

City of London Corporation Committee Report

Committee(s): Communications and Corporate Affairs Sub Committee	Dated: 10 December 2025
Subject: Corporate Communications & Engagement Update Report	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Diverse Engaged Communities, Dynamic Economic Growth, Vibrant Thriving Destination
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	Not applicable
Has this Funding Source been agreed with the Chamberlain's Department?	Not applicable
Report of:	Kristy Sandino - Interim Executive Director of Corporate Communications & Engagement
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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 Hiller 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.

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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.

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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

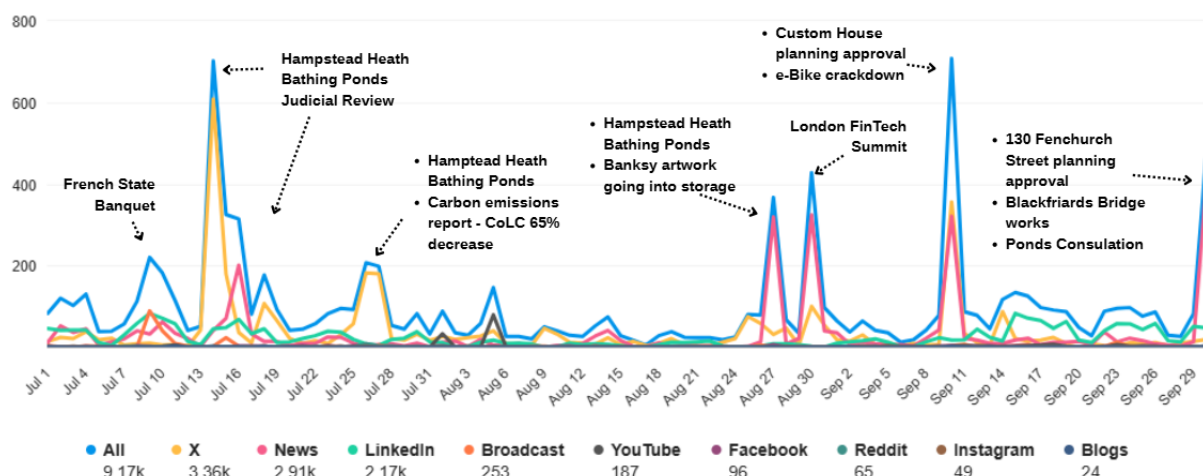
49. The Media Team delivered on a communications plan to land major coverage for the Freedoms given to the former professional boxer, Michael Watson, and the sports promoter, Barry Hearn, for their outstanding contribution to UK sport and their charitable work - and TV and radio presenter, Robert Elms, 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.

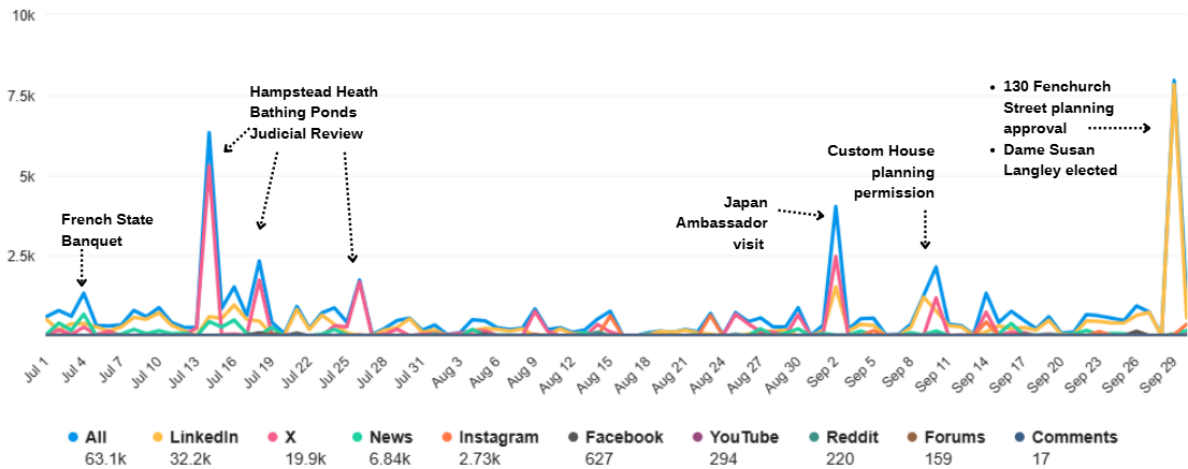
Mentions of City of London Corporation across traditional media outlets and social media platforms

Mentions Trend by Source Type



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

Engagement Trend by Source Type



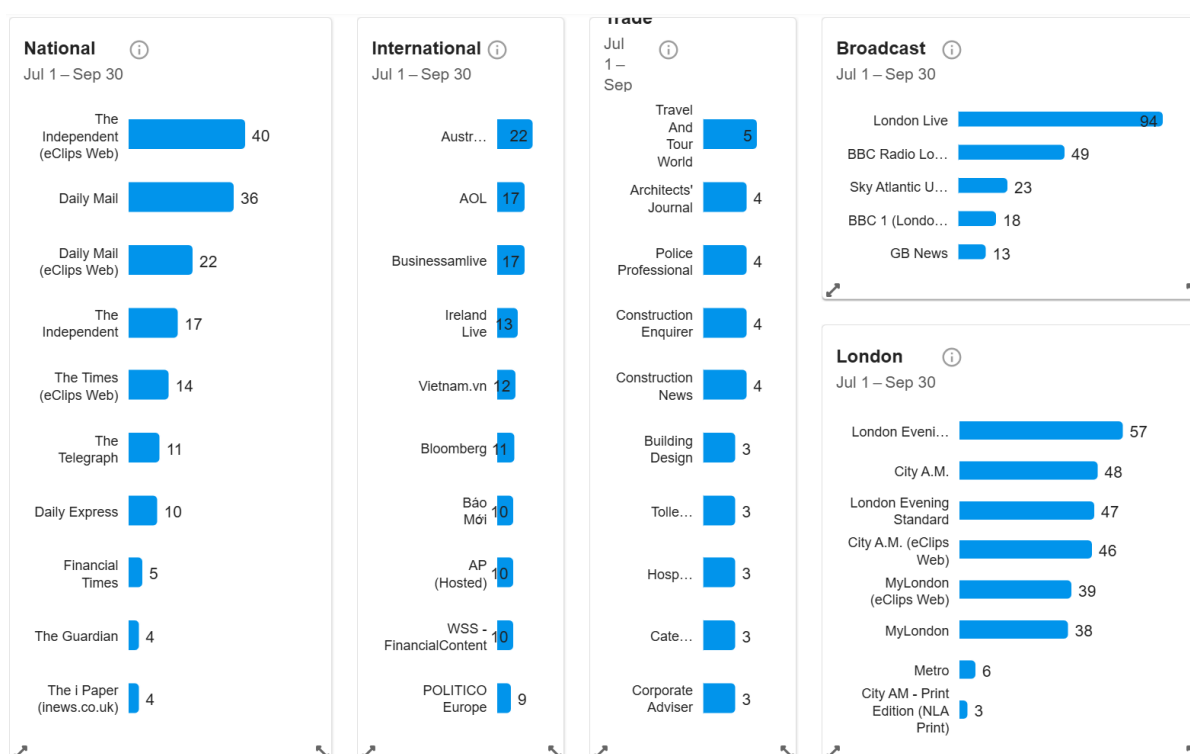
^^^Breakdown of engagement across news, social media, and other source types

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.

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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