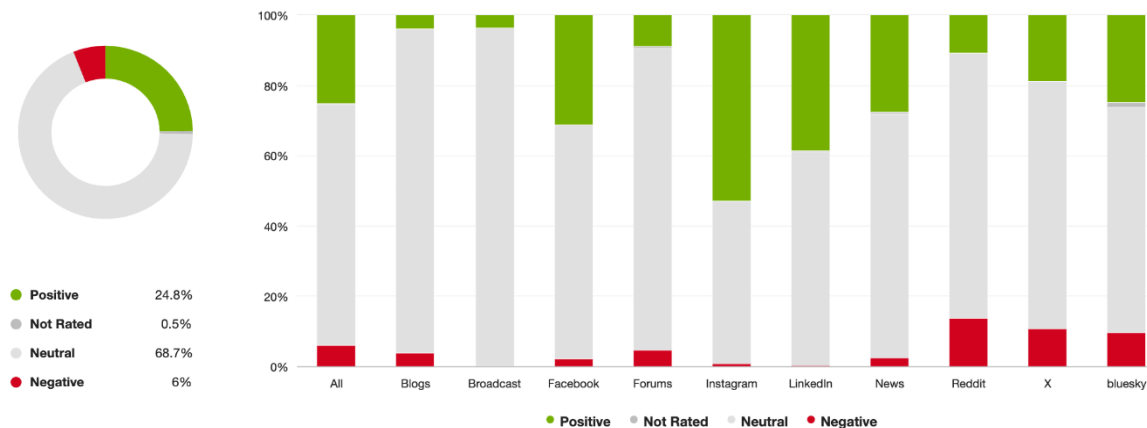
Breakdown of engagement across news, social media, and other source types.

Sentiment analysis

45. Sentiment continues to be reviewed manually by the Communications Team to ensure accuracy and eliminate misclassification by automated tools. This helps account for tone, sarcasm, irony, or contextual nuance that sentiment algorithms may misinterpret.
46. **Negative sentiment** decreased from the previous quarter, which had been shaped largely by extensive coverage of the closure of Smithfield and Billingsgate markets. In Q1, mentions of these topics were limited to a small number of references related to a public petition and delays to refurbishment work on the Millennium Bridge, neither of which gained significant traction.
47. **Positive sentiment** increased, with notable peaks around the Lord Mayor and Policy Chairman's engagements in Scotland, public appreciation for Holocaust Memorial Day hosted at Guildhall, and wide praise for the Freedom of the City ceremonies honouring Sir Lenny Henry and Jim Ovia.

48. **Neutral sentiment** accounted for the majority of coverage. These mentions typically involved straightforward reporting of City activities or announcements, with no clear opinion expressed. No negative campaign or media event dominated the period.

Overall sentiment for this reporting period



Sentiment is derived from Meltwater's natural language processing algorithm. Where a post or article does not contain sufficient language to allow confident categorisation, it is marked as "Not Rated."

Digital Communications Impact Assessment

Overall Reach and Engagement

49. The Corporation's digital communications delivered significant reach and impact this quarter. The campaign-driven, multiplatform approach generated:

- 1,605,425 impressions
- 157,701 engagements
- Engagement rate of 4.43%, up slightly from 4.36% last quarter
- Audience growth of 8,031 new followers, a 5.5% increase quarter-on-quarter
- Total audience now stands at 184,614 across the Corporation's flagship channels

50. These results were delivered despite a seasonal decline in content volume. The number of posts decreased to 651 (down from 838 in Q4), but improved targeting and timing helped sustain visibility and engagement.

Digital Communications Highlights

51. This quarter's strongest performing themes continued to align with planning, civic activity and the City's cultural identity. The City Belonging Project maintained its strong performance, particularly through the launch of the City Veterans Network, which excelled on LinkedIn, and digital storytelling around planning applications demonstrated particularly high audience resonance.

52. The social media approach remained platform-appropriate, with content tailored to civic and professional storytelling on LinkedIn, community and event-driven messaging on Facebook, and visual discovery content on Instagram.

Planning application approvals – 70 Gracechurch and 99 Bishopsgate

53. Our announcements of major planning approvals (70 Gracechurch and 99 Bishopsgate) achieved exceptional performance, generating 42,100 engagements and 354,000 impressions. That's more than the previous quarter's announcements with an engagement rate of 12.5% versus 11.36%. Media officers earned these metrics not only by continuing to build visually engaging posts but ensuring they were optimally timed for our audiences who respond positively.

The City Belonging Project

54. City Belonging events, and particularly the launch of the City Veterans Network, delivered nearly 10,000 engagements and a reach of 23,300 impressions, which is an average engagement rate of 13.4%. These posts excel on LinkedIn where they continue to generate our highest engagement rates with 43.2% recorded for the Veterans in the Square Mile event.






Channel Metrics

55. While output volume decreased compared to Q4 — with 651 posts published, down from 838 (a 22 per cent reduction) — core performance indicators remained strong. Total impressions fell to 1,605,425 (a decrease of 40.3 per cent), and engagements totalled 157,701 (down 34.6 per cent), reflecting the seasonal slowdown. However, the overall engagement rate increased to 4.43 per cent, and follower growth remained robust, with an additional 8,031 followers acquired over the quarter — a 5.5 per cent increase. These figures suggest that, despite lower output, the quality and relevance of content improved, maintaining meaningful audience interaction.

Platform-Specific Growth

56. Across platforms, audience growth was strongest on Instagram and LinkedIn:

- Instagram: 3,332 followers (+42% growth)
- LinkedIn: 78,017 followers (+8% growth)
- X: 110,855 followers (+0.8% growth)
- Facebook: 13,860 followers (+0.4% growth)
- YouTube: 9,750 followers (+1.4% growth)

	Account	Posts	Video views	Post link clicks	Engagements	Engagement rate	Impressions	Net fans
1	 City of London Corporation · LinkedIn	303	96.8k	119k	141k	6.13%	1.03M	6.02k
2	 City of London Corporation: City View · Facebook	73	982	167	6.68k	6.16%	103k	60
3	 cityoflondon · Twitter	108	4.76k	653	5.29k	1.8%	394k	855
4	 City of London Corporation · Instagram	77	6.29k	0	2.5k	3.4%	56.1k	992
5	 City of London Corporation · Youtube	176	6.44k	0	353	0.02%	6.44k	130

Platform specific highlights

57. **LinkedIn:** Our strongest performing channel generated 1,034,596 impressions and 141,737 engagements with an engagement rate of 6.3%. LinkedIn's content (307 posts) focused on professional and civic updates, which resonated well with our audience. Notably, LinkedIn drove the vast majority of web traffic from social, with 119,200 link clicks this quarter. Follower growth was robust – +6,017 new followers on LinkedIn – reflecting a significant expansion of our professional audience on this platform.
58. **Facebook:** Delivered 107,689 impressions and 7,691 engagements, with the highest engagement rate of any channel at 6.5%. Although Facebook reach was more modest, the platform's audience proved highly interactive with the content we shared (76 posts, including community stories and event highlights). Engagement rate edged slightly above LinkedIn's, indicating strong interest from our Facebook community in our posts. Follower growth on Facebook was slower (+60), suggesting a largely stabilized core audience; however, continued posting of shareable civic content is keeping this group engaged effectively.
59. **X:** Achieved 399,044 impressions and 5,361 engagements across 111 tweets, corresponding to a 1.79% engagement rate. X's reach was the second highest after LinkedIn, helping us maintain visibility in real-time conversations. Engagement on X, while lower in rate, was solid for a fast-paced platform, and it contributed 653 link clicks to City webpages. The account saw a healthy +855 new followers, demonstrating that our timely updates and news are attracting new interest despite a competitive attention environment on this platform. Given decreasing engagement levels on X, the communications team is re-considering efforts going into this platform, with others under active consideration.
60. **Instagram:** Recorded 58,038 impressions and 2,562 engagements with an engagement rate of 3.4% over 79 Instagram posts. Instagram's visual content (highlighting City culture, architecture, and behind-the-scenes looks at events) continued to foster community interaction. While its reach is smaller, the platform's engagement rate outperformed X, showing that our Instagram followers are actively involved with our posts. Importantly, Instagram drove strong audience growth (+992 new followers) – a testament to effective use of stories, images, and hashtags in expanding our reach among younger and visually-engaged audiences.

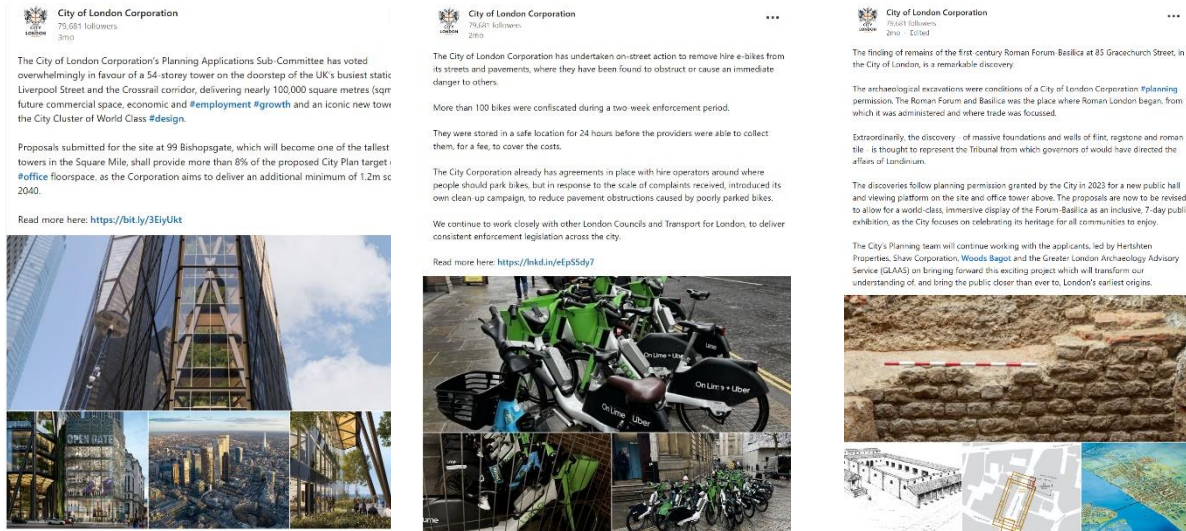
Most engaged content

61. Leading content categories by engagement included planning approval announcements, The City Belonging Project and Freedom of the City ceremonies.

Post highlights:

- 99 Bishopsgate's planning approval generated 29,608 engagements (26%) on LinkedIn, reaching 113,850 impressions.

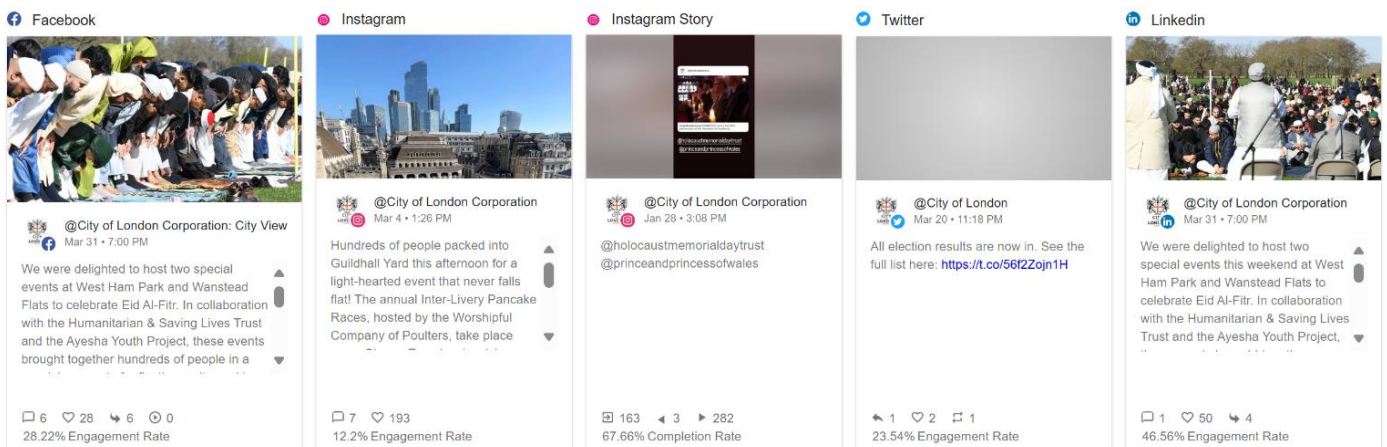
- The removal of e-bikes generated 9,868 engagements (16.2%) with a reach of 59,584 impressions on LinkedIn.
- The finding of remains of the first-century Roman Forum-Basilica at 85 Gracechurch Street generated 7,855 engagements (22.49%) on LinkedIn with a reach of 34,943 impressions.



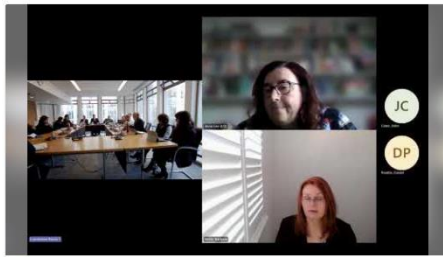
Platform-specific engagement rates

62. 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 performing post on each platform by engagement rate



YouTube videos by engagement rate



City of London Corporation
Feb 15 - 12:53 PM
Joint Consultative Committee 6th February 2023.

4 1 10 23
30% Engagements



City of London Corporation
Jan 31 - 11:32 AM
Planning Applications Sub-Committee Friday 31st January 2020 10.30am...

4 1 10 19
29% Engagements



City of London Corporation
Mar 15 - 10:52 AM
Duke of Gloucester celebrates 50 Years as Epping Forest Ranger

7 1 10 15
24% Engagements

Annex D – Internal Communications and Engagement and Corporate Website

Transformation and Internal Communications and Engagement:

63. A major focus has been on launching the first wave of Programme Sapphire – our new HR and Finance system. As well as providing an overview to all staff of the benefits the new system will bring – tactical communications plans have been delivered to embed the new Learning Management System, which has launched with a new suite of e-learning modules – and Performance Management and Goals.
64. In addition, we led an organisation wide campaign to ensure that all staff, including non-desk based staff had urgently completed a new Cyber Security e-learning module. Not only were the desired completion rates achieved, but testing has also demonstrated a significantly higher awareness of cyber security risks and the reporting suspicious emails.
65. Regular organisation wide updates on the progress of Ambition 25 continue to be provided by Ali Littlewood (at the end of February and April) – with the messaging reflecting our commitment to open and transparent communication on this important change programme. Updates have been cascaded first to ELB, then senior leaders, then all staff. The Town Clerk provided an overview of the aims of the programme in his video series to all staff; and the programme was widely covered at the Town Clerk Live event in March, particularly in the Q&A session (see below). Leaders and staff have been invited to a series of deeper dive sessions in May, June and July to understand more about the job family framework – and how this will open-up career and development opportunities. A new animation has been created with the aim of boosting the positive changes the job family framework will be in an easy to consume format, with Dionne Corradine providing the voiceover.
66. To coincide with the two-year anniversary of the Town Clerk joining the City Corporation, Cathy Mahoney, Director of Communications and Engagement at the City Bridge Foundation interviewed Ian Thomas at Horizon 22 to create a series of bite sized videos, where staff can understand more about his vision and leadership priorities. Much focus is given to culture, collaboration and creativity and how the organisation is changing to become world-class. The videos are being promoted across institutions via our internal communications colleagues.
67. In mid-February we held a Town Clerk Live session, with one of the highest attendance records, where more than 1,000 members of staff joining either in person or online, demonstrating a high level of engagement. Marking one year since the launch of the Corporate Plan and People Strategy the event featured a series of Vox Pops from visitors, learners, workers and residents, asking questions about what they care about – which our leaders then responded to on-stage. An update on Destination City was also provided. The session received positive feedback in the post event questionnaire – particularly on a new Q&A format allowing for greater interaction.

68. The Internal Communications Team also successfully promoted several key initiatives, including Learning at Work Week and Mental Health Awareness Week, promoting our annual report on the City Corporation's support of Financial and Professional Services, as well as initiatives like the call for volunteers for our Crisis Support Team, and the annual appraisals process. Additionally, the team played a crucial role in the rollout of a new learning management system, ensuring staff were informed and engaged with the latest developments in professional growth and support.

Website

69. As this report went to print, a decision regarding transformation funding for an external audit of the City Corporation's digital estate remained outstanding. This exercise would be conducted in concert with DITS. Transforming the organisation's digital presence can create savings, unlock revenue opportunities and most importantly of all, give the City Corporation a future-proofed digital footprint of which it can be proud.

70. The Digital Publishing and Content Strategy Lead has been liaising with the Access Advisor in Environment to improve accessibility information on the corporate website about our physical locations. This is a work in progress (more content is being added on a rolling basis) and aims to improve autonomy for our disabled visitors.

71. In collaboration with colleagues in the Small Business Research and Enterprise Centre [SBREC] the web team have created a new section for the SME Gateway resources which provides a wide range of support for small and medium-sized businesses.

72. Election results were updated on the corporate website in real time and this election saw the first use of audio ballots. These were created by the web team in collaboration with the Campaigns and Community Engagement team. These voting aids are for visually impaired or blind voters and were available on the website and via links from the polling stations.

73. The corporate website is ranked in the top 10 local government sites by Sitemorse for Quarter 1 at sixth out of 338 sites. Sitemorse is a subscription service which runs regular (and on demand) website assessments. It publishes quarterly tables of all local government scores, this quarter we scored 8.8 out of 10 (the top score was 9.2). It covers Accessibility, (broken) Links, Search Engine Optimisation, (broken) Email, Code Quality and Performance.

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Corporate & Strategic Implications

74. 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.

75. Financial implications – None

76. Resource implications – None

77. Legal implications – None

78. Risk implications – None

79. Equalities implications – Not applicable

80. Climate implications – Not applicable

81. Security implications – None

City of London Corporation Committee Report

Committee(s): Communications and Corporate Affairs (Policy & Resources) Sub Committee – For information	Dated: 09/05/2025
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: Amélie Ashton, 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 5 February 2025.

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, 24 Government Bills are active in Parliament, with eight having reached Royal Assent, including the Budget Responsibility Act, the Employment Rights Act, and the Finance Act.
2. Key measures introduced include the Great British Energy Bill, which paves the way for a publicly owned energy company and is now in its final stages. The Renters' Rights Bill, which implements enhanced tenant protections, is also currently in the final stages of the legislative process. The Passenger Railway Services (Public Ownership) Act has been enacted, marking a significant step in the government's efforts to renationalise the railways.

3. 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 Parliamentary Team held a drop-in event in February for MPs and Peers to hear more about the Bill, following its Second Reading. This drop-in session gave the opportunity for Members of both Houses to talk to representatives of the City Corporation, as well as representatives of Smithfield and Billingsgate Traders, about the Traders' plans for the future to grow their businesses in new locations, the financial and practical support that the Corporation is giving to assist the Traders in those plans, and the proposals for the future uses of both the Smithfield and Billingsgate market sites. The Office is working to resolve a local issue that has resulted in a petition against the Bill. Close engagement with the parties continues and further discussions will take place, designed to resolve the points made in the petition.
4. **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. The Bill has now passed the Report Stage in the Commons and is currently at the Committee Stage in the House of Lords.
5. **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 is now at the Report Stage in the House of Lords.
6. **Terrorism (Protection of Premises) Act** – The Bill received Royal Assent at the beginning of April. The new Act requires public premises where 200 or more individuals may be present, to be better prepared and have plans in place to keep people safe in the event of an attack. Larger premises and events where 800 or more people will be present will be required to take further steps to reduce their vulnerability to acts of terrorism – such as having CCTV, bag search policies or vehicle checks where appropriate. The implementation period for the Act is expected to last at least 24 months.
7. **The Crime and Policing Bill** has progressed from first reading to Committee stage. 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. Of particular interest to City of London Police, the Bill also introduces new measures to Combat cyber-enabled fraud and the use of SIM farms.

8. Children's Wellbeing and Schools Bill

The Children's Wellbeing and Schools 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. It has now had its first reading in the House of Lords, and 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.

9. Planning and Infrastructure Bill

This Bill would make wide-ranging changes to development and the involvement of local planning authorities. It would enable local authorities to set planning fees and charges locally, and allow additional fees to be ring fenced for planning services. It would establish a national scheme of planning delegation and require mandatory training of planning committee members. The measures would make significant alterations to environmental protections. Environmental Delivery Plans are proposed as a new way to manage the environmental impact of development, Natural England or another designated body would create these plans, outlining the necessary mitigation for certain types and scales of development in specific areas, The bill also introduces a Nature Restoration Levy, which would require developers causing negative environmental impacts at a local level to pay into a centralised fund, The bill would reform rules on nationally significant infrastructure projects including requiring regular review of national policy statements and streamlined provision for updates. The Bill removes certain consultees from the statutory consultation process.

10. Data (Use and Access) Bill – The Bill is now at Report Stage in the Lords.

This Bill implements a range of changes to data rules, with provisions including:

- paving the way for the 'smart data' model, which requires data holders to provide access to customer and business data, 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 International Regulatory Strategy Group (IRSG), a joint venture between TheCityUK and the City of London Corporation, put in a submission to the House of Commons Public Bill Committee's call for evidence. The adoption of digital verification was a recommendation of the *Vision for Economic Growth* report.

11. As reported in February, other Bills of particular interest to the Corporation that the Office continues to monitor include the **Arbitration Bill**; the **Bank Resolution (Recapitalisation) Bill** and the **Property (Digital Assets) Bill**.
12. Several Bills of minor interest continue to progress, including the **Product Regulation and Metrology Bill**, **Armed Forces Commissioner Bill**, and the **Tobacco and Vapes Bill**. The **Water (Special Measures) Act** received Royal Assent in April. Engagement with relevant committees and trade associations continues to ensure the Corporation remains informed of legislative developments.
13. Three new Private Members' bills have been brought forward to the House of Commons: the **New Homes (Solar Generation) Bill**, which has had its Second Reading, the **Firearms (3D Printing) Bill**, and the **Rivers, Streams and Lakes (Protected Status) Bill**, both of which are awaiting their Second Reading this month.

Forward Look and Engagement Update

14. Evidence has been submitted to a number of select committee inquiries, including:
 - The Business and Trade Committee's inquiries into Export Led- Growth and Industrial Strategy;
 - The Constitution Committee's inquiry into the rule of law;
 - The Culture, Media and Sport Committee inquiry into Protecting Built Heritage;
 - The Education Committee's inquiry into post-16 education;
 - The Environment, Food and Rural Affairs Committee's inquiry into animal and plant health – biosecurity at the border;
 - The Foreign Affairs Committee's inquiry into soft power;
 - The Social Mobility Policy Committee's inquiry into Social Mobility Policy; and
 - The Treasury Committee's inquiry into AI in Financial Services.
15. The APPG for Financial Markets and Services has held four events this year, with two more planned before the beginning of summer recess. 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 APPG held a meeting on 26th February titled "Tackling Fraud and Economic

Crime,” where the City of London Police’s Commander Andrew Gould was a guest speaker. It convened again on 27th March to discuss the topic of pension reforms; Deputy Andrien Meyers spoke in his capacity as Chief Commercial Officer of London CIV, the investment pool for London-based local government pension schemes. The most recent session at the time of writing took place on the 22nd April, titled “Capital Markets: Creating a Retail Investment Culture in the UK.” Guest speakers were John Jones, Proposition Strategy Director, Private Bank and Wealth Management, Barclays; Rhiannon Price, Director Policy and Strategy, Capital Markets, Strategic Policy Group, Barclays, and David Raw, Managing Director, Commercial Finance, Barclays.

16. Continuing the City Corporation’s partnership with the Industry and Parliament Trust, which hosts parliamentary events, a recent event focussed on the City Corporation’s ‘Skylines Skills’ agenda and heard from Alderman Gowman. The event, which attracted a wide range of guests, was delivered through work with IG and Surveyors.
17. In April, the City Corporation joined with financial services trade associations to host a drop-in session in Parliament, designed to give politicians an opportunity to network and learn more about the sector. This was the first event of its kind and proved very popular with politicians. The Policy Chairman attended alongside the leaders of the associations and many senior sector representatives.
18. In collaboration with Innovation and Growth (IG), the City Corporation held a roundtable in partnership with ADS, with Minister for Defence Procurement, Maria Eagle MP, Luke Charters MP, Alex Baker MP, and members of the Financial Services and the Defence Sectors to discuss ways to support finance requirements in defence.
19. Peers were briefed ahead of a short debate on biodiversity and nature conservation. The briefing focused on the Corporation’s open spaces, with specific reference to its Biodiversity Action Plan and Nature Conservation and Resilience Strategy.
20. Wendy Morton MP was issued a briefing ahead of a Westminster Hall debate on the impact of fly tipping. The briefing focused on the frequency of fly tipping across the City Corporation’s open spaces and the costs association with removing fly tips.
21. A Memorandum detailing the work of ‘No Knives Better Lives,’ an outreach programme run from the Central Criminal Court (The Old Bailey) has been issued to a range of Parliamentarians interested in the prevention of knife crime in London, including Ben Obese-Jecty MP, Rachel Blake MP and The Lord Dubs ahead of debates on the subject. The programme runs events aimed at young people between the ages of 14 and 17, and seeks to educate them on the dangers and perils of carrying a knife.

22. As part of its engagement on the City of London Markets Bill, the team has had ongoing communications with Calvin Bailey MP, and is pursuing engagement with Meg Hillier MP, whose Hackney South and Shoreditch constituency covers the Ridley Road Market.

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

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Appendix 1

New Bills

National Wealth Fund Bill [HM Treasury]

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

Pension Schemes Bill [Department for Work and Pensions]

The Bill, which is expected to be laid before Parliament before summer recess, 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.

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.

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.

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. The Government intends to publish a draft Leasehold and Commonhold Reform Bill in the second half of 2025.

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.

City of London Corporation Committee Report

Committee(s): Communications and Corporate Affairs Sub-Committee	Dated: 29/05/2025
Subject: Strategic Branding Review update	Public report: For Information
This proposal: <ul style="list-style-type: none"> delivers Corporate Plan 2024-29 outcomes 	Supports the delivery of all the Corporate Plan outcomes.
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Dionne Corradine, Chief Strategy Officer	
Report author: Lisa Ward, Interim Director of Communications Transformation and Strategy	

Summary

This report provides an update on continued work across the City of London Corporation on strategic branding, taking into consideration the comments and decisions made at the Court of Common Council meeting on the 6th March 2025 and the deferring of the decision to agree the Strategic Branding Review recommendations.

The action was to return to the Policy and Resources Committee with updated proposals.

For ease, the two recommendations in the original report were:

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

Subsequently, further work has been undertaken as part of taking forward the recommendations in the Martin Review of the Destination City programme.

Part of this has focused on the visitor brands (City of LDN, City of London Corporation and One City) in place that currently support the City Corporation to deliver B2C content and marketing activity.

A review of these brands was carried out in late March 2025 to inform decisions around the following:

- Should the existing City of London place brand (which has been rolled out across the visitor facing channels @thecityofldn and www.thecityofldn.com) be developed further.
- What role does the City Corporation's crest and existing 'City of London' logo play in future B2B and B2C activity.

The recommendation from that review was to not continue to use the City of London place brand (cityofldn) and to utilise the City Corporation's crest in the development of future B2B and B2C activity. Further work is now underway, taking into account the strategic branding review proposals already considered at committee.

This will support a branding approach and strategy that acts as an engine of growth for the City Corporation, which will resonate most with our audiences, meet our stakeholders' needs and City of London Corporation's core objectives.

Recommendation

Members are asked to note the update.

Main Report

Background

1. As part of a project to develop the first brand strategy for the City of London Corporation, a short external strategic review was commissioned which ran from March to June 2024.
2. Post the Court of Common Council meeting on the 6th March 2025, a review was commissioned to analyse the impact and effectiveness of the visitor/destination brands. This is part of the work being carried out by the Destination City and Culture teams to take forward the recommendations in the Martin Review of the Destination City programme.
3. The brand review explored whether the existing City of London place brand (which has been rolled out across the visitor facing channels @thecityofldn and www.thecityofldn.com) be developed further and what role does the City Corporation's crest and existing 'City of London' logo play in future B2B and B2C activity.

Current Position

4. The strategic branding review involved comprehensive research and analysis of all existing City Corporation assets carrying the brand and logo and all associated and sub brands were explored.
5. This helped to build a picture of the current disparate nature of the application of the City Corporation brand, the significant proliferation of 'sub-brands' and the lack of guidelines, rules or oversight over how the City Corporation's brand or visual assets are used both internally and externally.
6. The review of the visitor/place based brands in March 2025 identified there was 100% recognition of the current City of London Corporation brand featuring the crest.

7. 94% agree that it is important for a geographical area (e.g. a place or district) to have its own brand/identity. 74% agree that a strong City of London identity/brand is important to achieve their organisation's goals.
8. The City Corporation brand is seen as an interesting combination of the safe and traditional (trust, guardianship) with more dynamic attributes (progressive, professional). The word 'City' can lead to confusion between the organisation and the geographic location.
9. There is further work underway to map out who our key external audiences are, which will also inform the use and future of the place based/visitor brand.
10. This will ensure the organisation can develop brand guidelines, architecture and a strategy that makes a clear distinction between activity that is 'badged' as place based and within the City of London geographical area, and activity generated and designed to promote and enhance the role and reputation of the City of London Corporation as an organisation.
11. The overarching branding recommendations will be presented for decision at the next Communications and Corporate Affairs Sub-Committee in July 2025.

Corporate & Strategic Implications

12. Financial implications – To be confirmed. The new brand and identity guidance will be rolled out digitally and signage and hard copy, printed products updated as they naturally come up for renewal. The place based/visitor brand work forms part of the Culture and Destination City programmes.
13. Resource implications - The roll out of the new brand guidelines and identity will require resource from the corporate communications and external affairs and communications and marketing, digital and employee engagement leads across the City Corporation to update digital assets and collateral as required and when they are renewed.
14. Legal implications - There has been ongoing discussions with the City Solicitor's team to ensure that the legal entity and contractual arrangements of the City Corporation's institutions and initiatives are correctly described. Any intellectual property decisions will also be agreed with the City Solicitor's team and are part of a separate piece of work being led by the Chamberlain.
15. Risk implications – None.
16. Equalities implications – This does not require an Equality Impact Assessment as the proposals comply with the City Corporation's public Sector Equality Duty 2010 and will not have any impact (positive or negative) on people protected by existing equality legislation.
17. Climate implications – None.
18. Security implications – None.

Conclusion

19. Members are asked to note the update.

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of the Local Government Act 1972.

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