

<b>Committee(s):</b> Policy & Resources - For decision	<b>Date:</b> 8 April 2021
<b>Subject:</b> Recovery Promotional Campaign	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>7, 8 and 10</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>Yes</b>
<b>If so, how much?</b>	<b>£550,000 (phase1)</b>
<b>What is the source of Funding?</b>	<b>Covid Contingency Fund/PIF</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>Yes</b>
<b>Report of:</b> Director, Innovation & Growth Director of Communications Head of Relationships, Mansion House	<b>For decision</b>
<b>Report author:</b> Julie Chappell, Projects Director IG	

### Summary

A proposal concerning a "Recovery Promotional Campaign" was first reviewed and approved at Policy and Resources on 11 March. Members underlined the importance of the work and asked officers to look at increasing the activity and the budget. The proposal has now been updated accordingly.

Minimal footfall in the Square Mile has left many businesses struggling. Once it is safer, workers, residents and business visitors will lead the return. The speed and volume of the return will be vital to the Square Mile's retail, culture and hospitality recovery.

There is an urgent need for the City Corporation to lead, prepare and launch a large scale and sustained promotional campaign. The core purpose of the campaign will be to entice workers back to the Square Mile sooner and give people compelling reasons to return frequently. Residents and business visitors will also be targeted by the campaign.

The campaign will be resourced, designed and delivered by the City Corporation in partnership with business and London stakeholders who will also benefit from the activity.

The promotional activity will be delivered across digital, broadcast and print media. It will be data and content driven and engineered to drive real-world success metrics such as footfall, which in turn will drive economic benefit for businesses most under threat.

## **Recommendations**

Members are asked to:

1. Approve the City of London recovery promotional campaign core purpose and success metrics.
2. Approve the revised phase 1 budget of £550k to be met from the COIVD Contingency in order to launch the recovery campaign by spring/summer 2021.

## **Main Report**

### **Background**

1. The Square Mile faces challenges to recover and rebound. Major firms feel increasingly comfortable having staff work from home, their need for office space may reduce or radically change. Businesses in sectors under threat such as culture, hospitality and retail may not recover quickly enough, and the City of London's offer will be greatly diminished. The City Corporation has a very strong interest in doing all it can to help in speeding, and deepening, the return.
2. Strengthening the City of London's vibrant and thriving offer is a key part of the overall economic recovery plan. Without it, the Square Mile is a less attractive place to do business, to invest in and for highly mobile talent. As well as hospitality, retail, wellbeing and leisure activities, enabling business engagement will be key.
3. Data indicates ways of working are likely to change long-term. The UK had the highest rate of home working compared with employees in France, Germany, Italy and Spain during the pandemic at 3.1 days per week. After a year of remote working, across Europe, workers' desire to return to their physical workplaces full time has fallen. A recent survey of FTSE and S&P 500 hiring managers shows 40% of firms' biggest concern is the reduction of innovation and collaboration if employees continue to work remotely in the long-term.
4. There is confidence in the City's ability to adapt and evolve. The recent City of London Corporation report London Recharged: Our Vision For London In 2025 set out an inspiring picture of what a revitalised London could become. We are now building on that with a plan focused on the Square Mile through the Recovery Task Force. Kick starting the recovery and getting people back to the Square Mile will be vital to achieving the vision.
5. We are monitoring what other global cities are doing to develop their attractiveness as destinations. Amsterdam has implemented a 'circular tourism strategy' focussing on sustainably, the environment and dispersal away from the centre to other regions. Berlin is focussing on tourism sustainability, the environment, product innovation and diversity. Businesses in Paris will benefit from national government financial assistance in the form of grants, investment and tax breaks. The Mayor of Paris has also accelerated plans for greening key

locations in the city.

6. The Mayor of London recently announced £5m of funding during 2021 to aid the recovery of the London economy. We will be working closely with the GLA on these plans. Tourism and transport will feature prominently in the marketing activity, however return to office is yet to be scoped, making the City Corporation's timely promotional activity aimed at workers, even more important.
7. Workers, residents and business visitors are the most likely to return to the Square Mile first. Bringing these audiences back sooner and more frequently will kick start the recovery of the City of London's offer and inspire others, such as leisure visitors, to follow.
8. We will accelerate the pace and scale of the recovery by launching a promotional campaign designed to:
  - a) Provide trusted information and reassurance which will encourage workers and business visitors to return to the Square Mile as soon as they are permitted.
  - b) Give people compelling reasons to return frequently and participate more.
  - c) Be in line with and reinforce the City Corporation's wider messaging and corporate vision of a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK.

## **Current Position**

9. London's reputation as the world's leading financial hub is being challenged in some media reports. We should we be doing all we can to encourage workers to come back to offices safely and frequently.
10. Our recommended course of action is to support the City's offer with a promotional campaign aimed at workers, residents and business visitors. Act decisively and in partnership with business to kick start the recovery and drive footfall in the Square Mile which in turn will give retail, hospitality and cultural businesses the confidence to open sooner, innovate and adapt to the new normal.

## **Proposals**

11. Lead and launch a promotional campaign aimed at key audience groups - workers, residents and business visitors - collaborating with and tailored by City businesses. Partnerships, access to audiences, value in kind and match funding from City business and others will be vital to ensure success and we will aim for a ratio of 1:1 in terms of value. The outline here is for the first phase of the work; we will report back to Members on its impact and if/how to build on this success for further work. In parallel, we are also looking at what needs to be done to support the global attractiveness of financial and professional services, and tech, and will revert to Members.

12. The recovery campaign will be highly targeted and at sufficient scale to drive measurable results i.e. footfall, resulting in economic benefit for businesses in the Square Mile.

13. The promotional campaign would:

- Reassure workers and help them to plan their return by providing or signposting trusted information.
- Drive footfall by giving people compelling and timely reasons to participate and return frequently.
  - To connect and do business, experience what's new and different in culture, retail and hospitality
  - Explore renewed urban environments
  - Try new ways of working
  - Attend unmissable events and experiences such as Mansion House Reopening Week.
- Be in line and in support of the City Corporation's wider messaging and corporate vision of a vibrant and thriving City supporting a diverse and sustainable London within a globally successful UK.
- Be joined up with CHL consumer campaigns and initiatives as they will provide compelling content for worker engagement and additional routes to market.

14. The campaign will promote innovation, inclusivity and sustainability themes, which will run through content areas such as:

- Culture and entertainment
- Unique 'money cannot buy' experiences
- Retail and hospitality
- Lifestyle and wellness
- Social interaction and networking
- Renewed urban environments
- New ways of working and behaviour patterns
- Sustainable ways of moving around the City
- Innovative business networking and events

15. Compelling and timely City Corporation owned and third-party events will be vital for the success of the campaign and provide reasons to act. Treasured traditional events will be joined on the calendar by unexpected happenings, presenting the Square Mile in new ways. NB many events are TBC due to unknowns such as future social distancing rules, permissions and funding.

16. A number of business programmes will strengthen the City Corporation's support for innovation, for example, we are supporting the next iteration of the Digital Sandbox pilot. The Digital Sandbox supports our offer as a vibrant innovation hub, providing a place for business and technology to collaborate across the FPS ecosystem. With its unique features and synthetic data, the sandbox is a novel way of addressing current challenges in digital innovation. Innovation & Growth

will continue to support this initiative in its next phase, bringing together industry and encouraging advances in technology development and adoption.

17. All messaging in the campaign will be signed off in the normal manner by the Communications Team to ensure it is in line with wider corporate messaging
18. It is proposed that the funding of £550,000 is met from the Committee's COVID Contingency Fund and charged to City's Cash. There is currently an uncommitted balance of £772,776 within the non-ringfenced City Cash element of the COVID Contingency. Some of this spend will be incurred in 2021/22 and in line with how other contingencies are managed any unspent funds for this bid at the end of 2020/21 will be rolled into 2021/22. If there are other calls on this Contingency Fund, we suggest that any shortfall is met by PIF.
19. The full budget allocation will allow us to reach more people, more often and for a longer period, with our key calls to action. A lower budget would result in a shorter campaign lifespan, less economic impact and reduced economies of scale.
20. The project budget would be allocated as follows:

Item	Spend estimate
<p><b>Planning and delivery – external agency</b></p> <p>We will work with an external agency to plan the campaign, understand key audience drivers and craft messaging that will resonate and drive the behaviours we want through all the stages of the campaign.</p> <p>The agency will also produce creative assets such as photography and video. Assets will be adapted as the campaign matures and we learn more about what is working through monitoring, testing and tracking outcomes.</p> <p>The agency will also help us to measure the impact of our activity on the metrics. We need to make sure we attribute any successes correctly and report the impact of the work.</p> <p>The agency will help us to pitch marketing partnerships to City businesses and set up channels that will help us to increase our reach and impact with worker audiences.</p> <p>We will also ask the agency to ensure knowledge transfer so we learn from them and upskill our teams.</p> <p>April to September.</p>	£80,000
<b>Audience reach – paid and earned</b>	£350,000

<p>In order to reach workers with the right messages at the right times, we will use paid and earned media channels.</p> <p>The first stage will be to reassure people about safety especially on public transport. Primary ways of reaching workers with these messages will be through employers, TfL and other trusted media channels.</p> <p>The second stage will be to give people compelling reasons to act sooner and to attend more frequently. This messaging will move from reassurance to excitement and anticipation therefore a different tone, messaging and channels will be needed.</p> <p>The third stage will be to encourage first movers to inspire colleagues to join them. Again, this will require different messaging and channels. Perhaps gamification, unmissable events, invite a friend for free, social media incentives, VIP experiences for groups etc.</p> <p>May to September.</p>	
<p><b>People</b> (2 FTEs) to drive the programme, manage the external partners, help develop collateral, join up the Corporation's effort and link it with external partners. This will include Project director (pt), Marketing manager (pt) and Marketing and comms executive (ft)</p> <p>April to September.</p>	£100,000
<p><b>Additional costs</b> Tools, monitoring, PR facilitation, promotional assets.</p> <p>May to September.</p>	£20,000
<b>Total</b>	<b>£550,000</b>

21. We are exploring reliable measurement methodologies for footfall and will work with the agency to set stretching targets, based the budget allocation.

### **Corporate & Strategic Implications (as per previous paper)**

22. Strategic implications – This project aligns to points 7, 8 and 10 of the Corporate Plan. We are a global hub for innovation in finance and professional services, commerce and culture. (7). The Square Mile's vibrant offer is key to the attraction and retention of businesses and workers and business visitors are vital to the vibrant offer's sustainability.

23. We have access to the skills and talent we need. (8)  
As well as career opportunities, domestic and global workers (talent) are attracted to the Square Mile by the vibrant offer.
24. We inspire enterprise, excellence, creativity and collaboration. (10)  
A rich ecosystem, economic activity and overall vibrancy create the conditions for innovation and collaboration and creativity
25. Financial implications – cost of the project; potential losses to Corporation income if we don't accelerate the rate of return.
26. Resource implications – set up a cross-Corporation team to deliver effectively.
27. Risk implications – significant reputational damage if the Corporation does not act to accelerate the recovery.

## **Conclusion**

28. The City of London's offer will be one of the most visible indicators of recovery. Investing in a sustained campaign aligned to launch with the reopening of the Square Mile, to bring workers and business visitors back sooner will enable a higher probability of a speedy and strong recovery.

## **Background Papers**

Report to Policy & Resources, 11 March 2021 and associated Appendix (Vibrant Offer Campaign Slides), available [here](#).

## **Report Authors**

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