



## Communications & Corporate Affairs Sub (Policy & Resources) Committee

**Date:** WEDNESDAY, 10 DECEMBER 2025

**Time:** 4.00 pm

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

**Members:**

Jason Groves (Chair)	Alderman Timothy Hailes JP
Deputy Christopher Hayward	Deputy Caroline Haines
(Deputy Chairman)	Shravan Joshi MBE
Deputy Emily Benn	Charles Edward Lord, OBE JP
Tijs Broeke	Deputy Deborah Oliver
Karina Dostalova	Deputy James Thomson CBE
Deputy Peter Dunphy	James Tumbridge
Deputy Helen Fentimen OBE JP	
Alderman Prem Goyal CBE	

**Enquiries:** Ben Dunleavy  
[ben.dunleavy@cityoflondon.gov.uk](mailto:ben.dunleavy@cityoflondon.gov.uk)

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

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

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**Ian Thomas CBE**  
**Town Clerk and Chief Executive**



# **AGENDA**

## **Part 1 - Public Agenda**

1. **APOLOGIES FOR ABSENCE**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 8 October 2025.

**For Decision**  
(Pages 7 - 12)

4. **STRATEGIC BRANDING REVIEW AND CONSIDERATION OF PLACE BRAND**

Report of the Interim Executive Director of Corporate Communications and Engagement.

**For Decision**  
(Pages 13 - 30)

5. **POLITICAL PARTY CONFERENCES 2024/2025 REVIEW AND 2026 FORWARD LOOK**

Report of the Interim Executive Director, Corporate Communications and Engagement.

**For Decision**  
(Pages 31 - 40)

6. **THE SQUARE MILE SPORT STRATEGY (2023-30) - UPDATE AND PHASE 2 DELIVERY**

Report of the Remembancer.

**For Decision**  
(Pages 41 - 50)

7. **CORPORATE COMMUNICATIONS & ENGAGEMENT UPDATE REPORT**

Report of the Interim Executive Director of Corporate Communications & Engagement.

**For Information**

8. **PARLIAMENTARY UPDATE**

Report of the Remembrancer.

**For Information**  
(Pages 73 - 78)

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

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

11. **EXCLUSION OF THE PUBLIC**

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

**For Decision**

**Part 2 - Non-Public Agenda**

12. **RISK APPETITE - CR10**

Joint Report of the City Remembrancer and the Interim Executive Director of Corporate Communications and Engagement.

**For Decision**  
(Pages 79 - 86)

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

14. **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**

15. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 8 October 2025.

**For Decision**



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

**Wednesday, 8 October 2025**

**Minutes of the meeting of the Communications & Corporate Affairs Sub (Policy & Resources) Committee held at the Guildhall EC2 at 4.00 pm**

### **Present**

#### **Members:**

Jason Groves (Chair)

Karina Dostalova

Deputy Peter Dunphy

Deputy Helen Fentimen OBE JP

Charles Edward Lord, OBE JP

Deborah Oliver

Deputy James Thomson CBE

James Tumbridge

#### **Officers:**

Dionne Corradine

Paul Wright

Mark Gettleson

Siobhan Harley

Kristy Sandino

Lisa Ward

Daniel O'Byrne

Ben Dunleavy

- Chief Strategy Officer

- Remembrancer

- Communications and Corporate Affairs

- Communications and Corporate Affairs

- Communications and External Affairs

- Communications

- Innovation and Growth

- Town Clerk's Department

### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from the Deputy Chairman Deputy Christopher Hayward, Tijs Broeke, Alderman Tim Hailes, Deputy Caroline Haines and Alderman Prem Goyal.

Deputy Emily Benn and James Tumbridge observed the meeting virtually.

### **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 non-public summary of the meeting held on 29 May 2025 be approved as a correct record.

### **4. WARD COMMUNICATIONS**

The Committee considered a report of the Chief Strategy Officer concerning communications with City workers and residents.

Introducing the report, officers said that the proposals aimed to implement regular, digital communication with City workers; it was felt this would prove to be more cost-effective than hard copies. An Annual Report, in hard copy, would

be included with the wardmote letter sent out each March (except in election years), significantly reducing costs.

The Chairman welcomed the proposal as capitalising on the strengths of the City Belonging project and the developing central corporate Customer Relationship Management system.

During discussion, Members reported feedback they had received from voters who missed the physical presence of Ward Newsletters; they suggested that hard copies could be delivered to businesses in bulk and left in shared spaces to mitigate the decline of assigned desks and mitigate a potential reluctance of mail rooms to distribute them. It was also noted that digital communication was not always effective, due to a reluctance to share email addresses and company servers blocking mass emails.

It was clarified that email addresses collected by the Electoral Services team could only be used for electoral purposes. Officers said that the City Belonging project was helping to collect email addresses that could be used for wider purposes.

A Member requested that the Annual Report contained run-on issue numbering, which had been a helpful feature of the Ward Newsletters.

A Member asked that consideration should also be given to how feedback from voters was received, saying that City Question Time had proved to be one useful venue.

*RESOLVED:* That Members:

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

## **5. 2025 ELECTION ENGAGEMENT CAMPAIGN REVIEW**

The Committee considered a report of the Chief Strategy Officer concerning the 2025 Election Engagement Campaign.

The Chairman asked the Sub-Committee to consider which of the potential approaches at paragraphs 23a) to h) they supported as a recommendation to the Policy & Resources Committee.

Several Members said that it was unfortunate that more Wards had not been contested. A Member said the report covered some issues that were already well known, such as the effect of holding elections in a system where most candidates stood as independents. They also highlighted the reports discussion of slates; the Member felt there were numerous examples of people beating a slate. They said that communication was needed to emphasise the benefits of standing unsuccessfully; this helped raise awareness of the candidate and gave them experience of the election process.

Members requested that further communication be produced for incumbent Members on the legal implications of discouraging potential candidates.



Members supported the activities listed at paragraph 23 in the report for onward recommendation to the Policy & Resources Committee, with the exception of d). One Member urged caution about the involvement of officers candidate engagement and said they felt only a), b) and e) of the potential approached should be supported; even if there were concerns about the number of candidates, they felt the process should be Member-led and said that delivery using City Corporation budget and resourcing needed to be done with considerable sensitivity to avoid creating a perception that officers were encouraging certain candidates.

*RESOLVED:* That Members note the report and support the activities listed in the report to improve voter registration and candidate engagement in future elections.

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

The Committee received a report of the Chief Strategy Officer and the Remembrancer providing an update on the work of the Corporate Communications and External Affairs team.

Officers provided Members with an update on events since the publication of the report, including the City Corporation's response to the 2025 Manchester synagogue attack, the launch of the Hampstead Heath Ponds Consultation and the Salisbury Square Topping Out Ceremony.

It was noted that an update on the new arrangements for party conferences would be on the agenda for the next meeting.

A Member commended officers' handling of the Hampstead Heath Ponds issue.

A Member asked why Members of the former Working Parties involved in the Beckford and Cass Statues had not been invited to the unveiling. In reply, officers said there had been a focus on Members of the Equity, Equality, Diversity and Inclusion Sub-Committee and senior Members, but undertook to investigate this.

*RESOLVED:* That the report be received and its contents noted.

#### **7. PARLIAMENTARY TEAM UPDATE**

The Committee received a report of the Remembrancer concerning previous and planned activity in support of political and parliamentary engagement.

A Member noted a potential amendment to the Bill regarding parent's flexibility in taking children out of school; the Remembrancer undertook to investigate this issue.

*RESOLVED:* That the report be received and its contents noted.

#### **8. MEMBERSHIPS AND SUBSCRIPTIONS ANNUAL REPORT**

The Committee received a joint report of the Executive Director of Innovation & Growth, the Chief Strategy Officer, the Remembrancer and the Executive Director, Environment.

At Members request, officers undertook to respond with further on the costs and benefits of each organisation.

*RESOLVED:* That Members note the current memberships and subscriptions.

## **9. INNOVATION AND GROWTH QUARTERLY REPORTS**

### **a) Support for UK-based Financial and Professional Service - July to September 2025**

The Committee considered a report of the Executive Director of Innovation & Growth.

*RESOLVED:* That Members note the update on key pieces of work between July 2025 and September 2025, and their outputs.

### **b) Support for UK-based Financial and Professional Service - April to June 2025**

The Committee considered a report of the Executive Director of Innovation & Growth.

*RESOLVED:* That Members note the update on key pieces of work between April 2025 and June 2025, and their outputs.

### **c) Support for UK-based Financial and Professional Service - January to March 2025**

The Committee considered a report of the Executive Director of Innovation & Growth.

*RESOLVED:* That Members note:

- the update on key pieces of work between July 2025 and September 2025, and their output.
- The IG Forward Look: April – July 2025.
- The review of Financial Year 2024/25.

## **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. NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 29 May 2025 were approved in the public session.

## **13. 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.

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

There were no questions.

15. **CONFIDENTIAL MINUTES**

The confidential minutes of the meeting held on 29 May 2025 were approved as a correct record.

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

One item of business was raised in the confidential session.

**The meeting closed at 5.27 pm**

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Chairman

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

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## City of London Corporation Committee Report

<b>Committee(s):</b> Communications & Corporate Affairs Sub-Committee – For decision Policy & Resources Committee – for decision	<b>Dated:</b> 10/12/2025  11/12/2025
<b>Subject:</b> Strategic Branding Review and Consideration of Place Brand	<b>Public report:</b>  For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li> </ul>	Supports delivery of all Corporate Plan outcomes
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	No
<b>Report of:</b>	Kristy Sandino, Interim Executive Director of Corporate Communications and Engagement
<b>Report author:</b>	James Tringham, Communications Team – Marketing & Brand (interim) Omkar Chana, Culture Director (Interim), Town Clerk's

### Summary

This report provides a comprehensive 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 6<sup>th</sup> 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, including a discussion on the place brand.

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.

The City Corporation's previous investment to develop its business-to-consumer (B2C) place-brand ('CityofLdn') is now being reviewed concurrently with the Strategic Branding Review. Part of this work proposes to consolidate the 'CityOfLdn' brand through partnering with external organisations. Options are presented to align the outputs from the Strategic Branding Review and the 'CityOfLdn' merger in a timely manner.

## **Recommendation(s)**

Members are asked to:

- Approve the proposals in Appendix 1 and delegate the approval of the detailed design guide, once completed, to the Town Clerk, in consultation with the Chair of the Communications & Corporate Affairs Sub-Committee, the Chairman of the Policy & Resources Committee, and the Executive Leadership Board.
- Members are asked to approve Option 1 regarding the place brand, and delegate the authority to ensure that the CityOfLdn place brand is aligned with the output from the Strategic Brand Review to the Town Clerk, the Chairman of the Policy & Resources Committee and Deputy Chair of Policy, in consultation with the Chair of the Communications & Corporate Affairs Sub-Committee and Chair of Culture, Heritage and Libraries.

## **Main Report**

### **Background**

#### Strategic Branding Review

1. An audit and review of the City of London Corporation's brands took place in 2024 and proposals were subsequently developed in consultation with Members and senior officers from across the City Corporation. The proposals centred on two clear recommendations:
  - The adoption of a co-branding model with City of London Corporation institutions, funded programmes and entities

*Fig 1: examples of the co-branding model:*



- Roll-out of a 'descriptive' horizontal-format logo that includes the City Corporation's full name

*Fig 2: existing 'vertical' and new 'horizontal' logo:*



2. The proposals were considered and approved by the Policy & Resources Committee in February 2025. In March 2025 the Court of Common Council asked the Policy and Resources Committee to consider the matter further.
3. An update was provided to the Communications & Corporate Affairs Sub-Committee in May 2025, where a Member queried the inclusion of the City Corporation's full name in some versions of the logo.

#### Place brand ('CityOfLdn')

4. Destination City (Phase One) included a separate place brand with a distinct brand identity, which includes a circular 'roundel' logo that was created for the City Corporation's visitor-facing channels.
- *Fig. 3: existing circular 'roundel' logo used on the visitor-facing website and social media channels:*



5. As part of this, a website was established ([www.thecityofldn.com](http://www.thecityofldn.com)), accompanying social media accounts (e.g. Instagram, YouTube, Facebook, X) and a newsletter created. The roundel is also used on printed material.
6. In line with existing City Corporation guidelines, whenever the City of London place brand is used externally the content also features the City Corporation crest

with the words 'delivered by', as the funder and main organisation behind marketing efforts.

7. The Destination City Independent Review 2024:
  - **Reported that** – some years ago, with the support of the City Corporation, New London Architecture (NLA) launched a comparable One City website and social media channels ([www.onecity.london](http://www.onecity.london)) which the City Corporation continues to financially support. The two platforms currently have differing strengths (e.g. One City has 156,000 Instagram followers and [thecityofldn.com](http://thecityofldn.com) has 57,000 monthly views, and over 15,000 subscribers across newsletters to both platforms).
  - **Recommended to** – reevaluate the social media strategy and the possible partnership approaches to this where duplication currently exists, focus effort on a comprehensive calendar of events, and achieving an enhanced sense of the City of London as the capital's 'Old Town'.
8. After the review, the Culture Team retained the responsibility for maintaining the visitor-facing channels (website, social media and newsletter). The functionality for a calendar of events was implemented.
9. A project to merge [thecityoldn.com](http://thecityoldn.com) and One City websites and social media platforms is underway and is due to complete early in 2026. Part of this project involves presenting options for the look and feel of the integrated brand entity, including but not limited to, the question of retaining the roundel, and how to incorporate relevant brand aspects from each site. This is a partnership approach to develop a brand that reflects the City as a place.

## Current Position

### Strategic Branding Review

10. Officers have subsequently held further consultations and discussions with several Members and senior officers. These clarified that the shorter logo version – stating 'City of London' – will remain available for use. In any application the most appropriate logo version will be selected taking into account: the context; guidelines in the detailed style guide that will be developed in order to implement the proposals; and, as necessary, discussion with relevant Members.
11. Officers have begun scoping work for a detailed design guide, believed to be the City Corporation's first since 1991. The design guide will ensure consistent implementation of the proposals across the City Corporation, and will also include guidelines around use of colours, fonts, layouts and other visual elements – ensuring more consistency in our printed and digital public-facing documents and other communications outputs, while remaining true to our distinctive and established visual identity. The objective is for this to be in place by March 2026.



## Place brand ('CityOfLdn')

12. The City Corporation and the NLA co-commissioned a piece of work in partnership to merge the websites ([www.thecityofldn.com](http://www.thecityofldn.com) and [www.Onecity.london](http://www.Onecity.london)), associated social media platforms and newsletters.
13. The project will deliver a merged website and social platforms (in keeping with the existing blueprint rather than a full-feature build). The output must be compatible with the City Corporation's work on the digital review, brand strategy, and crucially—as a partnership—the merger needs to be mindful of internal and external stakeholder needs.
14. The vision for the place brand and the new merged entity will be a partnership approach, with the City Corporation being one of the partners. The place brand, specifically the roundel, that City Corporation has used for four years was aimed at changing perceptions and positively influencing visitors by positioning the City of London as a place vibrant with culture, where the old meets the new. The NLA has been on a similar journey with the One City brand, having developed its brand for around 10 years.
15. Consultants engaged by the Culture team are developing two brand options: one that is based on the roundel logo; and, one that does not include the roundel logo. The project needs a decision to be made by end of December 2025 ahead of developing and implementing the merged place-brand website and social media platforms.
16. Deleting the roundel and replacing it with the City Corporation crest would remove an essential element of the current place brand's identity. It would also require further consultation with our key partner in the consolidated place brand website, including the NLA, BIDs and City Property Association. External advice from a brand value creation agency advised that deleting the roundel is the least favourable approach from the point of view of retaining the existing subscribers and follower base, and it would diminish the value that has been developed by City of London Corporation and the NLA.

## **Proposals**

17. The proposals from the 2024 Brand Review were developed in consultation with Members and senior officers from across the City Corporation and centred on two clear recommendations:
  - The adoption of a co-branding model with City of London Corporation institutions, funded programmes and entities
  - Roll-out of a 'descriptive' horizontal-format logo that includes the City Corporation's full name.
18. The co-branding model was proposed to:

- Raise the profile of the City Corporation's activities and investments by ensuring wider recognition of its positive contribution to the economic, social and cultural lives of London and the nation
  - Help external stakeholders better understand the relationship between a funded/supported institution and the City Corporation
  - Encourage a One City Corporation ethos among everyone employed by the City Corporation in line with the ambitions of the Corporate Plan and People Strategy 2024-2029
19. The descriptive logo was proposed to provide a horizontal-format logo that is more suitable for – and will therefore appear more prominently in – many graphic design applications, such as posters or websites. The descriptive logo included the City Corporation's full name to provide greater visibility of the City Corporation's involvement and investment at local, London and national levels. As stated above, the shorter logo version – stating 'City of London' – will remain available for use. In any application the most appropriate logo version will be selected taking into account: the context; guidelines in the detailed style guide that will be developed in order to implement the proposals; and, as necessary, discussion with relevant Members.
20. The detail of the proposals, and examples of how they would be applied, were included in previous papers on this subject and are shown in Appendix 1. The departments, institutions, initiatives and programmes to which they will apply are listed in Appendix 2. The exact wording to be used in the co-branding model ('Supported by...'; 'Funded by...'; 'An initiative by...'; etc) will be agreed with each department, institution, etc, subject to their own governance procedures as required.
21. As part of the implementation of the new branding approach, consideration should be given to opportunities for monetising the use of the City Corporation's logo in appropriate contexts. This could include licensing arrangements for commercial filming, events, or partnerships where the logo carries significant brand value. Any such approach would need to be governed by clear criteria and approval processes to protect the integrity of the brand while generating potential revenue streams that support the City Corporation's objectives.
22. Members are asked to approve the above proposals and the commencement of the accompanying detailed design guide.

### **Options on place brand future**

23. Members are asked to consider the following options for the future of the place brand:
24. Option 1:
- Implement the proposals from the overall Strategic Branding Review.
  - On the place brand, continue the work to develop options for the visual identity of the merged place-brand website and social media platforms for a subsequent decision by end of December 2025.

25. Option 2:

- Implement the proposals from the Strategic Branding Review.
- On the place brand, merge the CityOfLdn and One City channels, delete the roundel and adopt a visual identity that is consistent with the main 'City Of London' corporate brand.

26. Option 3:

- Implement the proposals from the Strategic Branding Review.
- Continue to merge the CityOfLdn and One City channels, remove the roundel ahead of reviewing final options and retain a visual identity based on the words "City of London". The crest would not be used to replace the roundel, but the crest would be used in-line with co-branding approach.

## **Corporate & Strategic Implications**

Financial implications – none. The new brand and identity will be rolled out digitally and signage and hard copy, printed products updated as they naturally come up for renewal. For the website and platform merger project, further delays would mean continued cost pressures for dual running (for City Corporation and NLA platforms). If decisions not made in time or require website and platforms to change again outside of the existing project, then this will require further investment.

Resource implications – the roll out of the new brand guidelines and identity will require resource from the corporate communications and engagement Team 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.

Legal implications – there have been ongoing discussions with the Comptroller and City Solicitor 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 Comptroller and City Solicitor and are part of a separate piece of work being led by the Chamberlain.

Risk implications – for the website and platform merger project, there is a risk that deleting the existing roundel prematurely and other elements of the existing brand will erode brand value. External brand consultants have advised the City Corporation to be cautious as this cannot be reversed.

Equalities implications – the detailed design guide will incorporate best practice around accessibility.

Climate implications – none

Security implications – none

Charity Implications - The Natural Environment Charity Review considers charity branding and identity as critical to success of future philanthropic fundraising plans for those sites, particularly the ability to identify primarily as charities 'supported by' the City of London in signage and literature as they move to a grant funding model"

## Conclusion

27. The Strategic Branding Review sets out a clear approach to strengthen the City Corporation's identity and ensure consistency across all communications. By adopting a co-branding model and introducing a descriptive logo, the proposals will enhance recognition of the Corporation's role and contributions. Aligning these changes with the ongoing place-brand merger will create a unified and partnership-driven identity for the Square Mile, supporting our strategic objectives and delivering greater impact for stakeholders.
28. For the website and platform merger project, the City Corporation has already invested in developing its business-to-consumer (B2C) offer. It was previously agreed to amplify through this brand, website and platform to drive advocacy as the gateway to the physical customer experience. Fundamentally, the website and platforms have now grown to represent more than just the City Corporation – collectively they are now a place brand for the Square Mile that is open to partnership working and support which deserve a unified approach to branding.

## Appendices

- Appendix 1 – Details of proposed co-branding solution
- Appendix 2 – Institutions, Facilities, Programmes and Initiatives in scope

## Background Papers

### Strategic Branding Review

- [Policy & Resources Committee](#) 13 February 2025
- [Court of Common Council](#) 6 March 2025
- [Communications & Corporate Affairs Sub-Committee](#) 29 May 2025

### Place Brand ('CityOfLdn')

- [Proposals for the implementation of Destination City](#), 17 November 2022
- [Destination Brand Identity and Destination Website](#), 11 May 2023

## James Tringham

Campaigns and Marketing (Interim), Communications and Engagement Team  
City of London Corporation  
[james.tringham@cityoflondon.gov.uk](mailto:james.tringham@cityoflondon.gov.uk)

## Omkar Chana

Culture Director (Interim), Town Clerk's  
City of London Corporation  
[Omkar.Chana@cityoflondon.gov.uk](mailto:Omkar.Chana@cityoflondon.gov.uk)

# Proposed co-branding solution

The recommended approach uses an explanatory line to accompany an additional ('Descriptive') City Corporation logo\*.

The explanatory line can be changed depending on the relationship with each institution and in consultation with the Comptroller & City Solicitor's Department – *'funded by', 'supported by', 'governed by', 'in partnership with'* etc.



Funded by  
City of London  
Corporation



An initiative by  
City of London  
Corporation



Supported by  
City of London  
Corporation

\*Additional ('Descriptive') logo, featuring the words 'City of London Corporation' in a contemporary (Rival Sans) font. Existing ('standard') logo will be retained for ceremonial purposes.

Standard Logo



Descriptive Logo



City of London  
Corporation

# barbican



Supported by  
City of London  
Corporation

# barbican



Logos can be split,  
depending on  
channel



Supported by  
City of London  
Corporation

# GUILD SCHOOL HALL



Supported by  
City of London  
Corporation

# GUILD SCHOOL HALL



Supported by  
City of London  
Corporation

THE \_\_\_\_\_  
\_\_\_\_ LONDON  
ARCHIVES



Funded by  
City of London  
Corporation

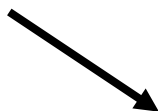
THE \_\_\_\_\_  
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ARCHIVES



Funded by  
City of London  
Corporation



Consistent typeface used  
for Open Spaces sites



Page 25

Coulston  
Common



A charity managed by  
City of London  
Corporation

Coulston  
Common



A charity managed by  
City of London  
Corporation

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



An initiative by  
City of London  
Corporation

# FILM CITY



The film office for  
City of London  
Corporation

# FILM CITY



The film office for  
City of London  
Corporation

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

Text explaining  
relationship to (or  
involvement of) City  
Corporation

This should be the only  
logo

# THE GLOBAL CITY



Created and run by  
City of London  
Corporation

# THE GLOBAL CITY



Created and run by  
City of London  
Corporation

## Strategic branding review outcome and proposals – Appendix 2

City of London Corporation Institutions, Facilities, Programmes and Initiatives in scope:

- Aldgate School
- Artizan Street Library
- Ashtead Common
- Avondale Square Estate
- Barbican Centre
- Barbican Estate
- Barbican Library
- Billingsgate Market
- Billingsgate Roman House & Baths
- Bunhill Fields
- Central Criminal Court (Old Bailey)
- City Academy Hackney
- City Belonging Project
- City Bridge Foundation
- City Gardens
- City Information Centre
- City of London Academies Trust
- City of London Academy Highbury Grove
- City of London Academy Highgate Hill
- City of London Academy Islington
- City of London Academy Shoreditch Park
- City of London Academy Southwark
- City of London Cemetery & Crematorium
- City of London Freeman's School
- City of London Magistrates Court
- City of London Police
- City of London Primary Academy Islington
- City of London School
- City of London School for Girls
- City of London Junior School
- City UK
- Clean City Awards
- Climate Action Strategy
- Denton Office
- Destination City
- Dron House Estate
- Family Information Service
- Film City
- Galleywall Primary City of London Academy
- Global City
- Golden Lane Estate
- Gresham College
- Guildhall
- Guildhall Gallery
- Guildhall Library
- Guildhall School of Music & Drama
- Hackney Collegiate Sixth Form
- Heathrow Animal Reception Centre
- Holloway Estate
- Horace Jones House Estate
- Isleden House Estate
- Islington Collegiate Sixth Form
- Keats House
- Kenley Common
- Leadenhall Market
- London Archives
- London Museum
- London Museum – Docklands
- London Nautical, City of London Academy
- London Port Health Authority
- Mansion House
- Middlesex Street Estate
- Monument
- Natural Environment Charities (all sites owned or managed by)
  - Ashtead Common (1051510)

- Burnham Beeches & Stoke Common (232987)
- Coulsdon & Other Commons (232989)
- Epping Forest (232990)
- Hampstead Heath (803392)
- Highgate Wood and Queen's Park Kilburn (232986)
- West Ham Pak (206948)
- West Wickham Common and Spring Park Wood (232988)
- Newham Collegiate Sixth Form
- New Spitalfields Market
- Redriff Primary City of London Academy
- Shoe Lane Library
- Small Business Research & Enterprise Centre
- SME Gateway
- Smithfield Market
- Southbank Estates
- Speak for the City
- Spitalfields Estate
- Sydenham Hill Estate
- Walbrook Wharf
- William Blake Estate
- Windsor House Estate
- York Way Estate

<b>Committee(s):</b> Communications and Corporate Affairs Sub Committee  Policy and Resources Committee	<b>Dated:</b> 10 December 2025  29 January 2026
<b>Subject:</b> Political Party Conferences 2024/2025 Review and 2026 Forward Look	<b>Public report:</b> For decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• delivers Corporate Plan 2024-29 outcomes</li> <li>• provides business enabling functions.</li> </ul>	Dynamic Economic Growth
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	£0
<b>What is the source of Funding?</b>	Not applicable
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	No
<b>Report of:</b>	Kristy Sandino, Interim Executive Director, Corporate Communications and Engagement
<b>Report author:</b>	Shelby Roberts, Senior Corporate Affairs Officer and Ellie Varley, Senior Corporate Affairs Officer

## Summary

This report details a summary of the current impact of the City of London Corporation programme and engagement at the main political party conferences in 2025. This programme of work was led by the Corporate Affairs Team, with cross-corporate support from various teams including the Remembrancer and Innovation and Growth teams.

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

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

The overarching objective for the 2025 conference programme was to build on the success of previous years, in building understanding across the political spectrum of the City Corporation's unique convening power and the key partnership role the City Corporation plays in delivering economic growth for the nation.

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

## **Recommendations**

Members are asked to:

- Note the initial summary of 2025 activity.
- Approve the following proposals for 2026 party conference programme:
  - One fringe event and an additional event (reception or dinner) at Liberal Democrat Conference
  - One fringe event and an additional event (reception or dinner) at the Conservative Party Conference (HM Official Opposition)
  - Two fringe events and an additional event (reception or dinner) at Labour Party Conference (HM Government)
  - Member and officer attendance at Reform Conference
  - Officer monitoring of Co-op and Green Conferences.
- Consider the expression of interest process for the Member delegation travelling to party conferences.
- Approve that one (1) Business Day pass is secured for the Policy Chairman use at the party in Government for 2026.

## **Main Report**

### **Background**

1. The City of London Corporation has attended the major party conferences every year since 1994, with the level of involvement and visibility (and numbers of attendees) increasing over time. Traditionally, Members of the Communications and Corporate Affairs Sub Committee are invited to attend the Liberal Democrat, Labour and Conservative party conferences, with the Policy Chairman additionally attending the Scottish National Party (SNP) conference in previous years. It was agreed at the November 2023 Communications and Corporate Affairs Sub Committee that the Policy Chairman would not attend from 2024.
2. The party conferences provide an important opportunity for City Corporation Members and officers to engage with the most relevant stakeholders across the



political spectrum, to communicate our key messages and to build relationships with other influential conference attendees.

3. Led by the Corporate Affairs Team, the City Corporation increased its party conference activity for 2023 by adding an additional fringe event at Labour Party Conference, who were then in Opposition, holding City Corporation private roundtables, panel open fringe events and dinners at the conferences of the Conservative and Labour conferences, as well as a private roundtable and dinner at the Liberal Democrat dinner. This approach was continued in 2024 as the programme had been planned prior to the General Election being called. In 2025, the programme was amended to reduce the number of fringe events at the Conservative Party Conference to one, and to host drinks reception instead of a dinner at the Liberal Democrat conference.
4. A significant portion of the Corporate Affairs Team budget is used to organise the party conference activity and facilitate the political engagement of the Policy Chairman, whilst ensuring in the current model that Members can also participate and contribute their expertise.
5. In addition to the cost of the additional Business Day tickets, costs across the conference have gone up year on year. Additional funding provided by Policy & Resources enabled us to deliver our 2024 programme; however cost saving measures are necessary as the Corporate Affairs Team Budget is a set amount and inflation continues to contribute to overall costs.

## **Current Position**

### **Fringe Events**

6. The Corporate Affairs Team led, secured and delivered five fringe events across the conferences. These were:
  - a. An open fringe panel at the Liberal Democrat party conference titled "*The UK economy in an uncertain world: what can be done to unlock investment and boost trade?*" with the Institute for Government. The politician in attendance was Clive Jones MP (Liberal Democrat Spokesperson for Trade).
  - b. An open fringe panel at Labour party conference titled "*Resetting the Relationship: A New Chapter for the UK and EU*" with the Fabian Society. The politicians in attendance were the Rt Hon Nick Thomas-Symonds MP (Paymaster General and Minister for the Constitution and European Relations) and Stephen Doughty MP (Minister for Europe, North America and UK Overseas Territories).
  - c. A roundtable at the Labour party conference titled "*Growing investment and catalysing UK economic growth*" with Labour Together. The politicians in attendance were:
    - John Grady MP (MP for Glasgow East, Member of the Treasury Select Committee)
    - Adam Jogee MP (MP for Newcastle-Under-Lyme, Member of the International Trade and Investment APPG)

- Noah Law MP (MP for St Austall and Newquay, Member of the Private Capital APPG and Sustainable Finance APPG)
  - Toby Perkins MP (MP for Chesterfield)
  - Henry Tufnell MP (MP for Mid and South Pembrokeshire)
  - Chris Ward MP (Parliamentary Secretary to the Cabinet Office)
  - Rosie Wrighting MP (MP for Kettering, Member of the Business and Trade Select Committee)
- d. An open fringe panel at Conservative party conference titled “*Financing the Green Transition: Who Pays, Who Gains?*” with the Centre for Policy Studies. The politician in attendance was Mark Garnier MP (Shadow Economic Secretary to the Treasury and Shadow City Minister).
7. While the Corporate Affairs Team aims to secure partnership deals tied to other activity across the year where possible, the cost of partnerships with think tanks, particularly where fringes take place within the secure zone, remains high. To ensure a high calibre of politician attendance, it was decided to hold one event in the secure zone at Labour Conference this year. As the cost the party charges for space within the secure zone had increased (with the costs of some City Corporation fringe events doubling between 2022 and 2025), this ensured the costs of fringe events at the Labour Conference remained lower in 2025 when compared with 2024.
  8. Our choice of partnerships secured us quality political engagement despite the difficulty of securing MPs generally across party conferences this year. The Corporate Affairs Team was able to cover additional costs of partnering with well-respected partners by hosting one fewer event at the Conservative Party Conference and hosting a reception at the Liberal Democrat conference.
  9. All were felt to be successful in hitting City Corporation objectives of raising the City Corporation's visibility, securing high-profile political engagement, leading and influencing policy discussions during the conference period, and seeing a wide range media coverage.
  10. It is of the utmost importance that the City Corporation continues to receive value for money and, to ensure the success of future events. Given the expectation that the Labour Government will likely remain in place until 2029, it is recommended that the City Corporation proceed with the following programme for 2026:
    - a. One fringe event and an additional event (reception or dinner) at Liberal Democrat Conference.
    - b. One fringe event and an additional event (reception or dinner) at the Conservative Party Conference (HM Official Opposition).
    - c. Two fringe events and an additional event (reception or dinner) at Labour Party Conference.
    - d. Member and officer attendance at Reform Conference
    - e. Officer monitoring of Co-op and Green Conferences.

11. This proposed programme represents one less event than occurred in the 2024 programme, continuing our decreased engagement at Conservative Party Conference. This approach will afford us some cost savings, and can be reviewed again in the year preceding a general election, or reviewed by the Subcommittee dependent on political environment.
12. There are additional political parties across the UK with some taking a decision to hold conferences. It is recommended that Officers monitor other party conferences that may take place in 2026.

### **Political & Industry Dinners**

12. The City Corporation receptions and/or dinners at party conference continue to provide an important platform for communicating our key messages and demonstrating the pivotal role the City Corporation plays in convening the sector and the City audience together.
14. The Corporate Affairs Team worked with Members, Innovation and Growth and other departments to curate and maintain a high calibre of attendees and confirm an influential, interesting external speaker for each event.
15. The Corporate Affairs Team usually aims to have 50 attendees at Liberal Democrat Party Conference reception, and 100 at each Labour and Conservative. This year, due to extremely high demand at Labour, this was increased to 130 (with an additional waiting list). There was a total of approximately 80 guests at the City Corporation dinner at Conservative Party Conference.
16. The City Corporation's reception at Liberal Democrat party conference was attended by approximately 50 people. The guest speaker was Daisy Cooper MP, who is the current Liberal Democrats' Deputy Leader and Treasury spokesperson. Feedback from this reception was that it could be shorter in the future, it should start earlier or later to avoid dinner clashes, and should be based around the timings of the guest speaker.
17. The City Corporation's dinner at Labour party conference was attended by approximately 130 guests made up of MPs, Assembly Members, London councillors, senior journalists and political editors, and business representatives. Following a speech from the Policy Chairman, the guest of honour was the Prime Minister's Special Adviser on Business & Investment, Varun Chandra. The calibre of guests this year at Labour Conference was extremely high, and guests fed back how pleased they were with the speaker and format of a Q&A with him.
18. The City Corporation's dinner at Conservative party conference was attended by approximately 70 guests. Following a speech from the Policy Chairman, the keynote speaker was Shadow Local Government, Housing and Communities Secretary, Sir James Cleverly MP. Despite there being a number of receptions and events at the same time on the Monday night, and overall lower attendance at Conservative Party Conference, there was still strong representation at the City Corporation dinner.

19. To confirm in-demand venues and hotels, the Corporate Affairs Team selects and confirms the venues and hotel rooms by the end of the calendar year the year prior to conference (i.e. December 2024 for 2025 conference season).
20. In 2024, for the first time, the Corporate Affairs team utilised the CRM system that is based in Innovation and Growth to introduce efficiencies. This was a helpful tool in deploying invitations and monitoring uptake. It is noted that Innovation and Growth Officers lent their time and support to assist the Corporate Affairs Team, demonstrating successful collaboration across the two teams.
21. There are several learnings to be factored into the creation of guestlists for next year, such as consulting with Members of the Communications and Corporate Affairs Sub-committee on the guestlist ahead of deploying invitations.
22. Feedback from the dinners has been overwhelmingly positive, with various commentary and responses from external stakeholders about the value that attendees found in attending and the calibre of speaker.

### **Media Impact**

24. Working closely with the Media Team, it was an objective for 2025 to achieve strong media impact and coverage.
25. The Policy Chairman shared social media posts on X (formerly known as Twitter) and LinkedIn with various politicians following City Corporation events at the conference.
26. Taking a proactive approach to media scheduling, the Policy Chairman featured in a live radio and television interview on Bloomberg TV and Radio and [Times Radio](#).
27. We invited journalists to a dinner hosted by the City of London Corporation. The event strengthened our relationships with several news outlets and provided an opportunity to facilitate conversations between them and the Policy Chairman. The outlets we invited included The Telegraph, The Guardian, Financial Times, Politico, and City A.M.
28. We issued a press release following the Chancellor's speech at the Labour Party Conference, which subsequently generated coverage of our response. He was quoted in [Europe Says](#).

### **Member Attendance**

27. The intention of Member attendance is for them to represent the City Corporation, and use their experience, connections and knowledge, across the range of conference events, not only at the City Corporation's hosted events. Members play a key role as representatives, speakers and hosts at the Corporation's party conference activities.
28. In light of inflation, think tank partnership costs, hotel costs and conferences pass costs have continued to increase year on year by around 10 per cent.

## **Member Delegation in 2025**

29. The size of the official City Corporation Member delegation was reduced from 2025 to ensure that the City Corporation continues to deliver a party conference programme can be delivered within the Corporate Affairs current budget.
30. As decided in February 2025, all Members of the Communications and Corporate Affairs Sub Committee were invited to attend the Labour Party Conference.
31. Four members (and the Policy Chairman) were invited to attend the Liberal Democrat and Conservative Party Conferences. All attending Members were eligible for a two-day commercial guest pass, with the costs being met from the party conference budget.
32. The final delegation numbers for 2025 are listed below:
  - a) This year's Liberal Democrat Party Conference was held in Bournemouth from 20<sup>th</sup> – 23<sup>rd</sup> September. A total of five (5) members of the Communications and Corporate Affairs Sub Committee attended the conference (5 member passes purchased).
  - b) This year's Labour Party Conference was held in Liverpool from 28<sup>th</sup> September – 1<sup>st</sup> October. A total of 7 Members of the Communications and Corporate Affairs Sub Committee attended the conference (8 member passes purchased – one Member ill and unable to attend).
  - c) This year's Conservative Party Conference was held in Manchester from 5<sup>th</sup> – 8<sup>th</sup> October. A total of 5 Members of the Communications and Corporate Affairs Sub Committee attended the conference (5 member passes purchased).
33. Those interested in attending the Liberal Democrat and Conservative conferences were asked provide a short Expression of Interest (maximum 500 words) demonstrating suitability for attendance at each party conference.
  - i. The proposed applications process was as follows:
    1. The opportunity to join the delegation will be advertised to the Communications and Corporate Affairs Committee.
    2. Those wishing to apply are asked to submit expressions of interest, setting out relevant experience / skills against the relevant criteria.
    3. Applications to be reviewed by an assessment panel (comprised of the Chairman, Deputy Chairman, Vice Chairs and Chairman of Communications and Corporate Affairs Sub-committee) supported with advice from Officers.
    4. Policy Leadership and the Chairman of the Communications and Corporate Affairs Sub-committee take a final decision with an assessment of the process undertaken presented back to Committee at the next Sub-committee meeting.
34. There was an Officer error in the administration of this year's expression of interest process for party conferences, which resulted in the process not fully operating as intended (i.e the panel was completed over email) and also resulting in the process taking much longer than is standard.
35. Steps are being taken to review the circumstances and implement improvements to ensure greater clarity, consistency, and timeliness in future years. This will

strengthen governance and provide assurance that submissions are managed appropriately.

### **Member Delegation 2026 Proposals**

36. It is proposed that the majority of the same proposed process is followed for 2026 for the selection of the Member Delegation, with Officers ensuring that the process is accurately followed. It is proposed the following change:

1. Applications to be reviewed by an assessment panel (comprised of the Chairman, Deputy Chairman, and Chairman of Communications and Corporate Affairs Sub-committee) supported with advice from Officers.

37. A proposed timeline for Members to consider is as follows:

#### **January – February**

- Advertise the opportunity to join the delegation to the Communications & Corporate Affairs Committee.
- Publish criteria and guidance for expressions of interest.

#### **February**

- Open the window for submitting expressions of interest, including details of relevant experience and skills.
- Provide support and clarification to applicants as needed.

#### **March – April**

- Close applications and collate submissions.
- Assessment panel (Chairman, Deputy Chairman, Vice Chairs, and Chairman of Communications & Corporate Affairs Sub-Committee) reviews applications with officer support.

#### **By end of May 2026**

- Policy Leadership and the Chairman of the Communications & Corporate Affairs Sub-Committee make the final decision.
- Notify successful applicants and begin to confirm passes and arrangements.

#### **May – June**

- Present an assessment of the process and outcomes to the Communications & Corporate Affairs Sub-Committee at its next meeting.

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

39. Last year, Business Day passes were purchased for the Policy Chairman and a senior Officer for the Liberal Democrat Party Conference, Labour Party Conference and the Conservative Party Conference. The Value for Money of

these passes is questionable as they are typically upward of £3,500 per pass. To decrease costs, it is suggested that one (1) pass is secured for the Policy Chairman at the Labour Conference in 2026.

### **Officer Attendance**

40. Officer attendance is necessary to support the delivery of the overall party conference programme, as well as to support the Policy Chairman. Officer attendance was capped and subject to a formal business case process for the first time in 2025, ensuring alignment with strategic priorities and value for money, with passes secured only for those whose roles required access to the secure zone. The Business Case process will continue for 2026.
41. One additional officer from the Remembrancer's Office attended each conference to monitor proceedings, including fringe events, and produce reports; additional attendance was limited to essential roles such as event delivery and stakeholder engagement.
42. Last year, for the first time, additional teams beyond the Corporate Affairs team and Remembrancers requested their officers were accredited. Accrediting additional officers will be considered through the Business Case process as it can dilute the strategic purpose of access, increase cost, and may create reputational risk by blurring the distinction between essential representation by Members and unnecessary presence.

### **Corporate & Strategic Implications**

43. Strategic implications – Engaging with political stakeholders, organising events around the 2025 party political conferences, and collaborating with think tanks and other third-party organisations to deliver events and policy reports provides a valuable opportunity for the City Corporation to reach key audiences on major global, national and local issues. This work also enables the City Corporation to demonstrate leadership and contribute meaningfully to policy debates. Political engagement and sponsorship activity will support delivery of the six outcomes in the new Corporate Plan.
44. Financial implications - The Corporate Affairs Team has an established budget for party conference activity and wider political engagement. Any sponsorship of ad-hoc policy projects continues to be funded via the Policy Initiatives Fund, subject to decisions by the Policy and Resources Committee.

Resource implications – None

Legal implications – None

Risk implications – None

Equalities implications – None

Climate implications – None

Security implications – None

## **Conclusion**

38. The purpose of the City Corporation's activities at party conferences is to deliver a programme of strategic engagement on issues of importance to the organisation with relevant politicians, policymakers and business figures and the political media. City Corporation party conference activity is a significant part of the Policy Chairman's political engagement and City Corporation advocacy and provides an excellent opportunity for Members and officers to meet many political contacts in one place. It also is a way for politicians and key stakeholders to build an understanding of the City Corporation and our strategic priorities.
39. Members are asked to note the assessment of the City Corporation's involvement at the 2025 party conferences.
40. Members are asked to make a decision on proposals for 2026 party conference programme and discuss the approach to size of Member delegation.
41. Members are asked to make a decision on Business Day at conferences in 2026.

## **Appendices**

None

## **Background Papers**

None

Kristy Sandino

Interim Executive Director – Corporate Communications and Engagement

T: 07493760844

E: [Kristy.Sandino@cityoflondon.gov.uk](mailto:Kristy.Sandino@cityoflondon.gov.uk)



<b>Committee(s):</b> Communications & Corporate Affairs Sub Committee Policy & Resources Committee	<b>Dated:</b> 10/12/2025 11/12/2025
<b>Subject:</b> The Square Mile Sport Strategy (2023-30) – Update and Phase 2 Delivery	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li> </ul>	Vibrant Thriving Destination, Diverse Engaged Communities, Dynamic Economic Growth, Providing Excellent Services & Flourishing Public Spaces
<b>Does this proposal require extra revenue and/or capital spending?</b>	Yes
<b>If so, how much?</b>	£250,000
<b>What is the source of Funding?</b>	Transformation Funding
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	Yes
<b>Report of:</b>	Paul Wright, Remembrancer
<b>Report author:</b>	Sam Hutchings, Head of Sport Strategy and Engagement

## Summary

This report sets out the progress that has been made in delivering the City Corporation’s Sport Strategy – A Global City of Sport. Outlining the vision and the five priorities agreed under the strategy, this report provides details on the various events and initiatives that have been achieved so far. Also, looking to the future, a summary of key work streams has been identified for each of the five sport strategy priorities. The report also provides details of the current governance arrangements and remit of the sport strategy, providing an opportunity for Members to consider if any changes should be made to this. The funding and resource proposals for delivering the remainder of the sport strategy over the next four years are also outlined. Members are asked to note funding is agreed from the Transformation Fund to cover the costs of delivering the first year (i.e. 2026/27) of the next phase of the Sport Strategy.

## Recommendation

Members are asked to:

- (i) Note the progress in taking forward the priorities of the Sport Strategy (see para 4)
- (ii) Endorse the outline for delivering Phase 2 of the Strategy (see para 5).

- (iii) Agree to continue with the current governance arrangements for delivering the Sport Strategy, but that additionally in future the Sport Sounding Board be consulted on all corporate-wide sport events and initiatives that have a strategic significance (see para 6).
- (iv) Note that £250,000 has been allocated from the Transformation Fund towards costs of delivering the sport strategy during 2026/27 on the basis that a clear income generating business case will be developed to cover funding beyond this period.

## **Main Report**

### **Background**

1. In 2023, Members agreed to [A Global City of Sport: A Sport Strategy for the Square Mile \(2023-30\)](#) which sets out a vision and five sport themes / priorities for the City Corporation over the next seven years. The Vision is to make the City of London a leading global city of sport, through valued and exceptional sport facilities, events and engagement. The five priorities are:
  - INVEST in sport facilities
  - ACTIVATE our streets / spaces
  - CELEBRATE the impact of sport
  - ATTRACT more high-quality sport events
  - SUPPORT community sport
2. The delivery of the strategy is monitored by the Sport Sounding Board which meets quarterly and is chaired by the Lead Member for Sport. As well as chairing these meetings, the Lead Member supports the City's engagement on sport and has helped oversee an ambitious sport facility and event programme. The Head of Sport, along with the Sport Strategy Officer and the Community Sport Officer, make up the Sport Team which works with departments across the organisation to deliver on the five priorities. At each meeting of the Sounding Board Members receive a report on progress on delivering the priorities and hear proposals on new initiatives that align with these aspirations.

### **Phase 1: Delivery Success (2023-26)**

3. Owing to resource constraints when approving the new strategy, Members agreed that it should be delivered in two phases. The first phase would allow the strategy to get up-and-running through seed funding from the Policy Initiatives Fund. During this period, additional staff (the Sport Strategy Officer and the Community Sport Officer) were appointed to take forward the five priorities and plans for moving to the next 'delivery' phase would be put in place.
4. Progress on delivering the five priorities is set out below:
  - i) **INVEST in facilities** – ensuring they are fit-for-purpose, commercially viable and meet stakeholder needs.
    - Current Facilities – following the approval of the Sport Strategy in 2023, Members agreed to allocate £10m from the Community Infrastructure Levy (CIL) to cover the costs of refurbishing Golden Lane Leisure Centre. Work is due to begin at the end of 2026, and it is envisaged that the site will reopen

to the public in summer 2027. The procurement of a new operator is underway as the current contract is due to expire at the same time as the Centre's closure next year.

- New Site Options – we continue to work with colleagues to ensure sport and fitness is considered as an integral part of appropriate new developments. This is reflected in the City Plan 2040. A recently identified site in the east of the City, where demand for facilities is greatest, includes proposals for a large community space dedicated to sport and wellbeing. We are supporting colleagues in developing the case to evidence and justify this need. This could offer an exciting opportunity for the City Corporation to provide unique and attractive sport facilities in a purpose-built space within a new development, whilst also potentially offering affordable workspace for international and domestic sports organisations.

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

- Outdoor Facilities – plans to introduce an outdoor gym at Old Waterman's Walk are progressing, having passed through the Gateways 1 and 2 process. We are now awaiting confirmation of the budget to move forward with the next stages, including site appraisal, securing approvals for work on the City Walkway, and submitting our recommended supplier to procurement. Due to delays with approvals, implementation is now anticipated in early 2026.
- Urban Sports – architects have been appointed to undertake an updated feasibility study for Blackfriars Undercroft which includes options for a skatepark and other sport uses. We have engaged a specialist skateboard contractor to support this work and they have provided a range of options for consideration. A way forward for this public space will be determined in the new year.
- Pop-up Activations – the Sport Team is currently looking into some options around the introduction of temporary sport facilities across the Square Mile which could be installed in publicly accessible spaces, such as Padel courts and an ice-skating rink. We are actively engaging with operators and colleagues from across the organisation to understand the operational constraints and financial potential of these as an effective income source for the wider strategy.

iii) **CELEBRATE impact** – continuing to deliver a focused sport engagement programme that brings long term benefits to our stakeholders.

- Sport Diplomacy – the Head of Sport has joined a cross-Government and industry working group that seeks to maximise UK diplomatic and trade outcomes through sport. As part of this, we worked with partners including UK Sport, UK Government and the Greater London Authority to organise successful business visits to Paris for the Olympic & Paralympic Games in 2024.
- Major Sport Events – the City Corporation recently hosted World Rugby for a series of high-profile events at Guildhall, including a community rugby activation alongside its General Assembly. These events took place at a

time when England was hosting the Women's Rugby World Cup and provided a great opportunity to strengthen the City of London's position as a trusted partner for major sporting organisations.

- **Sport & Business** – we continue to create opportunities for sport and business to connect and discuss shared challenges and opportunities. Recent examples include hosting the Global Sport Agora for the fourth time at Guildhall as well as an event co-hosted with the Office for Investment, which brought together key stakeholders to explore UK and Australian sport investment.
- **Grassroots Sport** – the City Corporation continues to support grassroots sport by providing space for events and networking in the Square Mile. A number of events celebrating grassroots sports have taken place in Guildhall over the last few months, including the London Sport Awards, the London FA Awards and the London Youth Games Workforce Celebrations.
- **Celebrating Success** – a number of sport-related freedom ceremonies have taken place recently in support of our sport engagement objectives, including those awarded to Barry Hearn (boxing), Michael Watson (boxing), and Daniel Levy (football). We are also exploring the possibility of a joint ceremony to celebrate the recent successes of England's Lionesses in the Women's Euros and the Red Roses in the Women's Rugby World Cup.

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

- **New Events** – following the success of last year's Summer of Sport in the City, we partnered with Central London Alliance and other BIDS to deliver the [London Sports Festival](#) across the City this summer. Highlights included a 6-week padel court at St Pauls cathedral, table tennis at Paternoster Square and a full-size basketball court in Guildhall Yard. Over 12,000 people participated in the activations, which generally received very positive feedback.
- **Existing Events** – the sport team continues to work with colleagues to support existing mass participation event organisers with their ambitions to use the Square Mile as a backdrop for their high-profile events. For example, the City Corporation supports the Square Mile Relay each year by providing Guildhall Yard at no charge and, in return, receives logo recognition and a staff team space in the popular relay event.

v) **SUPPORT community** - helping to establish more sport clubs, classes and activities for local residents and workers in the Square Mile, with a particular focus on activities for young people and those from lower socio-economic backgrounds.

- **Young People** – Throughout the summer, a variety of sports sessions were delivered for young people across the city, featuring football, tennis, BoxFit, and volleyball. In September this year, Guildhall Yard hosted a Rugby Taster Day in partnership with the RFU, World Rugby, and Rosslyn Park FC. The morning welcomed four City of London schools and the Richard Cloudesley School, with 77 students enjoying rugby skills and games.

- Older People - As part of the London Sport Festival, we provided a series of adult-focused sessions that were held in the green spaces including Christchurch Greyfriars, Barber-Surgeons' Garden, Finsbury Circus, and Postman's Park. Activities included Tai Chi, HulaFit, and DanceFit, attracting a number of local residents and workers. We also delivered boxing and taekwondo taster day in Guildhall Yard, featuring a full-size boxing ring and professional coaching.
- Accessible & Inclusive Sport – Sport sessions for young people with SEND were held at Golden Lane Leisure Centre and Artizan Library, alongside an inclusive Open Sports Day at the Mansell Street Estate MUGA. We have also worked with Positive Action Through Creativity (PAC) a charity that has successfully received CIL Neighbourhood Fund for a 12-month programme of exercise and health activity for women from the Bangladeshi and other minority communities who live in the Square Mile.

## **Phase 2: Maximise Impact (2026-2030)**

5. The next phase of delivering the sport strategy is about maximising outcomes for the benefit of all our stakeholders and we are ambitious about what we can deliver. These objectives, aligned with the priorities outlined in the sport strategy, include:

### **i) INVEST in facilities:**

- Current Facilities – we will work with colleagues across the organisation to provide guidance on the refurbishment works, setup and procurement process for Golden Lane Leisure Centre.
- New Site Options – we will support ambitions to build a new world class sport facility and affordable office space for sport organisations in a new development in the Square Mile. A potential new development, on the eastern side of the City, has already been identified for this purpose. We are also exploring other sites across the Square Mile which may provide permanent facilities for sport, such as basements and rooftops.

### **ii) ACTIVATE spaces:**

- Outdoor Activities – we will continue to find new locations for outdoor gyms across the Square Mile, as part of an urban gym network, and finalise the instalment of a new facility at Old Watermen's Walk.
- Urban Sports – we will take forward plans to explore the installation of a skate park and other urban sport facilities at a suitable location, potentially Blackfriars Undercroft.
- Pop-up Activations – we will seek to find publicly accessible spaces such as squares, gardens and car parks, that lend themselves to being used for pop-up temporary sport activities, such as padel tennis, 3X3 basketball and ice skating.

### **iii) CELEBRATE impact:**

- Sport Diplomacy – we will support the Government's new sport diplomacy strategy, expected to be launched early next year, which will set out clear intentions for the UK to maximise potential benefits from soft power influence

and trade through sport, including engagement around the Milan Winter Games and the FIFA Men's World Cup next year.

- Major Sport Events – we will work with partners to celebrate and showcase major sport events taking place in the UK, by offering up venues for specific engagement around the competitions. A number of domestic hosted major sport events are in the pipeline over the next few years, including the ITTF Table Tennis Team World Championships, T20 Women's Cricket World Cup and the Commonwealth Games in Glasgow next year. In 2028, England will host the Men's Euro football competition.
- Sport & Business – plans are underway to introduce a new sport festival concept (Square Mile Sports Week) to the City which would help showcase London as a global sports destination and bring business and sport closer together to discuss shared issues. We will continue to convene events, like this and the Global Sport Agora, that seek to enhance dialogue between business and sport.
- Grassroots Sport – alongside partners such as London Sport, London Youth Games & the London FA, we will continue to support grassroots sport by providing space for events and networking in our corporate venues such as Guildhall.
- Celebrating Success – we will continue to use the City freedom as a way to celebrate success in sport, particularly looking at the recent success of women's sport in England by the Lionesses and Red Roses.

**iv) ATTRACT events:**

- New Events – we will work with external event organisers on new and exciting mass participation events that can take place across the Square Mile and seek to attract increased visitors and revenue for the City of London. Discussions are already underway on plans to bring the London Nocturne cycling event back to the City next year which, if approved, will take place over a Friday and Saturday in June and involve a variety of spectator races aimed at workers and visitors. We are also working with an external partner to deliver a sport business festival – the Square Mile Sports Week – which is aiming to be up and running by 2027.
- Existing Events – we will continue to work with partners such as London Marathon Events to help support their aims around existing events and also maximise return for the City of London. A separate partnership agreement is being developed on this to formalise this relationship. We also expect to see the ongoing development of the London Sport Festival, working with Central London Alliance and BIDs to support these aims.

**v) SUPPORT community:**

- Sport Development – in line with aspirations to bring sport development back in-house under the new leisure operating arrangements and ensure greater accountability on our sport provision, the Head of Sport is working with officers to explore how this function could operate ahead of the procurement for a new contract being taken forward next year.

- Inclusive Sport – we will continue to develop links with local schools and academies linked to the City Corporation. Working with partners, such as the London Youth Games, we will also look to develop a programme of sport activity specifically targeted at younger people that take place during school holidays. We will seek to expand our series of adult-focused sessions that were held in the green spaces involving activities such as Tai Chi, HulaFit, and DanceFit. We are also keen to initiate a new City of London Boxing Club within the Square Mile, working with a high-profile partner to help deliver boxing and martial arts training to local residents and workers.
- Accessible Sport – we will ensure all our community focused sport activities are fully accessible and seek to target specific under-represented resident groups where possible to ensure our sport classes and events are inclusive and welcoming.

### **Delivery Oversight**

6. As agreed by Members when approving the new strategy, regular updates have been provided on progress in delivering the priorities of the sport strategy. In addition, aspects relating to the governance and remit of the strategy have been considered as follows:
  - Governance – under its terms of reference, agreed by the Policy & Resources Committee, the Communications & Corporate Affairs Sub Committee (CCAS) has responsibility for the ‘governance of Sport Engagement (with power to act)’. In practice this means that CCAS receives regular updates on sport engagement (i.e. celebrating sport) as well as annual reports on sport strategy delivery. In addition, a Sport Sounding Board (SSB) – involving Members from relevant committees and those with an interest in sport – meets quarterly to oversee progress on delivery and is chaired by the Lead Member for Sport (appointed by the Policy & Resources Committee). The governance arrangements work well, ensuring streamlined decision making and inclusive corporate oversight. Therefore no changes to current governance structures for sport are currently recommended.
  - Remit – the current focus of the sport strategy is rightfully on the Square Mile, to ensure our residents and workers needs are met in relation to sport and leisure provision. However, there is sometimes a clear crossover of interest in relation to sport facilities and activities provided outside the Square Mile, such as on our open spaces and educational institutions. Members may feel that the remit of the SSB could be widened to help coordinate the delivery of specific high profile sport events and facilities that have a strategic and corporate significance. However, it should be noted that any significant change to the current position could require additional resources to deliver and impact other committee’s responsibilities. It is therefore suggested that, for the time being, the SSB should provide a consultative role in supporting corporate wide sport events and initiatives taking place outside the Square Mile that have a strategic significance.

### **Corporate & Strategic Implications**

7. Strategic implications – the new sport strategy aligns closely with the aspirations of the City Corporation’s Corporate Plan 2024-29, by: making the Square Mile a

‘Vibrant Thriving Destination’ through high quality sport related events and facilities, supporting ‘Diverse Engaged Communities’ through an inclusive, effective and focussed community sport programme, ‘Providing Excellent Services’ through sport initiatives that help people to lead healthy lives, supporting ‘Dynamic Economic Growth’ through closer integration between the sport and business sector and delivering ‘Flourishing Public Spaces’ through developing permanent and pop-up sport facilities and activations that are open and accessible to all our stakeholders.

8. Resource implications – There are no anticipated major resource implications if future funding proposals are approved, but if there are any required staffing changes that become apparent these will need to be carried out in accordance with relevant HR procedures.
9. Financial implications – so far most of the costs of delivering the sport strategy, including two new staffing posts, have been met from the Policy Initiatives Fund (PIF). In 2023, Members agreed to provide £175,000 from PIF for the first 3 years of delivery (i.e. until 2025/6). Going forward into Phase 2 the costs of delivering the sport strategy initially will be met as follows:
  - £250,000 from the Transformation Fund will be allocated to deliver the first year of Phase 2 of the Sport Strategy using the following proposed funding model:

<b>COST OF SERVICE</b>	<b>2026/27</b>
	£'000
Staffing (Sport Team)	250
Sport Engagement Budget	75
Community Sport Budget	75
Income Generation Development	35
<b>TOTAL COST</b>	<b>435</b>

<b>PROPOSED FUNDING MODEL</b>	<b>2026/27</b>
Local Risk Budget	110
CILNF Application (for community sport)	75
Transition Fund Allocation	250
<b>TOTAL FUNDING</b>	<b>435</b>

- An application will be made to the Community Infrastructure Levy Neighbourhood Fund to meet the annual costs of delivering community focused sport events and initiatives across the Square Mile for the remainder of the strategy (i.e. approx. £75,000 per year).



- Efforts will be made to understand the income generating potential of sport over the next year to help cover the costs involved in delivering the sport strategy priorities in future years. These include seeking sponsorship opportunities / naming rights for new facilities and events, as well as drawing in potential revenue streams from specific bookable sports on permanent and temporary facilities (e.g. ice skating, padel tennis etc).
- The Head of Sport is working with the internal Income Generation team and an external consultancy to determine the projected value of this offer to help cover future delivery of the sport strategy. Subject to this, a business case will be prepared to project future income generation potential from City Corporation owned sport facilities and events and will be presented back to Members for endorsement by March 2027.
- Internal pots will also be tapped into, such as CIL, Destination City Fund and On Street Parking Reserve, to cover relevant one-off costs associated with new sport facilities and events across the Square Mile.

10. Legal implications - None

11. Risk implications – there is a significant reputational risk of the City Corporation not committing to funding and therefore delivering the remainder of the agreed sport strategy.

12. Equalities implications – In line with our Public Sector Equality Duty 2010, proposals set out within the strategy are intended to have a positive impact on people protected by existing equality legislation – age, disability, gender, race etc. Sport naturally breaks down barriers and encourages social cohesion. Efforts will be made to support events and initiatives that have a positive impact on diversity and equality.

13. Climate implications – Owing to the nature of sport and physical activity, objectives are likely to reinforce climate goals and the need to reduce the organisation’s carbon footprint. Particularly by encouraging active travel options and by using outdoor facilities which do not require energy supplies.

14. Security implications – Any planned new high profile sport events and activations would need to be assessed appropriately for potential security risks.

## Conclusion

15. This report provides an update on delivering our new sport strategy – A Global City of Sport. It highlights the various events and initiatives that have been delivered to date and also aspects relating to delivery of the next phase of the strategy. It proposes a number of objectives for delivering Phase 2 of the strategy and sets out funding arrangements to help resource this and ensure ongoing success.

## Background Papers:

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

**Sam Hutchings** Head of Sport Strategy and Engagement

E: [sam.hutchings@cityoflondon.gov.uk](mailto:sam.hutchings@cityoflondon.gov.uk)

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## City of London Corporation Committee Report

<b>Committee(s):</b> Communications and Corporate Affairs Sub Committee	<b>Dated:</b> 10 December 2025
<b>Subject:</b> Corporate Communications & Engagement Update Report	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li> <li>• <b>provides statutory duties</b></li> <li>• <b>provides business enabling functions</b></li> </ul>	Diverse Engaged Communities, Dynamic Economic Growth, Vibrant Thriving Destination
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	£0
<b>What is the source of Funding?</b>	Not applicable
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	Not applicable
<b>Report of:</b>	Kristy Sandino - Interim Executive Director of Corporate Communications & Engagement
<b>Report authors:</b>	Kay Abdilahi - Assistant Director of Media (Financial Services), Cathy Druce, Head of Digital Communications, Mark Gettleson - Interim Director of Campaigns and Engagement, Lorraine McLennan – Head of Transformation Communications John Park - Assistant Director of Media (Public Services), Lisa Ward - Interim Director of Communications Transformation & Strategy.

## **Summary**

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

- a. Corporate Affairs [Annex A]
- b. Campaigns and Community Engagement [Annex B]
- c. Media Relations and Social Media [Annex C]
- d. Digital Estate Review Project [Annex D]
- e. Internal Communications, Engagement and Corporate Website [Annex E]

## **Recommendation**

Members are asked to note the contents of this report.

## **Main Report**

### **Background**

1. This report provides an update on Corporate Communications and Engagement activity. While Corporate Communications follows a fixed quarterly reporting cycle, supporting a consistent approach to evaluation, Corporate Affairs and Strategic Communications reports on a “report-to-report” basis due to the nature of strategic engagement and project-driven work. In addition, given the scale and pace of priority projects and campaigns, pertinent activity may be reported outside the designated period where this offers clearer context or timely oversight for Members.

## **Annex A– Corporate Affairs**

### **Strategic Communications and Messaging Development**

2. The Strategic Communications and Corporate Affairs teams continued to lead on shaping clear and aligned messaging in support of the City Corporation’s strategic objectives, while strengthening strategic planning and insight capacity.
3. Since the last reporting period, the Strategic Communications and Insight Manager and the Head of Digital Communications are leading the development of a more consistent, insight-led reporting and evaluation framework. Delivery teams are contributing to the shaping of new templates, shared KPIs and a unified quarterly evaluation model. This work aims to strengthen the organisation’s evidence base and will support clearer, more strategic decision-making going forward.
4. An integrated campaign-based approach is being developed across communications, drawing on the Government Communication Service’s OASIS model (Objective, Audience insight, Strategy, Implementation and Scoring) and strengthened sequencing and planning processes. New strategic communications campaigns are acting as live models, demonstrating clearer objectives, improved stakeholder alignment and consistent evaluation. This

structured methodology will be rolled out across additional corporate priorities over the coming months.

5. Since the last reporting period, the Strategic Communications and Insight Manager together with the Media and Digital Teams, is progressing the re-procurement planning for the Communication Function's digital analytics and PR monitoring tools. This includes a comprehensive review of requirements, market analysis and officer consultation. Delivery teams are informing operational needs, and the new tools will enhance insight, reporting capability and evaluation rigour once procured.
6. Business planning is being strengthened through a bolstered multi-year approach, ensuring that communications priorities, resourcing requirements and evaluation commitments are integrated into departmental and organisational planning. This work will support stronger alignment with future policy, programme and engagement milestones.
7. The Corporate Affairs and Strategic Communications played a key role in crafting 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:

### **Political Engagement**

8. Since the last sub-committee meeting in October 2025, the Corporate Affairs Team has prioritised:
  - a) Coordinating and drafting the City Corporation's representation to the Autumn Budget 2025, including liaising with policy officers across Innovation and Growth, drafting, editing and finalising the submission.
  - b) Sharing the City Corporation's recommendations in a joint letter to the Chancellor of the Exchequer from the Policy Chairman and the Lord Mayor,
  - c) Producing a one page-summary of the key recommendations to HM Treasury, published on the 'Global City' website.
  - d) Monitoring Autumn Budget rumours reported in the press and coordinating responses with Media officers on areas relevant to the work of the City Corporation.
  - e) Drafting and sending proactive letters to select politicians on key priorities of the organisation such as:
    - Introductions following the Cabinet reshuffle to politicians across the Office for Investment, HM Treasury, the Department for Business and Trade and the Home Office (September).
    - Marking the operational launch of the new Office for Investment: Financial Services by writing to Ministers across HM Treasury, Department for Business and Trade, the Foreign, Commonwealth and Development Office, Trade Envoys and Chairs of relevant Parliamentary Select Committees (October).

- Extending thanks to politicians for their engagement with the City of London Corporation's programme across the Party Conferences, including follow ups with Daisy Cooper MP, Stephen Doughty MP, Nick Thomas-Symonds MP, Varun Chandra, Rachel Blake MP, Dame Meg Hillier MP, Mark Garnier MP and Sir James Cleverly MP (October).

b) Facilitating and drafting briefings for:

- Member briefing packs for all in attendance at the Political Conferences and supplementary event briefings.
- The Policy Chairman's programme of activities at the Party Conferences including:

**Liberal Democrats:**

- A public panel co-hosted by the City of London Corporation and the Institute for Government on Trade and Investment with Clive Jones MP (Spokesperson for Trade).
- A private breakfast with TCUK/ Blackrock with Lib Dem MPs and Peers including Lord Fox (Lords Spokesperson for Business), Monica Harding MP (Spokesperson for International Development, Clive Jones MP (Spokesperson for Trade), Paul Kohler MP (Spokesperson for Transport) and Sarah Olney MP (Spokesperson for Business and Cabinet Office).
- A City Corporation hosted reception with guest speaker Daisy Cooper MP (Spokesperson for Treasury).

**Labour:**

- A private roundtable on UK retail investment and savings policy convened by Robinhood and Global Council with Sarah Pritchard, Deputy Chief Executive of the Financial Conduct Authority.
- A public panel co-hosted by the City of London Corporation and the Fabian Society on the UK-EU Financial Relationship with Nick Thomas-Symonds MP (Paymaster General and Minister for the Constitution and European Union Relations) and Stephen Doughty MP (Minister for Europe, North America and Overseas Territories).
- A City Corporation hosted dinner and reception with guest speaker Varun Chandra (Prime Minister's Special Advisor for Business) and attended by Lucy Rigby MP (Economic Secretary for the Treasury), Dame Meg Hillier MP (Chair of the Treasury Select Committee), Rachel Blake MP (for Cities of London and Westminster) and Sir Sadiq Khan (Mayor of London).

**Conservative:**

- A public panel co-hosted with the Centre for Policy Studies on Sustainable Finance with Mark Garnier MP (Shadow City Minister).
- A City Corporation hosted reception and dinner with guest speaker Sir James Cleverly MP (Shadow Minister for Housing, Local Government and

Communities), attended by Baroness Neville-Rolfe (Shadow Minister, Treasury).

c) Post-conference season, facilitating and drafting briefings for:

- The Policy Chairman's attendance at the Transition Finance Showcase event at Guildhall with Lucy Rigby (Economic Secretary to the Treasury) (September).
- The Deputy Chair of Policy attendance at the Onward Chairman's Dinner with the Rt Hon Kemi Badenoch MP (Leader of the Opposition) (October).
- The Lord Mayor's parliamentary briefing on the Mansion House Accord with seven members of the Liberal Democrat Treasury and Economy frontbench team, including Daisy Cooper MP (Spokesperson for Treasury), Sarah Olney MP (Spokesperson for Business) and Baroness Kramer (Lords Spokesperson for Business and Economy) (November).
- The Lord Mayor's *Regulating for Growth* roundtable co-hosted with the Confederation of British Industry's (CBI) Regulatory Reform Taskforce with Richard Knox (Director for Financial Services – International at HM Treasury), David Bailey (Executive Director for Prudential Policy at the Bank of England) and Graeme Reynolds (Director of Competition at the Financial Conduct Authority) (November).
- The Deputy Chair of Policy's (James Thomson) appearance, including speaking remarks, at the Whitehall and Industry Group Annual Interview with senior civil servants including Sir Chris Wormald KCB (Cabinet Secretary) and Gareth Davies CB (Permanent Secretary at the Department for Business and Trade) (November).
- The Policy Chairman's attendance at the CBI's Executive Leaders' Breakfast attended by the Rt Hon Darren Jones MP (Chief Secretary to the Prime Minister) (November) and Baroness Shafik (Chief Economic Adviser to the Prime Minister). The Policy Chairman's bilateral meeting with Lucy Rigby (Economic Secretary to the Treasury) (December).
- The Deputy Chair of Policy's remarks on a panel co-hosted by the City Corporation and the Labour in the City Network on post-Budget reactions with John Grady MP (Treasury Select Committee) (December).
- The Lady Mayor's City No.1 Breakfast hosted at Mansion House with Lucy Rigby (Economic Secretary to the Treasury) (December).
- Members seated next to politicians across various dinners held by the City of London Corporation in conjunction with the Remembrancer's team such as:
  - City and Regulators Dinner
  - Lady Mayors Banquet
  - German State Banquet.

### **Devolved Nations and Regions:**

- c. Provided briefing and engagement support to London Museum colleagues and Alderman Keaveny CBE on a site visit to the London Museum by the Northern Ireland Minister for Communities.
- d. Worked with Brussels colleagues to provide political intelligence and engagement advice for the Policy Chairman's visit to the Republic of Ireland.
- e. Continued to work with colleagues in the Department for Business and Trade on sector planning.
- f. Joined external briefing events with the Secretary of State for Scotland, with further such engagements with regional political stakeholders planned as well as external partner briefing sessions.

### **Pan-London Engagement**

- 9. Following the last sub-committee meeting in October 2025, the Corporate Affairs Team prioritised the following Pan-London engagement:
  - a) Providing briefing support to the Policy Chairman, Deputy Chair of Policy for engagements as well as Alderman Gowman with:
    - London Councils Executive
    - Fortnightly meeting of London Councils Elected Officers
    - London Councils Transport and Environment Committee
  - b) Worked with Environment colleagues for a site visit to Ashted Common by Helen Maguire MP, providing briefing support to the Chair of Epping Forest and Commons Committee.
  - c) Worked with Kings College London to facilitate this years' City of London lecture for students, as well as providing speech and briefing support to the Vice Chair of Policy and Resources.
  - d) Supported this year's LGiU Councillor Awards, working with the Office of the Policy Chairman and Events colleagues to support the Vice Chair of Policy and Resources.
  - e) Continuing to manage casework matters from Members of Parliament, working with internal colleagues and providing responses for the Policy Chairman as appropriate.
  - f) Drafted communications for the Policy Chairman with the outgoing Leader of Bexley, Baroness O'Neill.
  - g) Working with Remembrancer colleagues, built new relations with the City MP's new Chief of Staff.
  - h) Gathered and shared intelligence from external events on the upcoming local authority elections 2026.

### **Engagement with External Partners**

- 10. Alongside colleagues across the organisation, the Corporate Affairs team is undertaking a comprehensive exercise to analyse memberships and subscriptions and their overall value for money. This will report back to Committee by Spring 2026.



11. Since the last sub-committee meeting in October 2025, the Corporate Affairs Team has prioritised the following on external partners engagement:
- a) Account managing the eleven corporate partnerships that the Corporate Affairs Team holds, liaising with Officers and Members to ensure representation at various roundtables, briefings and events.
  - b) Securing an additional dinner with a think tank in early 2026 to maintain political neutrality across our events (Progressive Britain).
  - c) Liaising with stakeholders on upcoming events in January 2026 including the London Government Dinner, Progressive Britain's 30-year anniversary dinner at Guildhall, the Fabian's Society's annual conference and the Centre for Policy Studies' Margaret Thatcher Conference and Dinner.
  - d) Negotiating terms for additional activity through Spring 2026 with new organisations to maximise our branding, representation at events and opportunities to promote messaging.
  - e) Securing the British-American Project Gala partnership to be held at the Guildhall, including speaking remarks, brand partnership and attendance for Members.
  - f) Alongside Innovation and Growth, progressing with a policy report with New Financial on the Interconnectedness of UK and EU Capital Markets.

### **Forward Look and Future Engagement**

- g) Supporting the City Corporation with communications and political engagement regarding the policy priorities of the organisation with government, as well as other Opposition parties.
- h) Continued integrated planning and delivery with various teams across the organisation on areas such as Markets, the City of London Police and economic security and planning and growth priorities.
- i) Continuing to negotiate and maximum strategic partnerships such as events, that allow for opportunities for senior level political engagement including the Beacon Philanthropy Summit.
- j) Continuing to proactively secure senior level engagement across the political spectrum to allow for the opportunity to communicate and influence around key policy areas of strategic interest for the City Corporation.

### **Kristy Sandino**

Interim Executive Director of Corporate Communications & Engagement

City of London Corporation, Guildhall, London, EC2V 7HH

T: 07493760844

E: [Kristy.Sandino@cityoflondon.gov.uk](mailto:Kristy.Sandino@cityoflondon.gov.uk)

## **Annex B – Campaigns and Community Engagement**

### **City Belonging Project**

12. Autumn 2025 has been one of the busiest seasons since the launch of the City Belonging Project in summer 2023. The team brought together business and community leaders and major employers with more than a thousand individuals participating in an ambitious programme of events and activities during this period.
13. The final three City Belonging Networks of Alastair King's mayoralty were launched: Black in the Square Mile, Disability in the City and South Asians in the City. In each case, a range of community figures have come forward to join steering groups. Disability in the City was launched in conjunction with the Royal Society for Blind Children, a Billingsgate-based charity, and has the explicit aim of supporting work to make the Square Mile more accessible to all.
14. Black in the Square Mile was launched at the Black History Month Gala held at Guildhall on 3 October in partnerships with CBERG, the network of staff networks in Black financial services. The event saw more than 300 people attend on a Friday night and attracted £40,000 in sponsorship from key Square Mile and financial service businesses, serving as a proof of concept for future income generation.
15. Other events included the annual Diwali event at Guildhall, a Latinos in the City London Stock Exchange market close for Hispanic Heritage Month with an address by the then-Lord Mayor and the quarterly Veterans in the Square Mile panel hosted by M&G and BNY with a keynote from Lady Mayoress Florence King.
16. A landmark Faith in the City research report was unveiled through a two-part launch on 16 October, with a morning reception at Mansion House featuring speeches from James Thomson and Lord Rowan Williams, who has agreed to be patron of the project. This was followed by the annual Bishops Dinner at Lambeth Palace, hosted by Archbishop of Canterbury designate, Dame Sarah Mullally, to which City Belonging Project and Faith in the City leaders were specially invited.  
City Belonging Project members again had a strong presence in the Lady Mayor's Show, with participating networks paying to attend for the first time. The team also worked closely with Bevis Marks Synagogue to arrange community invitations to the successful Service of Thanksgiving for the admission of the Lady Mayor on 17 November.
17. The City Belonging Project has continued to support the work of other departments in their community engagement work, most notably facilitating the Planning team's consultation on new Supplementary Planning Documents.

### **Resident Engagement**

18. Following the launch of the City Living Resident Card in September, signups have grown to nearly 400 individuals, increasing our ability to reach a wider

number of residents. The team has continued to add organisations to the scheme, including Fortnum & Mason at the Royal Exchange, Shake Shack, The Hilton Hotel bar and restaurant and the Mansion House Collection, with the Barbican Centre offer due to be announced in December.

19. Preparations continue for the City Question Time on Monday 15 December at Guildhall, with 150 people signed up at the point of writing. As in the previous two years, this will be combined with a festive celebration after the panel event with refreshments and entertainment.
20. The next edition of our printed City Living newsletter is planned to be sent out via Royal Mail to all City residences in early December, which will highlight winter activities across the Square Mile and feature updates of interest to residents.
21. The City Living email newsletters continue to be sent out twice a month, with rising open and click rates are rising – with the most recent gaining an open rate 80% and click rate of 20%.

### **Election Engagement**

22. With the registration deadline approaching on 30 November, figures are tracking closely with this point last year. While the ask is different in a year without all-out elections, the team is capitalising on last year's proven approaches and new relationships to deliver a comparable result. The focus has remained on ensuring all eligible organisations are aware of their right to register voters and ensuring retention of organisations and individuals who are currently on the Ward List. Organisations who did not register their full allocation or returned their form with 0 voters have also received targeted responses in an effort to increase engagement. The 2026-27 Ward List will be published on or before 16 February 2026.

### **Ward Communications**

23. The reintroduction of Ward newsletters as a Ward Annual Report was approved by the Policy & Resources Committee on 16 October 2025. The team has developed a delivery plan and timeline, with the newsletters scheduled for distribution in March 2026. A content call-out has been issued to all Members, with a submission deadline in January 2026. The team has also offered a 30-minute content planning call to each Ward, with three Wards having booked a slot at time of writing.
24. The Campaigns and Engagement Team has worked closely with DITS to develop a prototype CRM, which will allow email signups from workers and residents to be allocated to their requisite ward – therefore enabling ward-based email communications. The prototype is due to be piloted in early 2026.

### **Mark Gettleson**

Director – Campaigns and Engagement (interim)  
City of London Corporation, Guildhall, London, EC2V 7HH  
T: 020 3834 7188  
E: [mark.gettleson@cityoflondon.gov.uk](mailto:mark.gettleson@cityoflondon.gov.uk)

## **Annex C – Media Relations and Social Media**

25. 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 Q3 (**July to September 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.

### **26. Definition of social media metrics**

- **Reach:** Our expanding **audience size**—the total number of unique individuals directly exposed to our message—demonstrates significant growth in brand awareness across key markets.
- **Impressions:** This metric confirms our content's **total visibility**, showing successful message reinforcement through repeated appearances on users' screens and platforms.
- **Engagement:** A clear indicator of content **relevance and resonance**, this represents the total active interactions (likes, shares, comments) that prove our message is driving meaningful audience action.

### **Highlights That Fall Outside This Reporting Period**

27. Although this report focuses on Q3, we want to make Members aware of several successes that fall into the beginning of Q4. These include:

#### **Lady Mayor's Show**

28. Our Lady Mayor's Show campaign was the most impactful in its history across combined social and traditional media, driven by a strong pre-event strategy and on the day communications operation.
29. Over 858 pieces of media coverage were secured, with a record 331 published ahead of Show day, including (i) a Press Association (PA) exclusive on the Show's initial announcement which generated more than 285 pieces of coverage, and (ii) the first-ever pre-Show media interviews with the Lady Mayor Elect, including two on BBC Radio London and one on BBC London TV. Tier One outlets included The Times, Financial Times, Daily Mail, and The Independent, with several consumer outlets, and dozens of regional titles across the country including London covering.
30. 527 pieces were secured during and after the event. The Show was broadcast live on BBC One and prior to that, our interviews with the Lady Mayor at Mansion House featured on BBC Breakfast (national), with regional BBC Breakfast programmes – across Scotland, Northern Ireland, Wales, and English regions – running it too. The Sunday Times splashed on the front page of its business section. Other Tier One outlets included Sky News, Daily Mail, and Daily Telegraph.
31. 2025 also marks the first year that digital support for the Lord/Lady Mayor's Show was delivered through the Communications Team. In support of the Show, we launched a new LinkedIn page; rolled out the first integrated B2B/B2C campaign; introduced the Show's first Social Media Toolkit – widely adopted and

cited as a major success - and ran the Show's first paid social and digital marketing campaign.

32. Key performance headlines:

- Combined media reach for 2025 rose by 46% to approximately 3.8 million
- Digital impressions were up by 201% (to 1.3m)
- Digital engagements were up 108% (to 80.5k).

**Policy Chairman Office for Investment: Financial Services launch**

33. Sky News interviewed the Policy Chairman on the Chancellor's reforms unveiled at the Mansion House Dinner in July 2025, including the launch of a concierge-style service aimed at attracting global investment, which the Policy Chairman championed in the Vision for Economic Growth report in 2023.
34. Subsequently, as part of our communications strategy for the Policy Chairman's US visit, the Communications Team secured an in-market interview with the Financial Times and a quote from the Policy Chairman in the HMT press release announcing the new Investment Hub. This secured coverage in City A.M, Investment week , Politico , Europe says , Uk Tech News , UK Times , and several other outlets.

**Policy Chairman Calls for Growth Measures Ahead of UK Budget**

35. BBC London News featured coverage ahead of the UK Budget on the "City Chief" views from the City after the Communications Team secured an interview for the Policy Chairman to set out the City Corporation's budget asks. In the segment, the Policy Chairman called for measures to stimulate growth and enhance the UK's competitiveness to support the Square Mile. The story also ran on BBC Lunchtime News and BBC Radio London, providing strong visibility for the City's priorities.

**Q3 Highlights**

**Lord Mayor of London hosted President Macron for state banquet**

36. Extensive international coverage of the Lord Mayor hosting President Macron of France for a state banquet at Guildhall in The Times, The Economic Times and The Independent, Sky News, ITN, Reuters, GB News, AP News, CNN Brasil, Daily Mail, TV5 MONDE and almost 100 other news outlets. The Lord Mayor was quoted.

**Chancellor delivers keynote speech at Financial and Professional Services Dinner**

37. Chancellor Rachel Reeves' keynote speech at the Financial and Professional Services Dinner at The Mansion House in July 2025 (part of the reporting paper for this paper), hosted by the Lord Mayor, was covered extensively in the media, including Evening Standard, BBC News Online, City A.M., Metro, Sky News, The Sun, Daily Express, Daily Mirror, Reuters, The Independent, ITV News, The Telegraph, The i Paper, The Irish Times, CAPX, ABC news and more.

38. BBC 10'clock News referenced the new investment hub with the Office for Investment, which the City of London Corporation and the Policy Chairman has led on with HM Treasury.
39. Following the Dinner, over 200 pieces of coverage was secured for the launch of Sterling 20, an initiative driven by the Lord Mayor of 20 of the UK's largest pension funds and insurers, created to channel long-term capital into UK infrastructure, housing, and high-growth sectors, building on the Mansion House Accord to boost domestic investment and competitiveness. The majority of the coverage was broadly positive and focused on the 20 coming together to "drive UK growth", "unlock investment". There was wide coverage across broadcast, digital, print — both internationally and domestically. Almost all of the coverage mentioned Mansion House Accord and main UK coverage carried quotes from the Lord Mayor.
40. The Independent, Bloomberg, Reuters, Evening Standard, Financial Times, BBC Today Programme , Daily Express, and Share Radio are among standout pieces of coverage which highlight City Corporation and Government's ambition to deploy pension capital into UK private markets as committed in the Mansion House Accord, led by the Lord Mayor who is quoted throughout. An op-ed in the Observer which captures the importance of MHA and Lord Mator leadership.
41. The launch was also covered extensively in trade press to target further industry involvement reported across Professional Adviser, Pensions Expert, Pension Pulse, Pensions Age and IFA Magazine.

### **Scottish Investment Summit Secures £10bn Backing with City Corporation as Strategic Partner**

42. The City of London Corporation played a key role in the Edinburgh summit, which drew major global investors and spotlighted Scotland's financial strengths. The Lord Mayor featured across national and regional media—including The Scotsman, BBC Radio Orkney, Scottish Financial Review, Scottish Daily Express and ,and Daily Mail emphasising the importance of UK-wide collaboration to unlock investment and drive sustainable growth. Also, BBC Radio Scotland carried an interview from the Lord Mayor of London on Scottish Investment Summit.

### **Climate Action Strategy**

43. During the August heatwave, Communications Team officers were able to feature the Climate Action lead on ITV's 6pm news, showcasing its range of biodiverse and climate resilient planting. Messaging from the City Corporation's Cool Streets and Greening Programme were also featured in My London. On our social channels, we celebrated getting top marks on the Carbon Disclosure Project's Climate Action Scorecard.

### **New developments supporting growth**

44. The approval of 130 Fenchurch Street received widespread national coverage, including the BBC, Time Out and Evening Standard with the Planning and Transportation Chairman quoted. The corresponding social media posts achieved

the highest metrics within the Corporation that week, including over 1,370 engagements on LinkedIn.

### **City Plan 2040**

45. A feature in The Times and a letter in the Financial Times in the name of the Policy Chairman was published, challenging Historic England's claims that the City Corporation's Local Plan (City Plan 2040) did not adequately protect local heritage assets, at a crucial point of the City Plan's progress through the independent inspectorate process. The communications focused on Corporation measures to both protect and celebrate heritage, whilst highlighting the national government's focus on stimulating economic growth and how much the City seeks to be in step with this.

### **Hampstead Heath Bathing Ponds Consultation**

46. As part of a wider strategic communications plan, the Media Team delivered a PA exclusive to help launch the City Corporation's public consultation on future access to Hampstead Heath's Bathing Ponds. This secured over 370 articles carrying core messaging and a link to the consultation, including in the Daily Mail, The Independent, BBC London News, and the London Standard. The approach augmented coverage and ensured we provided a clear, consistent view in a complex area, with the Policy Chairman widely quoted. The consultation has now closed and a further Communications plan is developed, working alongside key colleagues in Environment.

### **City Banksy 'piranhas' artwork moved to protective storage ahead of display at London Museum**

47. By pitching the story to PA as an exclusive, the Media Team achieved over 270 pieces of positive coverage in Tier One outlets including Sky News, Daily Mail, and The Independent, with strong pickup in the capital through BBC London News, and London Standard. We told the story of the Banksy artwork's move to a wide audience, delivering messaging on Destination City and the City Corporation's investment in London Museum. Both the Policy Chairman and the Chair of the Culture, Heritage, and Libraries Committee, were widely quoted.
48. Collaborative social media posts were published across our four platforms and amplified by the London Museum, achieving over 1,380 engagements and 13,600 impressions, with an engagement rate of 7.59%, demonstrating high public interest in the artwork.

### **Freedoms of the City for Barry Hearn, Michael Watson, and Robert Elms**

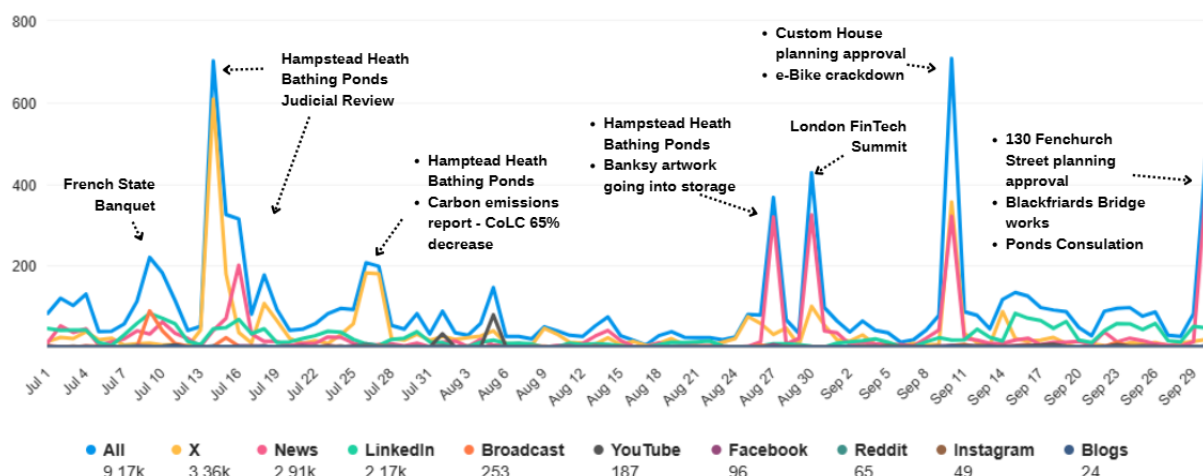
49. The Media Team delivered on a communications plan to land major coverage for the Freedoms given to the former professional boxer, Michael Watson, and the sports promoter, Barry Hearn, for their outstanding contribution to UK sport and their charitable work - and TV and radio presenter, Robert Elms, to recognise his outstanding contribution to the cultural life of London. The ceremonies occurred in the same week. By securing a PA exclusive for the Hearn/Watson story (including interviews), we generated maximum media coverage – at over 450 articles. Various outlets, including Daily Mail, Sky News, and The Independent

reported the news. We secured an exclusive interview of the Clerk of the Chamberlain's Court, on Robert Elms' popular Saturday BBC Radio London show, in advance of his Freedom ceremony, covering the history of the Freedom, its modern-day relevance, and examples of high-profile recipients over the years. We worked with Mr Elms and the wider BBC London team to secure capital-wide coverage reaching a large target audience: BBC London News (TV), BBC London Radio, and BBC London online all reported the Freedom, carrying core messaging on who can receive the award, its significance, and its history. We also secured an interview with the Chief Commoner and a further interview with the Clerk of the Chamberlain's Court.

50. In support of the Freedoms, we published multi-channel social media posts achieving over 261,000 impressions and 12,800 engagements. LinkedIn was our best performing platform, with Robert Elms outperforming Michael Watson and Barry Hearn in the social media sphere.

## Mentions of City of London Corporation across traditional media outlets and social media platforms

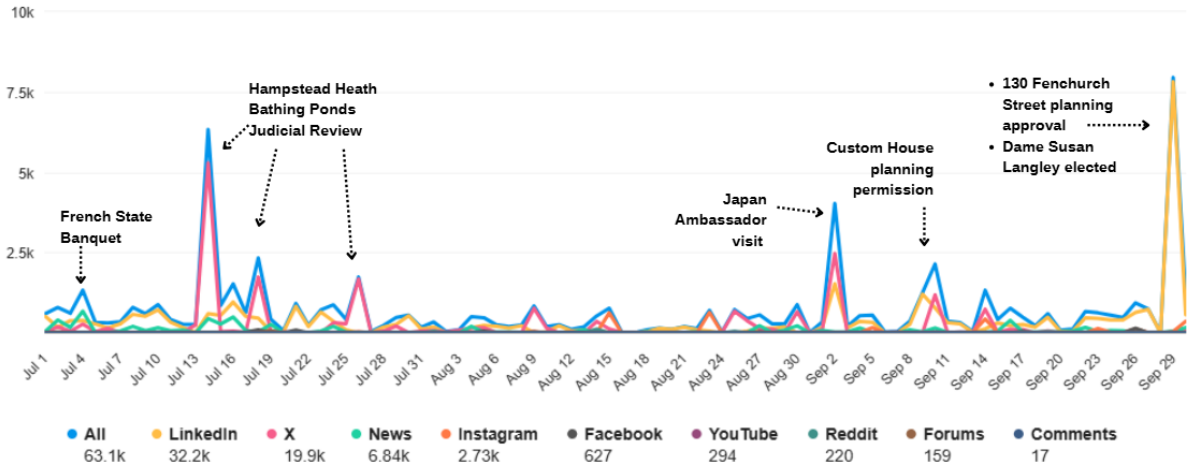
Mentions Trend by Source Type



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



Engagement Trend by Source Type



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

## Traditional Media Coverage Overview

51. During the reporting quarter, there were 9,654 media mentions of the City of London Corporation or its related keywords. For comparison, in Q2 (April to June 2025), there were 7,006 media mentions of the City of London Corporation or its related keywords.

- Media mentions for Q3 included: 8,625 mentions in online outlets
- 48 print articles
- 557 television mentions
- 424 radio broadcasts

52. Coverage appeared in prominent outlets such as The Independent, Daily Mail, The Sun, The Times, The Daily Telegraph, Sky Atlantic, and BBC London News.



53. In Q2 (April to June 2025), there were 7,006 media mentions of the City of London Corporation or its related keywords.

## Digital Communications Performance Overview

54. The City Corporation's social and digital communications delivered strong reach and engagement this quarter, despite the seasonal dip that is typically expected across metrics during the summer months. Focus on improving the quality engagement (over quantity of posts) through our content and channel strategies has delivered demonstrable uplifts in engagement, and solid audience-growth in key channels including Instagram and LinkedIn.

- **Performance overview Total impressions:** 2.4m (+31%)
- **Post engagements:** 188k (+49%)
- **Engagement rate:** 4.25% (-4% due to increase in video content, reducing clicks)
- **Audience growth:** +5,630 new followers (+2.6%), bringing the total audience to 222,000.
- **Channels:** LinkedIn remains our strongest performing channel (reach, engagements and engagement rate) and our audience there continues to grow (+5%). We're also seeing strong growth on Instagram, driven by our focus on channel-bespoke content (video and visual).

### Strategic shifts in our work

55. Four areas we've been focusing on to deliver engagement more efficiently this quarter:

- **Stronger Channel Strategy:** This quarter we sharpened our content principles for each platform. LinkedIn and X now focus on civic and professional stories; Facebook on community messaging; and Instagram on visual discovery and cultural themes.
- **Campaign Planning Tools:** We piloted new data and planning tools to improve cross-team coordination and resource prioritisation. For example, dashboards for the Lady Mayor's Show highlighted workflow issues and opportunities, enabling smarter allocation based on live impact data. The Show achieved its best results yet—insights that will be applied to future projects.
- **Quality Content:** There has been investment into new equipment including a vlogging camera to produce more platform-specific, high-quality content for priority moments, including 12 bespoke social videos. To support all comms staff, we introduced clear post structures (hook, impact, call to action) and simple photo/video guidance.
- **Skills Building:** We accelerated training for comms officers through one-to-ones, improving data-driven approaches and raising content quality.

### Most Engaging:

56. Posts about Planning, The City Belonging Project and Freedom of the City posts were the most engaged with, delivering the highest levels of interaction:

- **Planning**-related news, including a series of major planning approvals (e.g. 130 Fenchurch Street, 63 St Mary Axe, 85 Gracechurch Street), the reopening of Finsbury Circus Gardens, and the City Planning Team's Association of Directors of Environment, Economy, Planning and Transport (ADEPT) Award, continued to deliver some of our most popular content (60,700 engagements, +519%) thanks to its mix of visual storytelling and positive public realm improvement messaging.

- **The City Belonging Project** delivered some of our strongest engagement rates reaching the diverse communities we serve. For example, a City Jewish Network event at the Barbican Centre generated a high 37.5% engagement rate on LinkedIn (vs an already strong 13.9% average). June's Guildhall Pride video content (posted 3 July) also delivered strong metrics with a spike in 'likes'.
- **Freedom of the City posts**, including those for the BBC London's Robert Elms, WWII veteran Sidney Machin and KPMG' Chair, Bina Mehta, generated 20,700 engagements (+159%) with a reach of 392k impressions. So far this year, work on a multiplatform posting strategy around the ceremonies has achieved a 48% increase in engagements and 31% increase in impressions vs. 2024.

Scan the QR codes to see some of our most engaged-with posts:

Hampstead Heath Consultation Launch	City Jewish Network Fiddler on the Roof event at Barbican Centre.	Robert Elms receives Freedom of the City
		

Scan the QR codes to see some of our bespoke, ever-green (re-usable) video content, created for the Lady Mayor's Show:

Story of the state coach	Fun facts about the Lord Mayor	History of the Liveries
		

## Annex D - Digital Review Project

57. The Digital Review is a programme to audit and transform the City of London Corporation's external-facing digital estate, including over 60 websites and 130 social media accounts. Its purpose is to streamline and modernise digital communications, improve user experience, and reduce risks such as inefficiency and non-compliance. The review will deliver evidence-based recommendations for a reinvention and transformation of the City Corporation's digital presence, aligned with strategic priorities and best practice in accessibility, branding, and technology. Transformation funding was secured by the Communications team to undertake this Review in Summer 2025.
58. We've undertaken various advanced updates in preparation for this project - these actions will help fill in gaps in our knowledge about what needs improvement and addresses some known priority issues. Updates include improvements to the homepage to improve user journeys; implementing an accessibility task bar onto the City Corporation website; supporting comms officers across the organisation to clean up and update their content regularly; and ongoing Search Engine Optimisation (SEO) improvements - quick wins in removing duplicate meta description content and page titles.
59. For the audit to be comprehensive and to ensure that an accurate picture of our digital estate is obtained we have temporarily halted any new digital development. No further work will be undertaken for the duration of the review. The current estimate is that this will be for approximately six months.
60. A full procurement process took place over the past two months. The selected partner was the top scorer on technical criteria and most commercially attractive too. The selected supplier brings exceptional experience across several sectors relevant to our position and vision, delivering Digital Transformation at a similar level of ambition. Current or previous clients include organisations in the non-profit, education, cultural, membership and public sectors. The pitch for this work is available on request to Members of the Sub-committee.
61. Proposed project phases (full phase plan to be finalised in December):



62. The below responsibility assignment matrix clarifies the proposed roles in a project by defining who is Responsible, Accountable, Consulted, and Informed (RACI) for tasks or decisions across the Project. This is designed to keep the project effectively steered and also ensure timely decision making.
- Decision Maker: Policy & Resources Committee – approves headline directions, and final deliverables.
  - **Accountable:** Executive Director Communications and Engagement (Senior Responsible Officer) + Communications and Corporate Affairs Subcommittee – strategic alignment and key deliverables. An update will be delivered at each Sub-committee.

- **Responsible:** Project Steering Board (officers across Communications Team, Digital Information and Technology, Innovation and Growth, and Institutions) – day-to-day decisions, chaired by the Senior Responsible Officer.
  - **Consulted:** Digital Services Committee and Project Working Group – technical input and validation.
  - **Informed:** Wider Senior Leadership Team– cascades updates and champions engagement.
63. A full update report on the Digital Review will be provided to the next Communications and Corporate Affairs Subcommittee. It will also be taken to Policy & Resources Committee, as well as Digital Services Committee for information.

## **Annex E– Internal Communications and Engagement and Corporate Website**

### **Transformation, Internal Communications and Engagement:**

64. The Internal Communications team continue to deliver high-impact communications initiatives that strengthen engagement and support key organisational priorities. A standout achievement was the creation and delivery of a comprehensive internal communications campaign for the Hampstead Heath Ponds consultation. This included bespoke emails tailored for the Executive Leadership Board and onsite staff, ensuring clarity and alignment across all stakeholder groups, while providing local staff with the necessary support and information to feel fully informed and engaged throughout the process. The recent Town Clerk Live event in November featured the Interim Chief People Officer speaking to our People Strategy journey, and an interview session with the Executive Director of Innovation & Growth and its Head of Financial Professional Services Engagement. It was an engaging session that attracted strong participation. Attendance remained strong, with over 200 colleagues joining in person and more than 800 attending online. Interaction levels were high: 233 questions were submitted during the event, and 239 individuals contributed to the live word cloud, reflecting active engagement across the organisation. Analysis of staff sentiment from the questions indicates that 77% were neutral, complimentary, or positive, while 17% were negative, demonstrating a broadly constructive and supportive tone throughout the session. Feedback from the session notes that the events are going from strength to strength.
65. The new employee benefits scheme, CoLOur, was launched through a targeted multi-channel campaign using bespoke emails, refreshed Intranet content, posters, and Viva Engage posts, followed by a sustained engagement drive. This approach ensured maximum visibility and accessibility, encouraged interaction, and reinforced our commitment to employee wellbeing. By promoting an inclusive benefits package, we're enhancing the employee experience and helping to position the City Corporation as an employer of choice.
66. Our HR communications plan is now firmly established, creating a consistent and structured approach to sharing key updates and celebrating successes across the organisation. By regularly publishing stories that highlight achievements, milestones, and positive outcomes, we are reinforcing transparency and aiming

to build trust in HR initiatives. The inclusion of the Interim Chief People Officer's social media content adds a personal and authentic voice to these communications, strengthening leadership visibility and credibility. This approach humanises HR messaging, making it more relatable and engaging for staff. It also signals that senior leadership is committed to being actively involved and invested in people-related initiatives. This structured approach ensures that HR communications are not ad hoc but part of a deliberate strategy to inform, inspire, and involve employees in shaping the organisation's future.

67. Event support has been another area of success, notably the Future Ambition 18 presentation the Assistant Senior Responsible Officer for Ambition 25, which was very well received. Pre- and post-event briefing notes for attendees were praised for their clarity and usefulness. Looking ahead, we have adopted a campaign-based approach for Ambition 25 communications, moving away from ad hoc announcements to a structured series of coordinated messages aligned with our People Strategy objectives. This approach ensures clarity, consistency, and engagement while reducing information overload. Campaign assets include bespoke emails from the Interim Chief People Officer to the Executive Leadership Board, Future Ambition 18, and all staff; a Senior Responsible Officer video introduction and Town Clerk Live invite; union communications; refreshed Colnet content; and tailored guides for Members, leaders, unions, and staff.
68. A series of HR Transformation and Ambition 25 site visits continue to take place and have been very well-received. We have visited the Cemetery and Crematorium, Epping Forest, Hampstead Heath, Smithfield and Billingsgate Markets, Heathrow Animal Reception Centre (HARC), and the Port, with further visits planned to maintain visibility and engagement. These visits provide a vital opportunity to connect directly with frontline teams, listen to feedback, and demonstrate commitment to the People Strategy, as well as bolstering engagement and awareness of the Ambition 25 program. These face-to-face visits also aim to strengthen engagement and trust, clarify organisational priorities, and reduce uncertainty around change. They enable collaboration by gathering insights that inform decision-making and ensure initiatives reflect operational realities. Ultimately, these visits reinforce cultural alignment and aim to increase confidence in transformation efforts, embedding a sense of inclusion and shared purpose across the organisation.

**Lisa Ward**

Director of Communications Transformation and Strategy (interim)

City of London Corporation, Guildhall, London, EC2V 7HH

E: [lisa.ward@cityoflondon.gov.uk](mailto:lisa.ward@cityoflondon.gov.uk)

## **Corporate & Strategic Implications**

69. Strategic implications – The majority of the work undertaken by the Communications and Engagement Team aligns with and supports the delivery of the Corporate Plan 2024-2029, particularly the Dynamic Economic Growth pillar.
70. Financial implications – None
71. Resource implications – The Communications team is currently operating under significant resource constraints. Capacity is stretched across media, digital, internal communications, and stakeholder engagement functions due to the volume of strategic projects underway, including Ambition25 communications, and major event delivery. While core priorities are being maintained, this pressure limits flexibility and responsiveness, and highlights the need for careful prioritisation and potential short-term support to ensure continuity of service and delivery against corporate objectives.
72. Legal implications – None
73. Risk implications – None
74. Equalities implications – Not applicable
75. Climate implications – Not applicable
76. Security implications – None



<b>Committee(s):</b> Communications and Corporate Affairs (Policy & Resources) Sub Committee – For information	<b>Dated:</b> 10/12/25
<b>Subject:</b> Parliamentary Team Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	Diverse Engaged Communities, Dynamic Economic Growth Leading Sustainable Environment Vibrant Thriving Destination Providing Excellent Services Flourishing Public Spaces
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N/A</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Paul Wright, City Remembrancer	<b>For Information</b>
<b>Report author:</b> Miki Arenson	

## 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 8<sup>th</sup> October 2025.

## Recommendation(s)

Members are recommended to note the report.

## Main Report

### Legislative Programme Update

1. The current parliamentary session has been extended to Spring 2026, allowing the government to progress the legislative agenda promised as part of its election manifesto.

### Key Bills:

#### Employment Rights Bill [Department for Business and Trade] –

2. 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 as an employer. The Bill has passed third reading in the House of Lords, and has been in "Ping-Ping" phase since September, with the Government losing key votes in the House of Lords on issues such as day-one workers rights, seasonal work and zero-hours contracts.

### **Property (Digital Assets etc) Bill [Ministry of Justice]–**

3. 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 has made slow progress through Parliament but has recently started to move again and it is now at Committee Stage in the House of Commons (its second House).

### **The Crime and Policing Bill [Home Office]**

4. This Bill has progressed in the House of Lords, where it past second reading and has now entered the House of Lords 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.

### **The Children’s Wellbeing and Schools Bill [Department for Education]**

5. This 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 reached Report Stage 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. The Bill has wide ranging implications across the Corporation’s education functions, and we are working with the Community and Children’s Services Department to identify the implications and impacts.

### **Planning and Infrastructure Bill [Ministry of Housing, Communities and Local Government]**

6. The Bill is now in its final stages (consideration of amendments or “ping pong”). The Bill is designed to create greater flexibility in the planning system and to implement a new system of environmental protection.

### **Public Office (Accountability) Bill 2025 [Cabinet Office]**

7. The Bill, widely referred to as the ‘Hillsborough Law,’ was introduced into Parliament on 16 September, and will place a legal duty of candour on public servants and authorities and address the ‘unacceptable defensive culture’ in the

public sector. It aims to increase 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.

#### **English Devolution Bill [Ministry of Housing, Communities and Local Government]**

8. The Bill, which has now reached its Report Stage in the House of Commons, 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. During the Bill's Committee Stage, it was confirmed by the Government that it had no intention to extend provisions abolishing local authorities' ability to adopt a committee system of governance to the City of London Corporation. The City Corporation was also removed from scope of provisions requiring local authorities to implement measures for "effective neighbourhood governance" (as yet undefined by the Government). The impact on the City Corporation of the Bill's scrapping of upward-only rent review clauses in commercial leases is being assessed. At the time of writing, reports indicated that provisions would also be introduced to the Bill allowing strategic authorities to implement visitor levies on overnight stays. Monitoring of the Bill's progress continues.

#### **Pension Schemes Bill [Department for Work and Pensions]**

9. The Bill, which was introduced into Parliament in June and has since completed its report stage in the House of Commons, 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. The City Corporation submitted evidence to the Public Bill Committee on their inquiry into the Bill. The submission welcomed the Pension Schemes Bill, whose provisions align with the City Corporation's work regarding the Mansion House Accord.

#### **Victims, Courts and Public Protection Bill [Ministry of Justice]**

10. 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. It has now reached it's second reading in the House of Lords.

### **Tobacco and Vapes Bill [Department of Health and Social Care]**

11. This Bill aims to create the first “smoke-free generation” by ensuring children born in 2009 or later can never be legally sold tobacco. It also includes provisions to make vaping less attractive and accessible to children and young people, strengthen smoke-free restrictions, and strengthen enforcement around the sale of tobacco and vaping products. It has implications for the City Corporation both as a Trading Standards Authority and a Licensing Authority. The Bill awaits its Report Stage in the House of Lords and has been reported to the Port Health and Environmental Services Committee. It will be reported to future meetings of the Health and Wellbeing Board and the Licensing Committee.

### **Acts which have received Royal Assent**

12. **The Renters Rights Act** received Royal Assent on the 27<sup>th</sup> October 2025. The Act gives more rights to those in Private Rented accommodation, including banning section 21 evictions, limiting the amount of rent a landlord can ask for in advance and ending fixed term tenancies.
13. **Public Authorities (Fraud, Error and Recovery) Bill** has passed all of it's stages in both Houses, and is due to receive Royal Assent (Date to be Announced.) The Bill aims to reduce public sector fraud, error and debt, and enable better recover of public money when it has been stolen or overpaid.

### **Private Members' Bills**

14. In the context of the City's port health responsibilities, a Liberal Democrat backbench Bill, the **Animal Welfare (Import of Dogs, Cats and Ferrets) Bill**, has made good progress (it has Government support) and has now reached its final stages in the second House. The Bill would change the age at which puppies and kittens could be imported from 15 weeks to six months and also prevent the import of dogs and cats that were more than 42 days pregnant and those that had been mutilated (for example if they had their ears cropped, tails docked or been declawed) and we have continued to engage with Heathrow Animal Rescue Centre (HARC) officers as regards the implications of the Bill for them.

### **Government Announcements**

15. The Minister for Policing and Crime announced the abolition of Police and Crime Commissioner (PCCs) in England and Wales, where possible their functions will be transferred to Mayors at the end of the PCC term in 2028. Where this is not possible, power will be transferred to policing and crime boards.
16. It was explicitly mentioned in the announcement that the reforms will not affect governance arrangements for the City of London Police.

### **Forward Look and Engagement Update**

17. Evidence has been submitted to the International Free Trade Agreements Committee inquiry into the UK-India FTA.

18. Engagement has taken place between officers and MHCLG officials on the forthcoming Elections Bill, which will include measures on voting at 16 and 17 (a manifesto commitment) in addition to further election reforms.
19. Work continues on the APPG for Financial Markets and Services. Since the last Communications and Corporate Affairs Sub Committee meeting, the Chair of the APPG resigned his Chairmanship due to being promoted to Parliamentary Private Secretary. The Parliamentary Team have been working to secure a new Chair, in line with the new Parliamentary Rules.
20. The City's long-standing programme in partnership with the Industry and Parliament Trust has recently included a meeting on trade, designed to showcase the City Corporation's involvement in the Office for Investment: Financial Services. The Policy Chairman spoke alongside Jun Du, Professor of Economics, Aston Business School. Guests were drawn from Parliament and professional services.
21. The Parliamentary Team organised for the Deputy City Police Commissioner to speak at an APPG on Policing to circa 20+ parliamentarians on the role of City of London Police, the National Lead Force role of the Police, and upcoming rollout of the replacement for Action Fraud. There was high-level attendance, including from Lord Hanson of Flint, Minister of State in the Home Office.
22. The City Police Commissioner and, separately, the PAB chairman have participated in national financial crime conference sessions, facilitated by the Office. The Commissioner was the guest at a fireside chat event, and provided an opportunity to engage with the Policing Minister. The PAB chair opened the Financial Crime 360 conference.
23. The City of London (Markets) Bill – Work continues on progressing the Bill, which seeks to repeal existing legislation relating to Billingsgate Market and the London Central Markets, thus removing the City Corporation's legal involvement in those markets. As part of its engagement on the City of London Markets Bill, the team has had ongoing contact with interested MPs.
24. The Parliamentary Team held a Parliamentary Researchers Reception at the Old Bailey in October; Deputy Caroline Haines spoke in her capacity as Vice-Chair of the Policy & Resources Committee.

**OFFICER NAME:** Miki Arenson

E: [Miki.arenson@cityoflondon.gov.uk](mailto:Miki.arenson@cityoflondon.gov.uk)

## ***New Bills***

### **Cyber Security and Resilience (Network and Information Systems) Bill [Department for Science, Innovation and Technology]**

The Bill, which had its first reading on the 12<sup>th</sup> of November, will update the existing UK regulations regarding cyber security (existing Network and Information Systems Regulations 2018), which reflect laws inherited from the EU. It will 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. It follows a series of high-profile cyber attacks on businesses, which has come at a cost to the UK economy.

## **Draft Bills**

### **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.

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