Corporate Plan 2024-29 Development – Context, Feedback & Rationale

The draft Corporate Plan 2024-29 provides a strategic framework to guide the City of London Corporation's planning and decision-making over the fantastic next five years. Alongside financial planning, a new People Strategy, Digital Strategy and Transformation, it drives the City of London Corporation's ambition to be world-class. This report focuses on the assumptions, principles and rationale for the Corporate Plan 2024-2029.

Assumptions

Corporate Plan 2024-29 is grounded in the following:

- City of London Corporation Mission[1] and political[2] priorities have not changed
- Business continues for existing and planned future activity
- Corporate Plan 2024-29 will focus on a few key outcomes and associated measures
- Statutory duties[3] are unchanged
- Trend[4] analysis informs our context

Principles

Lessons learnt from the Corporate Plan 2018-2023 have become the underlying principles informing the framework for Corporate Plan 2024-2029:

- Corporate Plan 2024-29 should build on what went before and lays the foundation for the future
- Success must be measurable; data is required to measure progress or success effectively
- A focus on place recognises our spheres of operation and influence: the Square Mile, London, the UK and globally; this defines our ambition as a world class organisation and gives a spatial representation to the many different areas of corporate business
- Staff should see how their contribution relates to our core purpose
- Corporate Plan 2024-29 is informed by extensive engagement and collaboration
- Corporate Plan 2024-29 does not standalone. It is to be implemented through and alongside other cross-cutting strategies and programmes including the MTFP
- Corporate Plan 2024-29 is agile and iterative for the future with a golden thread between that departmental plans, business plans and individual staff reports

Three lenses were used to develop the Corporate Plan 2024-29:

a. External trends: PESTLE
b. Feedback: internal and external workshops and surveys
c. Corporate business: planned and ongoing work

This annex presents the headline findings from each of these three areas with further detail in appendices A (Global trends analysis detail) and B (External stakeholder engagement analysis).

Analysis & Findings

a. External trends

A review of global trends was undertaken to help identify change drivers that may affect us in future. Highlights are summarised in the table below and included in appendix A. Officer workshops gathered evidence on change drivers and how CoLC could respond, identifying deliverables and activities that support the Corporate Plan 2024-29 draft outcomes.

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[1] The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK
[2] Destination City, Green City, Tech City, Residents, SMEs
[3] As the local authority for the City of London, the City of London Corporation must fulfil its statutory and legal duties, and act in accordance with legislation set by central government.
[4] Where analysis has been possible; sources include: Tech Trends 2022 | Deloitte Insights; 2022 Government Trends | Deloitte Insights; Local Government Association Research bulletin

The trends may affect our operations in different ways. Themes around communities and society, the economy, our role in making the spaces we own attractive come through strongly, as does our role as service provider and agent in building resilience tackling future challenges and opportunities. This strengthens the case for focussing on brilliant basics being in place to create the space to address complex challenges and managing our resources efficiently so that costs can be managed.

Societal	**Economic**
• Increasing inequality and income disparity: larger demand for social support networks and impact on crime • Lack of home building drives up housing costs: homelessness, multigenerational homes; challenge to live/work in London / demand for accommodation • Shrinking economy leads to shrinking job market in context of widespread inequality • Impact of high inflation • Support/care for ageing population	• Fluctuating trade context post Brexit; global/EU financial centres focus on larger markets /City • Ageing population/inequality: economic pressure on health services/ underexploited experience • Housing costs dominate spend: limiting personal investment, business startups, discretionary spend • Country-first economic policies & weakening international trade links Trade: imports challenging for small businesses; changing service industry reliance on imports & immigration
Political & Legal	**Environmental & Technological**
• Devolution agenda • International instability /conflict • Working population change: birth rate / changing migration patterns • Changing public perception on climate change measures/green agenda & new build efforts • Divisive politics impacts political consensus on social mobility/economy/diversity • Recession & impacts on local services including education • Impacts of taxation and national deficit • Widening service delivery responsibility for Local Authorities • Building regulation change	• Large scale human migration as consequence of climate change • Urban heat/extreme temperatures: travel disruption, increased energy need for cooling • Frequency of crop/food failures: food scarcity / need for innovation • Rising sea levels • Divisive Politics: push-back on climate change measures/green agenda & new build efforts • Skills development for technology • Antitrust • Changing work practices: digitisation, automation, distance working • Artificial Intelligence; Cybersecurity

This work has informed how we have structured the outcomes and set out the associated performance measures – especially where these directly interrelate to macro trends. For example: societal trends affect our role as service provider as they affect our communities. By emphasising activity on housing, health and education we are directly addressing current and future challenges.

The levers we have to address economic challenges are being used to create a great square mile that is desirable, safe and inclusive to business and the public. Our investments in the public realm also contribute to City and, by extension, the UK.

b. Feedback

Work to develop the Corporate Plan 2024-29 included the following internal engagement with stakeholders:

a. Officer and Member engagement sessions to gather feedback and ideas informing and shaping the plan.
    i. Six Corporate Plan and People Strategy Townhall Awareness Sessions with over 220 staff led by the Town Clerk & Chief Executive, Chief Strategy Officer, and Interim Chief People Officer at four locations, and a final session with over 800 staff led by the Town Clerk on 3 October.
    ii. Virtual Member briefings in September, October, and November 2023.
    iii. Briefings at various Committee Away Days and one-to-one meetings between Chief Officers and their respective Committee chairs and deputy chairs.

b. An intranet information hub and Town Clerk-led communications emphasising the importance of Corporate Plan 2024-29 and ensuring all officers are aware of how to contribute to its development, including through an online feedback form.
c. An email inbox (CSPT@cityoflondon.gov.uk) to receive and respond to questions and feedback.
d. Executive Leadership Board and Heads of Profession workshops in July and August 2023.
e. Monthly City of London Corporation Strategy Forum workshops between July and November 2023.
f. Stakeholder feedback in earlier resident meetings and consultations, including on the City Plan 2040.
g. Previous engagement activities for the Corporate Plan Annex 2024 (now superseded by the Corporate Plan 2024-2029).

External Engagement Survey (Commonplace and paper copies):

In addition to the above, an external engagement online platform (hosted by Commonplace), and paper-based surveys[5] were made available at City Corporation sites, inviting external feedback between 4 September and 16 October 2023. 573 contributions from 382 individuals were received over the six-week period and to date 472 people signed up for notifications on the plan's progress (although the survey period has ended, the site remains open to view[6]). Letters were also received on behalf of organisations such as charities and neighbouring Local Authorities.

Stakeholders were asked a series of questions regarding their views on the City Corporation's remit of responsibilities, with the option to provide information on their background and connection to the city. A detailed breakdown of responders and analysis of responses is available at Appendix B.

- External engagement numbers: the volume of contributions during the survey window was a success, with the conversion rate also proving to be a higher-than-average percentage for plans of this type (18% compared to the 16% average); most feedback was gathered via the website
- Proportional representation: we were unable to capture proportional representation throughout the survey. Comparing respondent data to census data on residential population and data on workforce population indicates the group of respondents does not encompass the full diversity of the city in terms of age, ethnic background, and socio-economic background

This is particularly valuable input for the Corporate Plan as it indicates the value of the work identified under the proposed 'Communities' outcome. Strategically we need to understand our many and diverse communities (both people and business) better, and proactively mature how we engage and interact with them.

Stakeholder feedback also gave some useful insights on the value attached to different areas of current CoLC business.

- Value: this indicated the importance of environmental issues and flourishing open spaces across all geographic dimensions of CoLC. This was consistent amongst respondent categories with the high proportion of "Users of Green spaces" only slightly enhancing the importance of these themes. The top three themes (in this order) are:
    - Environmental Sustainability
    - Flourishing open spaces

[5] Including Guildhall West Wing Reception; Barbican Library; Shoe Lane Library; Artizan Street Library; Golden Lane Estate Office; Middlesex Street Estate Office; Barbican Estate Office; Golden Lane Community Centre; Portsoken Community Centre; London Port Health Authority Reception; Heathrow Animal Reception Centre; City of London Cemetery and Crematorium.

[6] Community Forum - City Of London Corporation Corporate Plan 2024-2029 : https://citycorporateplan.commonplace.is/

    - Economic competitiveness

- Intersectionality: there are differences between way demographic groups prioritised themes
    - Professional workers and younger responders valued economic competitiveness
    - Respondents from a lower socio-economic background valued services and accessibility

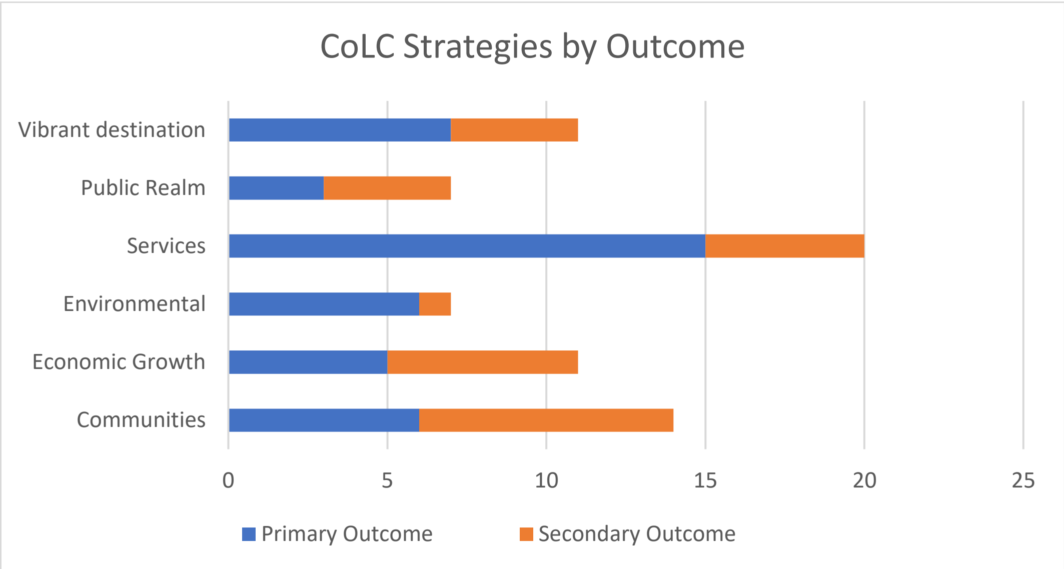
This data needs to be interpreted with care due to very large numbers of respondents identifying as ‘green space users’, nevertheless it demonstrates the value of our efforts to shape our environmental sustainability – whether that is in our extensive green spaces or within the square mile. These are consequently core outputs in the Corporate Plan. Of equal perceived importance is our corporate focus on environmental sustainability, now an outcome in its own right within the Corporate Plan.

Finally, stakeholder feedback demonstrates the importance of our responsibilities as a service provider and enabler for residents and communities. This is covered through the Corporate Plan outcome on services (which covers our statutory responsibilities).

c. Corporate Business

City Corporation encompasses an exceptionally broad range of activity. A review indicated that 56 CoLC strategies are either in progress or in development[7]; core strategies for the purposes of the draft Corporate Plan are included at Appendix C. Investment in the form of major projects and initiatives is underway in multiple areas, and we are responsible for a wide range of statutory duties.

More dynamically, CoLC manages multiple risks and takes forward a programme of internal audit reviews each year, implementing various improvements based the findings of each review[8] - these risks and reviews can indicate areas in our operations that might warrant increased emphasis, such as social housing management. To understand where CoLC efforts are focussed, live strategies were mapped to emerging themes for the Corporate Plan.



Mapping indicated a weighting towards CoLC’s role as service provider (covering social care, health, welfare, education, jobs, housing and learning) improving community outcomes – mainly as many different strategies exist in this space. Efforts to shape and enhance our immediate

[7] Corporate Strategy Pipeline (sharepoint.com)
[8] Internal Audit Reviews Completed 2021-22; Internal Audit Reviews Completed 2022-23

environment in terms of cultural offering, safety and appeal to public and business, and our role in generating economic growth in London and beyond also have a high prominence.

Our major projects and initiatives cover investment commitments designed to improve the fabric of London for its users. These include investments in the public realm that cover the Museum of London move and the St Paul's Gyratory project amongst others. These impact upon our offering as a destination, but also affect other outcomes, including economic growth, public realm and our environmental sustainability - either directly or indirectly. Operationally we also deliver services, such as our Port Health Authority responsibility, that take place locally but impact much wider.

Our statutory duties are wide ranging and mainly focus on services, and recent relevant reporting[9] provided to Policy and Resources Committee in September 2023 informed our thinking.

Conclusion

Evidence gathering from the three core interlinked dimensions related to our business - external trends, stakeholder feedback and current corporate business - has delivered valuable insights and helped shape the outcomes in the draft Corporate Plan.

Trend analysis has indicated where our business is focussed on dealing with global megatrends that may be relevant to us in future. Outlining these challenges reinforces the need to ensure we deliver brilliant basics and can be agile and efficient as an organisation. Much of this work is happening outside the scope of the Corporate Plan 2024-29 through other linked programmes (such as the People Strategy). This reinforces the importance of delivering these alongside the Corporate Plan 2024-29 to achieve a fantastic five years.

Gathering stakeholder feedback has heavily reinforced the value of the community outcome identified in the new plan. Activity here will improve and expand our mechanisms of working with the public, business and all of our diverse communities. Insights also highlight the value placed by stakeholders upon our work to improve our spaces, the value placed upon green / outdoor spaces, our environmental outcomes, and our role in delivering statutory duties.

Finally, reflecting on our output upon completion of the previous Corporate Plan 2018-23, departmental outputs are weighted towards our services and shaping our environment. This delineation fits given our role as the governing body of the Square Mile and commitment to creating a vibrant and thriving City and our wish to support a diverse and sustainable London within a globally successful UK.

[9] Appendix 2 Report of relevant statutory duties.pdf

Appendix 2 a – Global trends analysis detail

Economic

- The UK is an international financial and professional services (FPS) hub that is open to businesses from across the world. UK FPS
    - produced £278bn in economic output.12% of the entire economic output of the UK in 2022; contributed nearly £100bn in taxes. Financial and related professional services paid 13% of the UK's tax contribution in 2020; exported £128bn. The UK was the largest net exporter of financial services in the world in 2021; and generated £2bn of capital investment in FDI. The UK attracted the highest foreign direct investment for financial services in Europe in 2022.
    - The City accounts for one in every five financial services jobs in Great Britain.
    - The City contributes to the rest of the economy, generating £1.1bn in business rates. This represents 5% of England's total business rates collection.
    - Financial services in the City accounted for over £48bn in GVA in 2020. This represents nearly a third (29%) of the GVA from the whole of the UK's financial services sector[10]
- The UK FPS sector is not competing globally as strongly as it has historically
    - London not the leader for the first time ever in CoLC's annual benchmarking report (2023) - only equal with New York[11]
    - The Global Financial Centres Index (GFCI 34) (September 2023) provides evaluations of future competitiveness and rankings for 121 financial centres around the world. New York leads the index, with London second[12].
    - UK GDP falling behind other OED countries[13]
- The UK FPS sector has a strong track record in attracting foreign direct investment (FDI) – it is the world's second most popular FPS FDI destination and is considered the most attractive place to invest in Europe.[14]
    - Between 2017 and 2021, the UK attracted investment from 64 countries over the world, the highest among all financial services centres[15]
    - Innovation has been at the heart of UK financial and professional services. FDI activities in fintech and in tech firms supporting financial services demonstrate the UK's appeal in this area. In 2021, fintech firms accounted for one third of all FS projects.[16]
- Declining numbers of microbusiness may indicate a level of business owner fatigue in the current economic climate or a need for there to be a stronger SME offer
    - Data shows the impact of pandemic, but further 2.5% decline from 2022 to 2023[17] is likely to be attributable to challenging economic conditions
- Post-pandemic recovery is still a reality
    - Daily worker numbers not back to earlier levels; footfall mid-week higher than Mon/Fri[18]
    - Visitor numbers not yet recovered to pre-pandemic levels[19], but weekend visits rising [20]
    - The future need for visitor accommodation in City of London was assessed in January 2023 in order to inform the City Plan 2040, forecasting demand capacity for an additional 350 rooms per annum in City of London to 2037[21]
    - In 2017 the GLA forecast growing demand for accommodation across London, projecting demand to reach 196.4 million nights by 2041 from 138.5 million visitor nights in 2015[22]

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[10] Sources: ONS, Business Register and Employment Survey 2022 (2023 release); ONS, Regional gross value added (balanced) by industry: local authorities by ITL1 region 2021 (2022 release); Ministry of Housing, Communities & Local Government, National non-domestic rates collected by councils, forecast for 2022-2023. Business rates use National Non-Domestic Rates City of London Factsheets February 2023

[11] Our global offer to business (theglobalcity.uk)

[12] Public Reports - Long Finance

[13] economy2030.resolutionfoundation.org/reports/stagnation-nation/

[14] Source: EY, 2021 The UK: a top destination for financial and professional services investment (theglobalcity.uk)

[15] The UK: a top destination for financial and professional services investment (theglobalcity.uk)

[16] ibid

[17] Inter-Departmental Business Register (IDBR) - Office for National Statistics (ons.gov.uk)

[18] Microsoft Power BI

[19] Microsoft Power BI

[20] CWPA18_Destination_City.indd (citypropertyassociation.com)

[21] Visitor Accommodation Needs Study 2023 (cityoflondon.gov.uk)

- City Property Association's Visualising Destination City report quotes a Consumer Survey (May 2023): 71% of visitors typically spend whilst visiting City of London, average spend is ~ £110[23]

Societal

- Our population is growing, increasing demand for services and more diverse than a decade ago
    - 2021 Census data shows the City of London resident population increased by 16.6% to 8,600 in 2021, from around 7,400 in 2011. This was the 3rd highest population increase among London area local authorities. [24]
    - Increasing numbers of Adult Social Care requests are being received and NHS England data shows spend per person increase of 41% in 2022/23 compared to 2021/22[25]
    - Mental Health and wellbeing needs have increased since the pandemic and in 2022/23 the CoLC total spend on public mental health was 129% higher than in 2019/20[26]
    - Absence from education is higher than before the pandemic [27]
- Our worker base is likely to continue to grow, increasing demand for services, accommodation and jobs
    - City worker numbers have risen by 29,000 since 2021, now total 617,000, and GLA data predicts are estimated to grow by a further 85,000, up to 2040.[28]
- Housing prices and the cost of living are continuing to increase, impacting most on the poorest among us. Unaffordable housing – due to rising mortgage or rental costs - or living in a home that is in poor condition – such as damp, too hot or too cold - can impact on health.
    - The Marmot Review (2010) said housing is a "social determinant of health'" meaning it can affect physical and mental health inequalities throughout life[29].
- City Corporation has identified housing maintenance and service standards as an area of focus.
    - Pennington Choice's independent review of customer service and repairs functions made 24 recommendations for improvement, which are being actioned in the Resident Focus Project[30]
- Homelessness
    - Households assessed as homeless increased by 34% in 2022/23 from the previous year[31]
- Rising crime levels, especially street crime could mean people feel less safe and secure
    - Thefts from the person August 2023 data is broadly comparative with Feb 2020 data (pre-pandemic), but shoplifting incidences are higher[32]
- Communities have growing expectations of being able to participate in local decision making. Increasing voter registration and seats contested is an indicator of increasing participation.
    - The Ward List increased from c.13,000 in 2021-2022 to c.19,000 in 2022-2023
    - 11 of the 13 aldermanic elections held since March 2022 were contested.
- Access to education, skills and health is not equal, more so since the pandemic, and the changing economic conditions are also a factor in increasing/reducing inequality
    - Health disparities and health inequalities impact on the physical and mental wellbeing, and the life chances of the individuals and groups most affected.[33]
    - Social determinants of health and health inequities are amenable to change through policy and governance interventions.[34]

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[22] Projections of demand and supply for visitor accommodation in London | London City Hall
[23] CWPA18_Destination_City.indd (citypropertyassociation.com)
[24] How life has changed in City of London: Census 2021 (ons.gov.uk)
[25] Gross current expenditure on adult social care per adult aged 18 and over in City of London | LG Inform (local.gov.uk)
[26] Total Expenditure - Public mental health in City of London | LG Inform (local.gov.uk)
[27] Pupil absence in schools in England, Autumn and spring term 2022/23 – Explore education statistics – GOV.UK (explore-education-statistics.service.gov.uk)
[28] Local authority county – Business Register and Employment Survey (BRES): Table 5 - Office for National Statistics (ons.gov.uk)
[29] Health Equity in England: The Marmot Review 10 Years On - The Health Foundation
[30] Resident Focus Project - City of London
[31] Households assessed as homeless per thousand (Annual) in City of London | LG Inform (local.gov.uk)
[32] Microsoft Power BI Crime – crime monthly totals and notable changes in crime frequency
[33] Health disparities and health inequalities: applying All Our Health - GOV.UK (www.gov.uk)

- Younger generations have experienced disrupted education and they face a tougher labour market than that seen prior to the pandemic[35].
- Wider economic and societal changes are creating skills shortages and making the skills challenge more acute. These changes include the UK's exit from the European Union, which has reduced the supply of workers from member states and potentially increased the need for the country to train its own workers, and the requirement to achieve 'net zero' greenhouse gas emissions by 2050, which is likely to affect around one in five jobs across the UK[36]

<u>Political & Legal</u>

- Global supply chains are changing as global events are shaping the world we operate in, including driving up supply chain, construction and other costs
    - Pricing pressures on UK office development were forecast to continue during 2023, noting additional expenditure is increasingly required to respond to a tightening sustainability agenda, as well as increased labour costs and labour shortages[37]
- Legal and Statutory duties are being delivered in the context of a more pressured resourcing envelope and greater need in neighbouring boroughs (and more local authorities in England considering issuing s.114 notices[38])
    - Noise and air quality improvements are supported by our Transport Strategy (City transport statistics reveal that cyclists now make up 25% of all traffic[39])
    - Uplift in planning applications: 1,023 applications to September 2023, compared to 820 in the same period last year[40].
    - The City Corporation is negotiating development proposals that would provide over 500,000 sqm of much needed office space, equivalent to roughly 70 football pitches, with a further 500,000 already approved and under construction.

<u>Environmental & technological</u>

Climate change is one of the most complex and challenging issues we are facing in the 21st century. Geographically, is likely to cause weather related disruptions and worsen the urban heat island effect; globally it is likely to put pressures on communities located in areas vulnerable to disruption, food supply chains and much more. The UK government and the Climate Change Committee (CCC) have set out six priority risk areas based on the Climate Change Risk Assessment[41] where the impacts of climate change mean adaptation (the planning and measures needed to cope with the impacts of climate change) is most needed: flooding and coastal change, health and well-being from high temperatures, water shortages, natural capital – the "world's stock of natural resources including soil, air and water", food production and trade, and pests and diseases and invasive non-native species.

    - All of the top 10 warmest years in the UK records back to 1884 have occurred since 2002. The last decade was the second wettest since records began, exceeded only by the preceding decade.2 020 was the first year to have temperature, rain and sunshine rankings in the top 10 since records began[42]
- City of London Corporation has been ranked in the top 20 best performing councils in the UK for its work in combatting climate change by Climate Emergency UK, which assessed all UK councils on their progress towards net zero[43].
    - The City Corporation has already cut its annual carbon emissions by 31%, and energy consumption by 21%, between 2018/2019 and 2021/2022[44].

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[34] Social determinants EURO (who.int)
[35] BN-Inequalities-in-education-skills-and-incomes-in-the-UK-the-implications-of-the-COVID-19-pandemic.pdf (ifs.org.uk)
[36] Developing workforce skills for a strong economy (nao.org.uk)
[37] Build costs – construction challenges to continue (knightfrank.com)
[38] Local government section 114 (bankruptcy) notices | Institute for Government
[39] Cyclists outnumbering motorists in City of London during peak times | Evening Standard
[40] City Corporation unveils new images of the future City of London skyline by 2030 amid strong year for development
[41] www.gov.uk/government/publications/uk-climate-change-risk-assessment-2017
[42] www.metoffice.gov.uk/about-us/press-office/news/weather-and-climate/2021/climate-change-continues-to-be-evident-across-uk
[43] City Corporation ranked amongst top UK councils tackling climate change (cityoflondon.gov.uk)
[44] City Corporation cuts carbon emissions by 31% and publishes public Climate Action Dashboard (cityoflondon.gov.uk)

- Since 2018, it has been using 100% renewable electricity[45].
    - Through a £40 million Power Purchase Agreement with international energy provider Voltalia, the City Corporation buys all the electricity produced by a solar farm in Dorset. The facility provides over half of its electricity, powering sites which it runs, including the Barbican Centre, the Old Bailey, Guildhall, several schools, social housing estates, and wholesale markets across the capital.[46]
- Technology is changing the way we work, AI and automation present opportunities, but also new skills needs.
    - The UK is leading artificial intelligence (AI) investment in Europe placing it ahead of its closest competitors[47]
    - Digitisation in insurance and business services has been a facilitator of AI growth, with financial and legal services seeing adoption rates of 26% and 30%, respectively, while some 90% of banks already dedicate some resources to Generative AI initiatives and machine learning applications.[48]
    - Around one in six UK organisations, totalling 432,000, are embracing at least one AI technology[49]
- Technologies can be physical devices such as drones, wearable technology, the internet of things and robots, directed by people to collect data, access information, or to perform useful tasks in the place of a person. Jobs are expected to change, rather than disappear, but digital transformation needs to assess also and prepare for the specific risks and opportunities that automation presents to workers.

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[45] City Corporation goes 100% renewable (cityoflondon.gov.uk)
[46] City's 'pioneering' green energy deal could be blueprint for local authorities (cityoflondon.gov.uk)
[47] AI: Accelerating Innovation. How Artificial Intelligence is turbocharging UK financial and professional services (theglobalcity.uk)
[48] ibid
[49] ibid

Appendix 2 b – External Stakeholder engagement analysis

Introduction

The following analysis provides insight into public feedback received from online engagement that took place for the new Corporate Plan 2024-29. From 2 September to 16 October 2023 an online survey was conducted to gather feedback on the themes related to the new Corporate Plan from external stakeholders. The website, managed by Commonplace, was marketed to stakeholders through various digital platforms. Hard copies of the questionnaire were distributed in relevant City Corporation locations throughout our estates, both in the square mile and locations such as Parliament Hill Lido, West Ham Park office and Golders Hill Park cafe. Feedback that has been received via hardcopies has been incorporated into this analysis.

Most feedback was gathered via the website, with engagement peaking at its launch, followed by a second peak of activity in mid-October just before the engagement window closed.

Respondents and Contributions

Overall, **573** contributions were received over a 6-week period with **382** of the contributors (**67%)** providing at least some information regarding personal characteristics or their connection to the city (these 382 are referred to as respondents on Commonplace and for the purpose of this analysis).

The conversion rate of **18%** (number of visitors to the site who provided feedback) was higher than other local plans of this type which average at **16%.**

City Connections: Contributors are invited to disclose their connection to city based on a number of options. Of those connections

- **28%** are **users of green spaces outside of the square mile**
- **26%** are **workers in the square mile**
- **22%** are **residents in the square mile**
- **6%** are **visitors**

Age: Contributors were invited to disclose their age. Of those

- **44%** are aged between 45-64
- **28%** of respondents are aged between 25-44
- **26%** of respondents are 65 and over (only 3 respondents aged between 16-24)

In terms or **workers in the square mile** this is unlikely to be reflective of the age mix with **61%** of workers in the city estimated to be aged between 22-39 [50].

Residents of the square mile: Of the respondents who are residents of the square mile, **92%** were 45 and over. This is not a proportional representation of age when compared to census data which estimates **39%** of the residential population to be 45 and over; In terms of ethnicity **5%** of respondents who are residents in the square mile are from black, Asian or minority ethnic backgrounds while census data estimates our residential population to be **29%** black, Asian or minority ethnic background. **15%** of residents identified as coming from a lower socio-economic background which indicates there is some representation from the City's social housing estates.

Workers in the Square mile: Of respondents who are **workers in the square mile** we saw an over representation of older workers. **61%** of the City's workforce[51] are estimated to be between 22-

[50] 2021 Census data indicates that 39% of the residential population is 45 and over, with approximately 52% aged between 20-44

39 while only **14%** of survey respondents who are **workers in the square mile** are aged between 22-39. In addition to this the city's workforce is estimated to be **37%** black, Asian or minority ethnic background but only **7%** of workers fell into this category in the survey.

Socio economic background: Of respondents who answered questions regarding their socio-economic background.

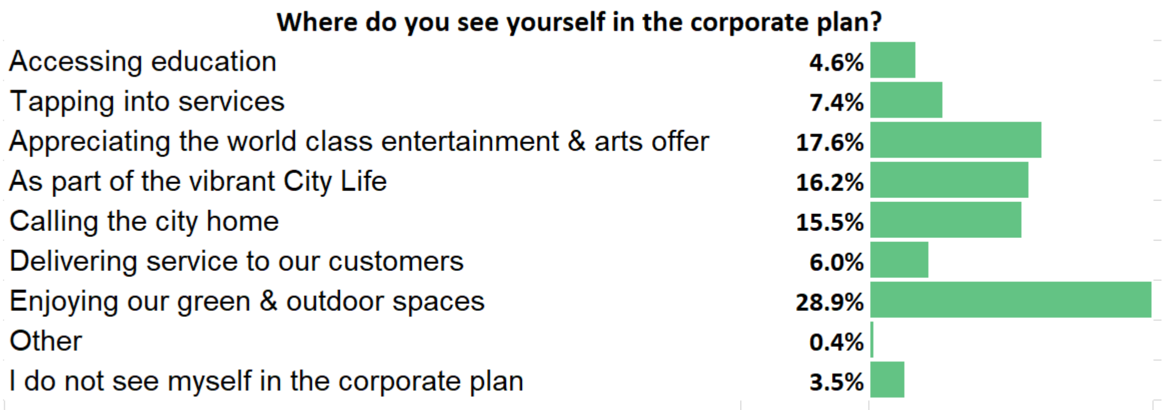
- **22%** answered as coming from a lower socio-economic background
- **64%** from a professional background
- The remaining **14%** intermediate

This is unlikely to be completely reflective of workers in the city with **50%** of the FPS workforce estimated to be from a working class or intermediate background[52].

Ethnic minorities: **8%** of respondents were from black, Asian or minority ethnic backgrounds. The City's workforce is estimated to be **37%** black, Asian or minority ethnic.[2]

Stakeholder input & Contributions

Question 1: Where do you see yourself in the corporate plan?



21% of people answered this question. Many of the group **(29%)** opted for **'**Enjoying our green and outdoor spaces'. It should be noted that **users of green spaces outside of the square mile** answered mainly between 'Enjoying our green and outdoor spaces' and 'As part of a vibrant city' with other connections to the city demonstrating a more even distribution between themes.

Responses from **Workers in the square mile** were more evenly spread between 'As part of a vibrant City', 'enjoying our green spaces' and 'appreciating world class entertainment'.

Residents in the Square mile answered strongly with 'Calling the city home' and 'Enjoying our green spaces'.

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[51] City statistics briefing (2023) reports that 61% of the City's workforce are aged between 22 and 39 and that 37% of workforce are Black, Asian or minority ethnic

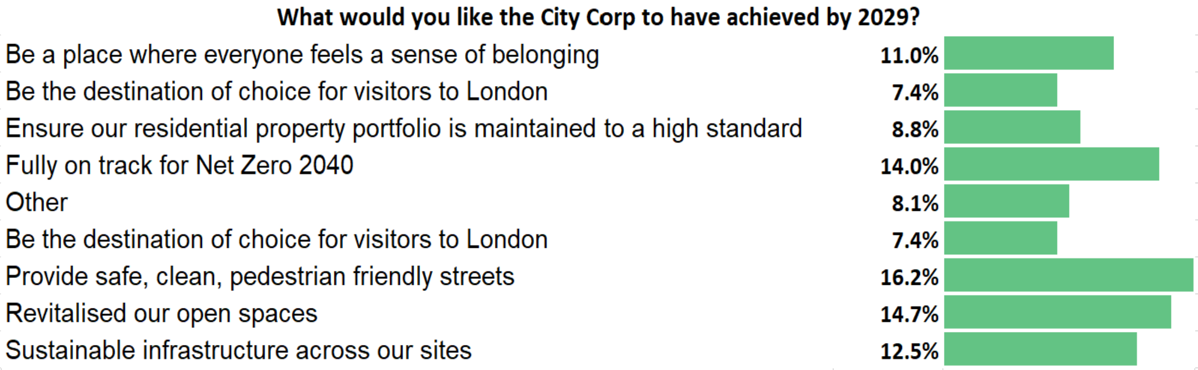
[52] Breaking the class Barrier (2022); Research and recommendation paper created in partnership with the socio-economic diversity taskforce reports around half of the FPS workforce are from a working class or intermediate background

In terms of the younger and older demographics, people over 60 tended to give slightly higher importance to ‘calling the city home’ (**22%**); people under 45 gave higher importance to ‘Being part of a vibrant City’ **(29%).**

Respondents who answered as coming from a lower socio-economic background gave ‘Enjoying our green spaces’ the highest importance at **37%.**

Generally speaking, there is significant variance between demographics and connections to the city and the way they answered this question with the one constant being ‘enjoying our green spaces’. Younger people placed greater emphasis on a vibrant city perhaps indicative of concerns around post pandemic recovery. The older demographic place greater importance on ‘calling the city home’ potentially pointing to the greater number of home owners amongst this demographic.

Question 2: What would you like the City Corporation to have achieved by 2029?



24% of people answered this question with **43%** of respondents favouring the three themes of ‘sustainable infrastructure’, ‘revitalised spaces’ and ‘safe friendly streets’.

This is fairly consistent across the various connections to the City with ‘safe and clean pedestrian streets’ being of particular importance to **visitors**, **residents** and **workers**.

Interestingly respondents who identified as coming from a lower socio-economic background were split mainly between ‘Provide safe, clean, pedestrian friendly streets’ *(***33%**) and ‘Fully on track for net zero’ *(***22%**) Suggesting respondents on lower incomes have a greater interest in the City being a safe and friendly space.

People aged between 16 and 34 gave ‘sustainable infrastructure’ higher importance at **33%.**

A significant minority responded with ‘other’ (**8%**), of those who did only **27%** expanded on this contributing the following ‘safe, efficient cycle friendly streets’, ‘more trees and planting on the streets’ and ‘zero emission zones/limited public transport in the city’.

Contributions for this question highlight the value of the City being a safe, clean and sustainable space. This is consistent across the connections to the City with **visitors**, **workers** and **residents** rating these themes highly. Themes regarding sustainability score highly as well pointing to a heightened awareness of environmental issues.

Place based questions - What is most important Nationally/Globally/For the City/For London?

Contributors were invited to provide their views on how we can deliver against our priorities in the years to come based on twelve themes in the context of four places. The purpose of which is to get stakeholder’s views on how they see The City of London in a National, Global, London and square mile context. This question had twelve available themes, of which respondents could choose multiple themes.

‘Environmental sustainability’ scored highest, with ‘flourishing open spaces’ scoring a close second. This is consistent across all places apart from London where flourishing spaces scores slightly higher than ‘Environmental sustainability’.

For **workers in the square mile** ‘economic competitiveness’ scores highest in a global and national context but still takes equal importance with ‘Environmental sustainability’ globally and nationally Workers also answered higher than any other connection for ‘The City as a leading location for visitors’ demonstrating a slightly heightened interest in the cultural offer of the city amongst workers. **Users of greenspaces** scored consistently highest for ‘Environmental sustainability’ and ‘flourishing open spaces’ amongst all four places.

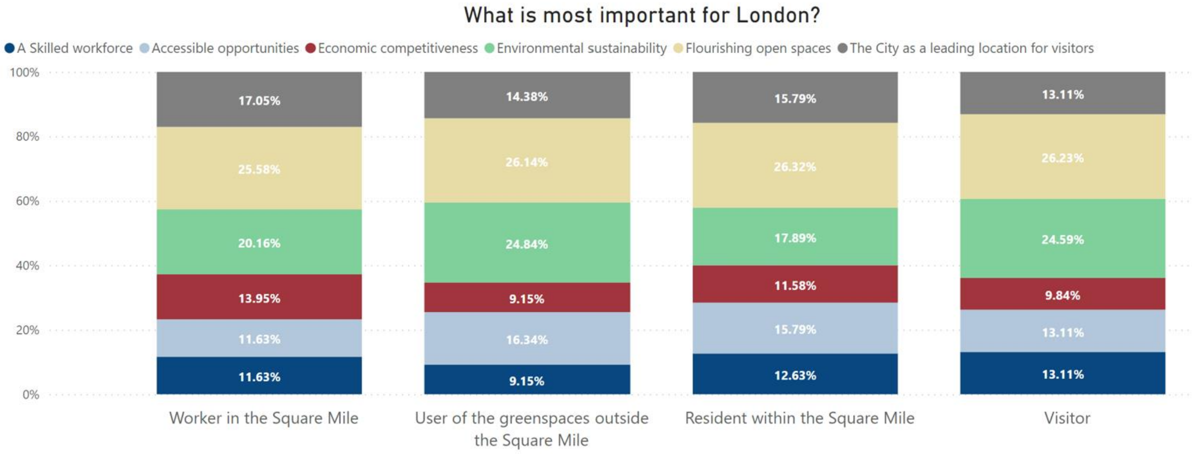
The place based questions had the highest response rate with the **74%** of contributors answering these questions.

What is most important for London?

Most people valued ‘Environmental sustainability’ and ‘Flourishing open spaces’ as most important in the context of London.

This may indicate a high level of awareness from our stakeholders regarding the climate crisis and environmental degradation as well as indicate the desire and need for access to green / open spaces post pandemic.

All socio-economic backgrounds and age groups valued ‘Environmental sustainability’ and ‘Flourishing open spaces’ as the top two most important themes.



Note: Visuals focus on the main themes and most common connections to the city and will not include all themes and connections.

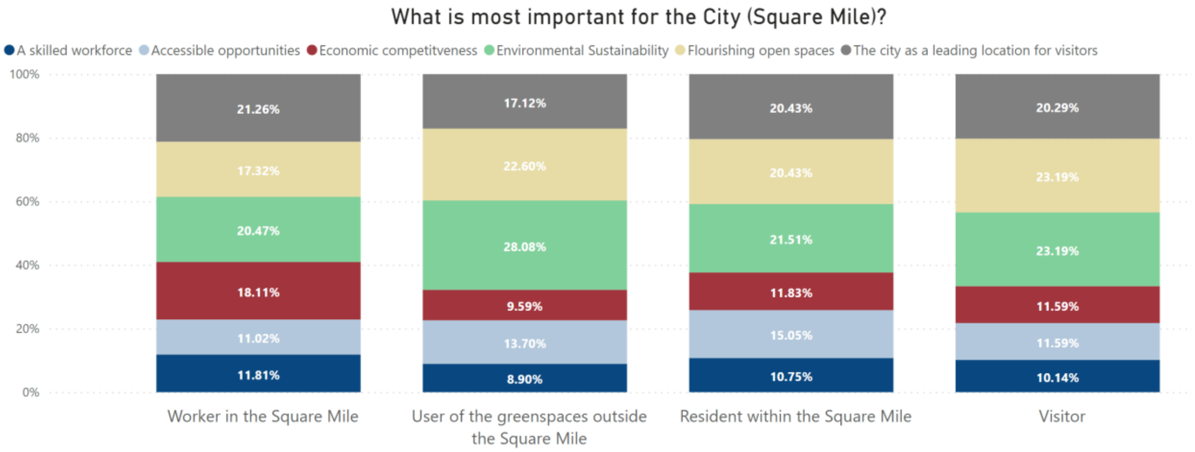
What is most important for the City (Square Mile)?

Again, most people valued ‘Environmental sustainability’ and ‘Flourishing open spaces’ as most important with the only significant difference being ‘The City as a leading location for visitors’ taking a higher percentage than other places.

In terms of themes seen as of most importance for the City (Square Mile), respondents from a lower socio-economic background answered notably higher for ‘Accessible services and opportunities for all’ and ’Addressing the needs of our residents’. This could be interpreted as stakeholders on lower incomes placing greater importance on services and opportunities in the context of the current economic climate.

Respondents from a professional background answered notably higher for ‘Economic competitiveness’. This is explained somewhat by many respondents of a professional background also being workers in the square mile which suggests there is a career focused prioritisation amongst this demographic.

Considering the above there appears to be a correlation between the income of respondents and their priorities within the square mile.



Note: Visuals focus on the main themes and most common connections to the city and will not include all themes and connections

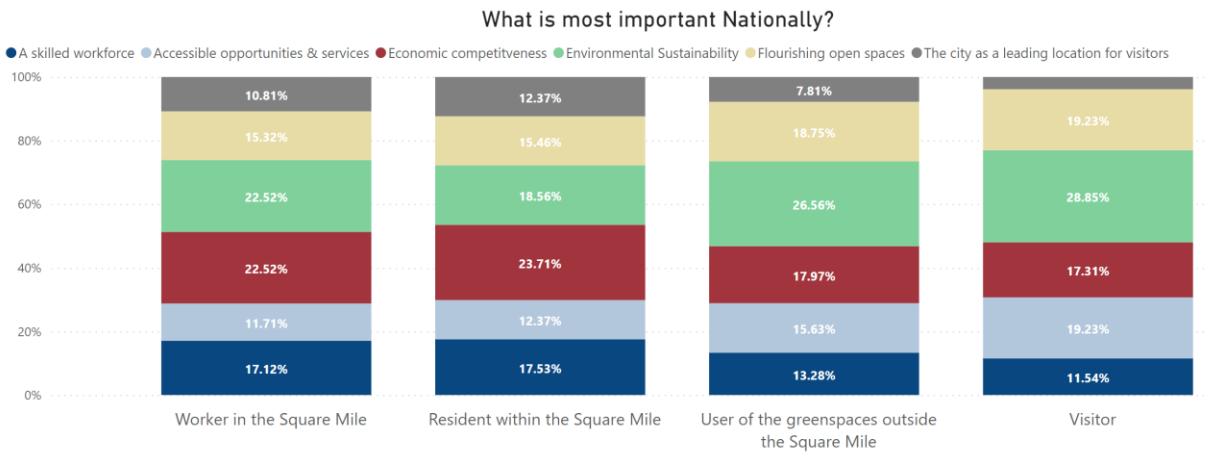
What is most important nationally?

‘Environmental sustainability’ and ‘Flourishing open spaces’ score highly again. This could be linked to the importance of the environment and concerns around the UK’s impact on climate change.

‘Economic competitiveness’ takes on greater importance in a national context than in London or the square mile. Indicative of concerns around the national economic climate.

‘Accessible service and opportunities for all’ scored notably highly for people from a lower socio-economic background**.** This could be interpreted as stakeholders on lower incomes placing greater importance on services and opportunities in the context of the current economic climate.

Respondents aged between 16-34 tended to give economic competitiveness a higher importance in a national context, particularly for workers (**25%**), which could be explained by younger respondents starting out in the job market and perceiving wider economic competitiveness as a key factor contributing to their future success.

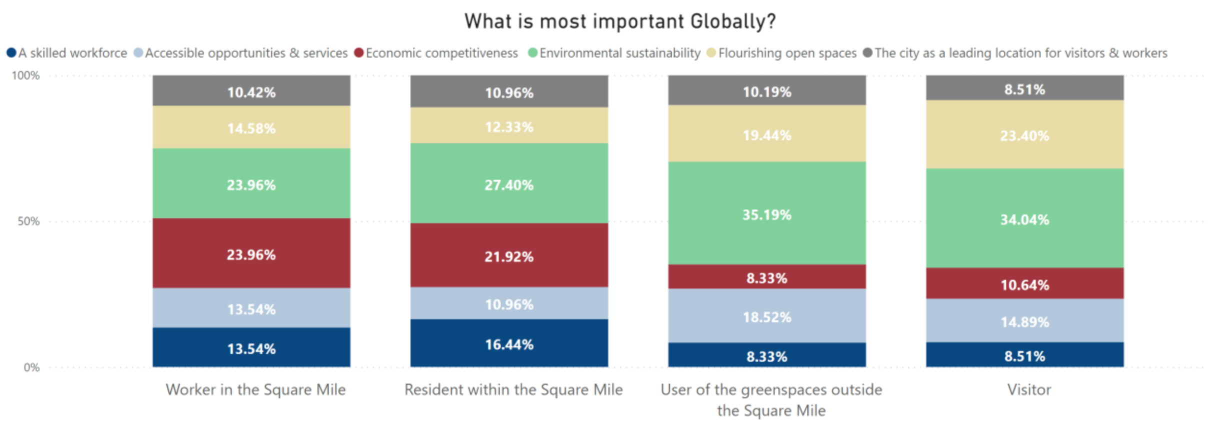


Note: Visuals focus on the main themes and most common connections to the city and will not include all themes and connections

What is most important globally?

Environmental sustainability scored highest here amongst all place-based questions; This could imply that respondents believe City Corporation's major contribution globally is towards environmental sustainability (as opposed to other activity), it may also reflect the high level of awareness of the climate crisis and environmental degradation amongst our stakeholders. **Visitors** and **users of green spaces** gave economic competitiveness less importance over **workers in the square mile**, while responses from **workers in the square mile** attached equal importance to 'Economic competitiveness' and 'Environmental sustainability'.

In terms of socio-economic background and age there is universal agreement in a global context on the value of 'Environmental Sustainability,' 'Economic Competitiveness' and 'Flourishing open spaces'.



Conclusion

The volume of contributions during window of the survey has been a success, with the conversion rate also proving to be a higher-than-average percentage. The number of contributors who volunteered personal information also proved helpful to produce intersectional insight and analysis.

In terms of respondent information, when compared to census data on residential population and data on workforce population, the group of respondents does not encompass the full diversity of the city in terms of age, ethnic background, and socio-economic background. Nevertheless, the information gathered helps inform the Corporate Plan 2024-29, and allows for more insight into our broad range of stakeholders. Overall, this demonstrates the value of ongoing efforts made by City

Corporation of growing stakeholder engagement and understanding our stakeholder needs and values.

For the purposes of this survey there is very limited reliable information about the demographic makeup of the largest group of respondents, the ‘users of greenspaces’, so it is not known whether there is proportional representation for this group.

There is unanimous agreement by stakeholders on the value of environmental sustainability and flourishing open spaces with very limited differences between demographic and connection to the city. Contributions to the survey highlight the importance of environmental issues and flourishing open spaces: this may reflect stakeholder concerns regarding the environment as well as the desire and need for access to green / open spaces post pandemic.

In terms of the intersectionality between demographics and themes there is a greater importance placed on economic competitiveness for workers from a professional background, and younger respondents, which may reflect their focus and needs. There is slightly more importance placed on services and accessibility for stakeholders from a lower socio-economic background, areas which could be perceived as key determinants for experiencing successful livelihoods/outcomes.

Appendix 2 c: Some of the strategies and major programmes identified as core to the Corporate Plan 2024-29 & list of sources

Of the City Corporation strategies in delivery or development, the following have been initially identified as key to the Corporate Plan 2024-29 draft outcomes, particularly for performance measurement.

Extant Strategies	Strategies in development / to be developed
• Air Quality Strategy 2019-2024	• Adult Social Care Strategy
• Anti-Social Behaviour Strategy 2022-2025	• Barbican Strategic Framework
• Biodiversity Action Plan 2021-2026	• Circular Economy Strategy
• Bridging London Strategy 2020-2045	• City of London Joint Health and Wellbeing Strategy 2023-2027
• Children's and Young People's Plan 2022-2025	• City Plan 2040
• City of London Police Policing Plan 2022-25	• Digital, Data and Technology Strategy 2024-2029
• City of London School Strategic Vision 2019-2024	• EDI Strategy
• Climate Action Strategy 2020-2027	• Natural Environment Strategy
• Competitiveness Strategy 2021-2025	• People Strategy 2024-2029
• Destination City 2022-	• Small and Medium Enterprises (SME) Strategy
• Early Help Strategy 2023-2026	• Social Housing Management Plan
• Education, Skills and Cultural and Creative Learning Strategies 2019-2024	• Utility Infrastructure Strategy
• Guildhall School of Music and Drama Strategic Plan 2023-30	
• Homeless and Rough Sleeping Strategy 2023-2027	
• Investment Property Strategy (reviewed annually with a rolling 5-year horizon)	
• Library Strategy 2021-2023	
• Noise Strategy 2016-2026	
• Procurement Strategy 2020-2024	
• Safer City Partnership 2022-2025	
• Social Mobility Strategy 2018-28	
• Square Mile Sport Strategy 2023-2030	
• Transport Strategy 2024-2044	

Some major City Corporation projects and programmes

- Bank Junction Traffic and Public Realm
- Barbican Renewal
- City of London Boys School - Phases 1, 2 and 3
- Climate Action and Net Zero ambitions
- Cool Streets and Greening Programme
- Cycling Programme
- Delivery of excellent public services
- Destination City
- Enterprise Resource Planning (ERP)
- Guildhall Refurbishment Masterplan
- Guildhall Yard East (City of London Police)
- Housing Delivery
- Income Generation

- Liverpool Street Area Healthy Streets Plan
- Moorgate Traffic
- Operational Property Review
- Parliament Hill Athletics Track Resurfacing
- Salisbury Square development
- Smithfield and Billingsgate Markets Co-Location
- Smithfield redevelopment
- St. Paul's Gyratory and Public Realm Project
- Vision for Economic Growth
- Wanstead Park Ponds

Sources include:

- Avison Young
- City Property Association
- Evening Standard
- EY
- Gov.uk
- Greater London Authority
- Institute for Government
- Institute of Fiscal Studies
- Knight Frank
- LG Inform
- Met Office
- National Audit Office
- Office for National Statistics (ONS)
- Resolution Foundation
- The Global City (CoLC)
- The Health Foundation
- WHO
- Z/Yen