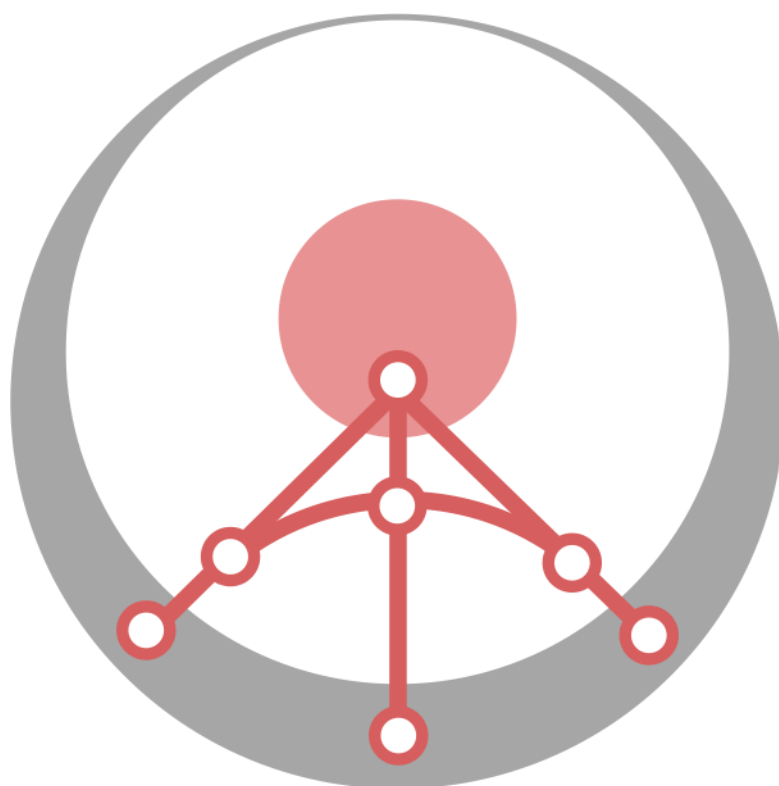




GREATER LONDON
LIEUTENANCY

Building bridges for a fairer London:
Strategic framework for 2015 – 2026



15th September 2015
Version: F1

Foreword by HM Lord-Lieutenant of Greater London, Mr Kenneth Olisa OBE



The role of Her Majesty's Lord-Lieutenant of Greater London is to uphold the dignity of the Crown and to follow the example of The Queen by providing Londoners with a focus for national identity, unity and pride.

Over many years and under my distinguished predecessors, the Greater London Lieutenancy has worked hard, with great success, to discharge both of these obligations. I know from discussions with informed stakeholders how highly they value the hard work and dedication of our Deputy Lieutenants.

However, it is clear to me that many Londoners do not know about the Lieutenancy and its role; we will therefore reach out to more people so that they value our work. In particular, as London is one of the most connected cities in the world we will take advantage of the Internet to help us reach and engage with new audiences.

The expectations of the Lieutenancy are evolving. As a consequence of that evolution, support for the Monarch's work in widening the sense of belonging amongst all her people will assume much greater emphasis.

This mission resonates with me as I have made advancing social inclusion my life's work. As an international businessman, I take great pride that in my country age, disability, gender, race, religion, belief and sexual orientation are barriers neither to personal progress nor to belonging. As a philanthropist, I have endeavoured to help the disadvantaged and the vulnerable to build their self-esteem and participate more fully in the community.

Sadly, there are elements who would have it otherwise. Consequently, I intend through my appointment, to use the Lieutenancy's considerable influence to build bridges between Londoners and their institutions to increase the collective sense of belonging and pride.

This strategy, which has been extensively consulted upon within the Lieutenancy, sets the direction for this bridge building.

Our mission:

We support the Monarch and the Royal Family in Greater London, and in addition, we will be a bridge-builder, connecting individuals, organisations and social networks, to enhance Londoners' sense of belonging and thus increase social inclusion within the capital.

Our values:

Duty – We serve the Monarch, the Nation and Greater London unselfishly; and Respect – We are inclusive and accessible to all.

Our positioning:

Her Majesty's representative for all Londoners.

The Lieutenancy's mission will be delivered by reference to three key dimensions of belonging: Heritage, Occupation and Faith, and a strengthened structural modus operandi.

In closing, as I embark on the first stages of what I hope will be a long and fruitful journey, I consider myself to be immensely honoured to have been appointed to this role by The Queen. I have inherited a Lieutenancy which is well run, in good heart and supported by some 90 highly regarded Deputy Lieutenants who have already given so much service. I wish to take this opportunity to pay tribute to them.

As with any honour comes an obligation and I intend to discharge that obligation by ensuring that the Lieutenancy earns its place in the history of our nation, not only for directly supporting the Monarch, but also for increasing the scale of belonging amongst our fellow Londoners.

Thank you.

A handwritten signature in brown ink that reads "Ken Olisa" followed by a long, sweeping diagonal stroke.

Ken Olisa OBE
HM Lord-Lieutenant of Greater London

London: The greatest city in the world

London is truly a vibrant global city that is almost uniquely a national capital and a world power in itself: culturally, economically and politically.

- 8.6 million people live in London today, making it Europe's largest city. By 2020, numbers will reach more than 9 million, pushed up by immigration and rising birth rates.
- London is home to more than 270 nationalities and 300 languages. It has the highest foreign-born population of any major city in the world; 3 million were not born in the UK.
- London is the world's leading financial centre for international business and commerce. It has the fifth largest city economy in the world. By way of comparison, London's economy is roughly the same size as that of Sweden or Iran.
- London generates approximately 22 per cent of the UK's GDP. 841,000 private sector businesses were based in London at the start of 2013, more than in any other region or country in the UK. 18 per cent are in the professional, scientific and technical activities sector while 15 per cent are in the construction sector. Many of these are small and medium-sized enterprises.
- Unlike anywhere else in the country, London has a graduate economy with 60% of the working-age population in inner London having a degree.
- London is one of the most visited cities in the world and a key destination for inbound visitors to the UK. In 2014, 17.4 million visitors spent time in the capital, spending almost £12bn. This represents over half of all inbound visitor spending. London's history, ceremony and world-class cultural institutions are key attractions.

But, while London is a prosperous city and an economic gateway, the city continues to be divided by huge inequalities. It is a city of contradictions:

- It is the richest part of the country, but it is also most unequal, with the highest levels of poverty. Studies show that 28 per cent of people in London are in poverty, 7 per cent higher than the rest of England.
- It is home to some of the world's most expensive real estate, but has the highest proportion of renters of any area of the country, many of whom are locked out of home ownership.
- It has some of the world's best teaching hospitals, but suffers from profound health inequalities.
- It is also by far the most culturally diverse part of the country, a melting pot of ethnicities, languages, faiths and traditions, more liberal and tolerant than the rest of Britain. But comfortable coexistence does not equal integration: there is actually less social mixing by ethnicity, age and class in London than in the rest of the country. More than 80 per cent of children in inner London primary schools are from ethnic minorities and more than half do not speak English as a first language.
- An inequality of access to opportunities, education, social networks and facilities exists, partly based on a blend of income levels, family history and support and geography.

Towards 2026

The appointment of the new Lord-Lieutenant of Greater London, Mr Kenneth Olisa OBE, from 29th May 2015, provides the Lieutenancy with the opportunity to review its ambition, role, structure and processes. This builds on the significant achievements of the Lieutenancy over the recent past and includes the wishes of the new Lord-Lieutenant further to develop and deepen the Lieutenancy's engagement in London life so that it becomes ever more relevant to the lives of the people we serve.

As Her Majesty's Representative in Greater London the Lord-Lieutenant is charged with responsibility for five core areas of activity:

- **Royal visits** – receiving members of the Royal Family at visits in Greater London, receiving Heads of States' visits and helping to organise said visits;
- **Honours and awards** – promoting national honours and awards, organising the presentations of the British Empire Medals to local recipients, validating local nominations, supporting The Queen's Awards for Enterprise and Voluntary Service;
- **Military liaison** – supporting the local military (regulars, reserves and cadets) in concert with the Greater London Reserve Forces' and Cadets' Association, of which the Lord-Lieutenant is President;
- **Civic and charity support** – working closely with elected representatives (in London's 32 Borough Councils and the Greater London Authority) to pursue mutually beneficial objectives; and
- **Community engagement** – encouraging and supporting positive community cohesion and engagement.

The above responsibilities can be divided into two distinct headings:

- Supporting the Monarch and the Royal Family; and
- Enhancing Londoners' sense of belonging, therefore increasing social inclusion.

The conduct of the Lieutenancy's work in pursuit of the first responsibility is laid out in the Lord-Lieutenants' Guide and elsewhere; this document will therefore focus on the strategic framework within which the Lieutenancy will discharge the second responsibility. This strategy follows the spirit set out in the Guide:

*"As a leader in his county, or area, involved in its civic community, enterprise and social life, the Lord-Lieutenant will inevitably find himself giving encouragement to a wide range of voluntary activity. Indeed this is the work where the Lord-Lieutenant has arguably the biggest impact on the community. In many situations he can act as a catalyst and bridge-builder and a focus for key parts of the life of his county or area."*¹

Our mission therefore is:

We support the Monarch and the Royal Family in Greater London, and in addition, we will be a bridge-builder, connecting individuals, organisations and social networks, to enhance Londoners' sense of belonging and thus increase social inclusion within the capital.

¹ Guide to the Duties of Lord-Lieutenants, Association of Lord-Lieutenants

What is 'Social Inclusion'?

Put simply, 'social inclusion' describes the opposite effect to 'social exclusion'.

A sense of belonging is a human need just like that for food and shelter, and is irrespective of age, disability, gender, race, religion and belief, and sexual orientation. The majority of Londoners manifestly enjoy a sense of belonging to this great city. They live peacefully, going about their business without negatively affecting the lives of their fellow Londoners and many, through their work or as volunteers, seek to make a positive contribution to the circumstances of others. The Queen and the Royal Family are exemplars of a genuine commitment to the service of others in the cause of enhanced belonging. And there are many other examples such as the Chelsea Pensioners who wear their pride in belonging, quite literally, on their sleeves through to the lawyers who give up their time to work pro bono for local charities.

Unfortunately, there are others who perhaps through economic, physical or mental circumstances, alternative interpretations of heritage and faith, or a sense of grievance, live their lives far from the constructive epicentre.

With or without justification, the socially excluded (and those at risk of becoming so) believe that they have no recognition by, or voice or stake in, society at large.

Communities and individuals might also remove themselves from wider social networks citing inequality or conspiracy as the cause of their straightened circumstances. But equally, harrowing tales of aged men and women who live their lives alone and uncared for serve to remind us that exclusion is a far wider challenge than tackling alienation or prejudice.

Recent tragic stories of young people seeking martyrdom on the streets of London or abroad serve to remind us that not everyone shares the same viewpoints or values or sense of belonging, and that the actions of some individuals impact further afield.

In his work with the homeless, the long-term unemployed and disconnected youth, the Lord-Lieutenant has concluded that there is a correlation between a sense of belonging and high self-esteem. The corollary is that low self-esteem and alienation are closely connected.

Though core, self-esteem is not the only factor affecting whether a person or sub-group feels socially included. A wider set of related factors enables London's population (both individuals and social networks) to be placed along a spectrum which ranges from those enjoying a high sense of belonging to those who feel detached, or even alienated. The majority of people – the mainstream – fall somewhere in the middle of this engaged-disengaged spectrum.

Each end of that spectrum is characterised by a combination of factors, for example:

Belonging	Alienated
Engaged	Disengaged
Giving	Taking
Constructive	Destructive
Social	Anti-social
High self-esteem	Low self-esteem

It is also important to recognise that some socially excluded people are in that position due to circumstances beyond their control. For example, the Lord-Lieutenant's experience with homeless people has shown him that many rough sleepers are in poor mental and physical health. That perspective is mirrored by his work with the long-term unemployed – whether as a result of disability, illness or habit. In both cases, the solution lies in assisting people to raise their self-esteem and one of the principal ways of achieving this is by highlighting role models – people who have overcome adversity to achieve success. This is exemplified by peer landlords, peer mentors and volunteers – manifestations of success who are proof positive that low self-esteem does not necessarily have to be permanent.

Building Bridges

It is the Lord-Lieutenant's intention to use the Lieutenancy's influence to build bridges between those who are proud to belong and those who consider themselves to be on the outside of, and therefore not sharing fairly in, the benefits of society. The Greater London Lieutenancy has a noble history of building such bridges, examples of which include:

- Celebrating the signing-up of the 500th school to the pan-London medical education project, Saving Londoners' Lives.
- Acting as a conduit between Barnet's youth groups and the Borough Council to help make the groups more financially sustainable through an agreement that allows them to retain all the funds they raise in Council premises.
- Bringing together the Army Reserves with Ealing's Sikh community to encourage young Sikhs to volunteer to join the Reserves, helping to make the Armed Forces more representative and diverse.
- Promoting the Queen's Award for Voluntary Service in Enfield resulting in two awards to local groups, lifting morale and raising their profile through such recognition.
- Organising Hackney's Remembrance Sunday events to ensure that all interested organisations are involved and have the opportunity for commemoration.
- Connecting a local children's charity in Haringey with The King's Troop, resulting in a fundraising dinner being held at their barracks that raised £15,000 for the charity.
- Encouraging the Mayor of Hounslow to extend an invitation to the local Townswomen's Guild, an organisation that had felt ignored, resulting in a raised profile for the Guild and their wider participation in the Borough.

- Supporting the Lambeth Air Cadet Unit 50(F) Squadron to provide life-changing opportunities for young people in one of the most gang-ridden estates in London.
- Working with a local charity in Newham to provide space in a church for the teaching of religion by different religious groups.
- Persuading the Borough Council in Southwark to relocate an Army Cadet Unit in Bermondsey to new premises within the Globe Academy, thereby retaining the Unit's footprint in the area.

Influence

The Lieutenancy is an apolitical institution and has no formal powers, but it does have influence, which it can use to really positive effect. The Lieutenancy will work with relevant and interested bodies who share our ambition.

The Lieutenancy will:

- **Convene:** Establish a common cause by bringing together groups and individuals who may not otherwise collaborate;
- **Honour:** Identify, recognise and promote role models whose contributions to society inspire others;
- **Advocate:** Champion and herald entities and causes which advance social inclusion; and
- **Encourage:** Provide effective endorsement to people and organisations exemplifying a positive spirit and a sense of belonging.

Three Key Dimensions

Acknowledging the deep but limited resources available to the Lieutenancy, the strategy calls for a concentration of the Lieutenancy's proactive work via three key dimensions of belonging and social inclusion:

- **Heritage:** Irrespective of an individual's personal history, all Londoners should have an understanding of and take pride in, our shared national heritage. That heritage holds cultural diversity, tolerance and mutuality at its core and cements London's special place in the world.
- **Occupation:** Having a meaningful occupation – be it working, training, studying or volunteering – enhances social inclusion through building self-esteem and the confidence to interact with others.
- **Faith:** Possessing a faith can play a positive role in building self-esteem and confidence; and, by definition, being a member of an organised religion increases one's sense of belonging.

The Lieutenancy will adopt the following priorities for each of the key dimensions:

- **Heritage:** We will use the energy released from combining personal and common heritages to engender a sense of belonging.
- **Occupation:** As a convenor we will help enhance the efforts of people, charities and institutions to assist the disadvantaged gain employment, education or practical skills. We will use our influence to recognise and reward

the social contributions of people, charities and enterprises to promote inspirational role models.

- **Faith:** We will work with faith groups and individual believers to assist their engagement with the wider London population.

Three Deputy Lieutenant Councils (described below) will be formed and charged with transforming these aspirations into implementable plans.

Values

Underpinning the Lieutenancy's work are two core values:

- **Duty:** We serve the Monarch, the Nation and Greater London unselfishly. The Lord-Lieutenant is appointed by The Queen on the advice of the Prime Minister. The role is an honour of the highest order, but the unquestioned recognition which appointment confirms, demands an unquestioning commitment to upholding the dignity of the Crown and the principles which define life in London and the UK;
- **Respect:** We are inclusive and accessible to all. A fundamental attribute of being British is tolerance. Following the commitment to inclusion exemplified by The Queen and the Royal Family, the Lieutenancy will spare no effort in demonstrating that we care about and are accessible to all Londoners.

Modus Operandi

The Lieutenancy can trace its roots back to the 16th Century. Its ability to change and adapt while maintaining the core purpose of supporting the Monarch is its principal strength. A 21st Century Greater London Lieutenancy must operate efficiently and effectively to uphold the dignity of the Crown; and we must also demonstrate relevance to all Londoners. We will conduct an initial assessment to ensure that our operations are optimised and that we raise the public's awareness of our work. This will be conducted particularly with reference to the use of technology. We will review our modus operandi annually thereafter.

The strategy acknowledges that the Lieutenancy has access to limited resources. However, underpinning our ability to influence outlined above, are the potent assets of the Vice Lord-Lieutenant and the cadre of Deputy Lieutenants and the Lieutenancy Office. The collective career experience of the Deputy Lieutenants, their local connections and avowed commitment to public service, coupled with a well-respected Clerk and Deputy Clerk, combine to offer a uniquely formidable force for good.

Deputy Lieutenants are appointed by the Lord-Lieutenant to assist him in his duties. They must live within Greater London, or within 7 miles of the boundary. Unless revoked earlier, each serves the Lord-Lieutenant until they reach the statutory retirement age of 75.

There are currently some 90 Deputy Lieutenants in Greater London representing a very powerful asset to the Lieutenancy and their work is appreciated across Greater

London, whilst acknowledging that the workload is not spread evenly amongst the cadre. It must be noted that all are volunteers and do not receive expenses for their service.

The strategy calls for an increased degree of proactivity in the work of the Lieutenancy in addition to a continuation of the faultless discharge of the Lord-Lieutenant's responsibilities to the Monarch.

Achieving this will require changes to the way in which the Lieutenancy conducts its business, not the least of which will entail building a far greater awareness by others of our role and work. This will be achieved by raising our profile – not only with key stakeholders who will be identified in a separate Communications Plan – but also with the widest population of London so that the roles of the Lieutenancy are better understood and Londoners are aware of how the Lieutenancy can assist them.

The Vice Lord-Lieutenant will lead an operational review to ensure that the Lieutenancy has the most effective and efficient administrative systems to support delivery of the new elements of the strategy, while still ensuring that the Lieutenancy meets the evolving requirements of duty and service to the Royal Family.

Tapping into the individual and collective resources of the Deputy Lieutenants in pursuit of the objectives described in the strategy will require a more formal structure than presently exists and an increase in the number of Deputy Lieutenants. Retired volunteer Deputy Lieutenants may be called on to assist in the future.

Principal amongst the structural changes are:

- **Vice Lord-Lieutenant:** The Lord-Lieutenant will appoint a Vice Lord-Lieutenant to assist him in his duties for a fixed 3-year term. This will ensure continuity at the beginning and end of the period to 2026, as well as providing the opportunity for different perspectives.
- **Representative Deputy Lieutenants:** The current Representative Deputy Lieutenant structure is critically important in a city with over 8.6 million people. Representative Deputy Lieutenants will continue to provide a close working relationship between the Lieutenancy and the population and civic leadership in each of London's 32 Boroughs. Representative Deputy Lieutenants will be encouraged to ask Deputy Lieutenants who live in their Borough to assist them with their duties if needed.

Future Representative Deputy Lieutenants will be appointed for a fixed term of 7 years, with the potential for extension of a further 3 years by mutual agreement, in order to strike a balance between continuity and renewal. Handover periods will be encouraged. Future appointees will have a close association with (e.g. live or work within) the Boroughs for which they are Representatives, to ensure the Lieutenancy is seen to be as well connected as possible to the Borough it serves.

- **Deputy Lieutenant Councils:** The Lord-Lieutenant will establish 3 Councils of Deputy Lieutenants, chaired by a Lead Deputy Lieutenant, for each of the strategic dimensions: Heritage, Occupation and Faith.

The Councils, in co-ordination with the Representative Deputy Lieutenants, will be responsible for advancing the thinking and implementation of pan-London programmes in each of the three key dimensions. Terms of reference for these Councils will be developed, but it is envisaged that Councils will meet at least twice a year. The Council structure will give all Deputy Lieutenants the opportunity to apply their extensive knowledge and expertise to achieve the objectives of the strategy through specific engagement with one or more of the three dimensions.

These appointments will also provide the Lord-Lieutenant with intelligence on relevant activities in each perspective for wider dissemination across the Lieutenancy and to form an element of the regular feedback requested by the Monarch. Lead Deputy Lieutenants will be appointed for a limited fixed term of 5 years with the possibility of renewal by agreement.

Inclusion applies to the Lieutenancy as much as to Londoners at large and those Deputy Lieutenants who do not hold formal posts such as Vice Lord-Lieutenant, Representative or Lead Deputy Lieutenants will be given the opportunity to participate in one of the Councils, to take an active part in one of the key functions of the Lieutenancy, or in the administration of the Lieutenancy (e.g. steering the promotion and organisation of the Lieutenancy's role in The Queen's Award for Voluntary Service).

When appointing new Deputy Lieutenants, the Lord-Lieutenant will consider those who:

- Share the Lieutenancy's values;
- Can evidence a personal commitment to social inclusion; and
- Where relevant, can offer talents that are currently missing from the Lieutenancy.

Communications Plan

A Communications Plan will be developed, which will include a stakeholder map and key messages to be used consistently to build awareness of the Lieutenancy and its work.

The stakeholder map will identify the many important people and organisations with which the Lieutenancy must have strong links in order to be able to exercise its influence.

A major priority of the Communications Plan will be to find ways to improve the public's understanding of the role of the Lord-Lieutenant and his Deputies.

Implementation Plan

We will deploy a phased approach to implementation that engages social networks to encourage and emphasise social inclusion.

Functions of the Lieutenancy	Strategic perspectives		
	Occupation	Heritage	Faith
Royal visits	We will support, encourage and emphasise Royal visits that highlight education, training, volunteering and work opportunities for the socially excluded.	We will support, encourage and emphasise Royal visits that highlight and celebrate the widest range of backgrounds combined with a commitment to The Queen, Country and London.	We will support, encourage and emphasise Royal visits that highlight the role played by faith-based organisations in the advancement of social inclusion.
Honours and awards	We will act proactively to support and encourage nominations of worthy candidates for awards and honours. These will be role models who either: - have been socially excluded and through education, training, volunteering and or work have become socially included - those who have assisted the socially excluded into education, training, volunteering and or work.	We will act proactively to support and encourage new appropriate nominations of worthy candidates for awards and honours. These will be role models from the widest range of backgrounds, the recognition of whom will promote commitment to The Queen, Country and London.	We will act proactively to support and encourage appropriate nominations of worthy candidates from a faith background for awards and honours. These will be role models who have used their faith to assist the advancement of social inclusion.
Military liaison	We will support the military in London and encourage their engagement activities, especially those that promote their contribution to meaningful occupation.	We will support the military in London and encourage and promote their engagement activities across the widest range of social groups and communities.	We will support the military in London and encourage their activities to engage with different faiths with the aims of <ul style="list-style-type: none"> • increasing recruitment from diverse

			faith backgrounds; and <ul style="list-style-type: none"> • developing a better understanding of different faiths within the armed forces.
Civic and charity support	We will seek to influence London's civic and charity networks to help provide opportunities for getting the socially excluded into education, training, volunteering and or work.	We will seek to influence London's civic and charity networks to celebrate our shared national heritage, enhance integration and provide citizenship education.	We will seek to support London's civic and charity networks to celebrate different faiths, enhance integration and support faith groups who make a positive difference for the disadvantaged and excluded.
Engagement with groups and communities	We will build bridges with groups and communities to facilitate opportunities for the socially excluded to gain education, training, volunteering and or work and promote positive role models.	We will build bridges with groups and communities to facilitate opportunities to celebrate our shared national heritage, enhance integration and provide citizenship education.	We will build bridges with faith groups and communities to facilitate opportunities for social inclusion and to promote positive role models.
A Lieutenancy fit for the 21st Century	We will work in the most effective and efficient manner.		

Evaluation

To ensure that the strategy is appropriately defined and executed, a set of metrics will be defined to enable tracking against achievements of the key objectives.

Principal amongst these will be engagement, namely the degree to which the Lieutenancy connects with its stakeholders. This will be measured by reference to reach, frequency and dialogue.

- **Reach:** the number of stakeholders who connect with the Lieutenancy;
- **Frequency:** the number of times that each stakeholder is connected with; and
- **Dialogue:** the number of times that a connection is bilateral.

In addition, it is intended that occasional awareness surveys will be conducted to assess the general public's understanding of the Lieutenancy and its work.

Funding

Many of the activities envisaged in the strategy are not new but require wider application of work already being carried out by a minority of Deputy Lieutenants within the Lieutenancy. Although there is no prospect of funding for expenses, the extension and incremental actions described above are likely to entail increased administrative costs above the current budgetary levels.

In the current economic climate it is unlikely that the Lieutenancy will be able to secure increased funding from the Cabinet Office. It will, therefore, need to work in partnership with like-minded agencies and, where appropriate, carefully explore alternative sources of funding, such as sponsorship and in-kind donations. The pro-bono support of a PR Agency (Yellow Jersey) has already been secured which it is hoped will be the first of many such offers.

Timescale

This strategy covers the Lord-Lieutenant's term (a period of 11 years up to October 2026) during which it will be reviewed regularly to ensure the Lieutenancy remains relevant.

Press release

Lord-Lieutenant for Greater London: Mr Kenneth Olisa

From: [Prime Minister's Office, 10 Downing Street](#)
First published: 23 March 2015

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coalition government**

Mr Kenneth Olisa is appointed as Her Majesty's Lord-Lieutenant for Greater London.



The Queen has been pleased to appoint Mr Kenneth Olisa OBE FBCS FRSA as Her Majesty's Lord-Lieutenant of Greater London to succeed Sir David Brewer CVO CMG when he retires on 28 May 2015.

Biographical Notes

Ken Olisa is a businessman and philanthropist, the founder of 2 technology merchant banks and the first British-born black man to serve as a Director of a FTSE-100 company (Reuters). An advocate of social inclusion, he is Chair of Thames Reach, a charity working to shelter and resettle the homeless; Chair of the Shaw Trust, supporting the disabled and chronically unemployed to find work; founding Chair of the Powerlist Foundation, supporting future leaders from BME and disadvantaged backgrounds; a former Governor of the Peabody Trust; and a former Non-Executive Director of the West Lambeth NHS Trust.

Mr Olisa lives in Hampton Wick with his wife, Julia. They have 2 grown-up daughters and 5 grandchildren.

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Published:
23 March 2015

From:
[Prime Minister's Office, 10 Downing Street](#)

The Greater London Lieutenancy

The Lord-Lieutenant of Greater London is Her Majesty's Representative in arguably the greatest city in the world. The Queen appointed Mr Kenneth Olisa OBE to this position in May 2015 and he will remain in this honorary (unpaid) post until he reaches his 75th birthday in 2026.

The role of Lord-Lieutenant dates back over 500 years to the reign of Henry VIII when the King appointed local noblemen as his representatives to keep the peace in their Counties.

Today's Lord-Lieutenants are still appointed by the Monarch (on the advice of the Prime Minister) but their responsibilities have evolved and no longer include the power to raise an army or put down an uprising. Instead the 106 Lieutenancies across the UK are charged with upholding the dignity of the Crown in a given geographic area.

The Greater London Lieutenancy was created in 1965 and includes all 32 London Boroughs, except the City of London which has its own Commission of Lieutenancy.

How we can help

Our commitment to increasing social inclusion in Greater London means that we can help in the following ways:

- Build bridges between the excluded and the rest of society.
- Arrange a visit by the Lord-Lieutenant or one of his Deputies to support and promote an organisation's work.
- Where appropriate, suggest a visit to an organisation by a member of the Royal Family and provide support to the host for such a visit.
- Advise on the application process for national awards, such as The Queen's Award for Voluntary Service.
- Advise on the nomination process for honours for worthy individuals - especially role models who have made a significant contribution to the lives of Londoners.

To find out more

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