



Creating and facilitating the leading future world class City

Our ambitions are:

- ★ To provide the capacity for future resilience and sustainable growth.
- ★ To maximise connectivity
- ★ To create an environment for innovation and technology
- ★ To support urban well-being by providing a distinctive, secure and healthy place to work, visit or live.
- ★ To shape a relevant physical infrastructure
- ★ To provide high quality, effective and relevant services for a world class City.

What we do is:

- Help promote and position the City to compete with other world class cities ★★
- Ensure the City is a welcoming, safe and inclusive place for visitors, workers and residents ★
- Improve public spaces to provide a thriving urban centre ★★
- Secure and support innovation to advance technological solutions to major challenges ★★
- Lead the way in creating a SMART city which supports modern workforces ★★
- Enable the development of high class architecture to ensure high quality choice of business space ★★
- Develop innovative approaches to safeguarding and sustaining our heritage, built and natural environment ★★

2017-18 budget:

	Exp £'000	Inc £'000	Net £'000
Local Risk	30,889	(15,227)	15,662
Central Risk	6,558	(11,885)	(5,327)
Recharges	16,725	(2,418)	14,307
Total	54,172	(29,530)	24,642

CIL income 16/17 £19,515,390
DBE pot is 40% £7,806,156

S106 Income 16/17 £1,133,588 (in relation to DBE specific schemes)

Capital programme value 2016/17 £34m, overall lifetime value of forecast project expenditure £199M

Our top line objectives are:

1. Advancing a flexible infrastructure that adapts to increasing capacity and changing demands. ★★
2. Promoting the construction of high quality, inspiring buildings which attract diverse uses and users ★
3. Developing a 'smart city' approach through use of data and technology ★★
4. Creating an environment that motivates creativity and innovation ★★
5. Enabling digital connectivity that meets business and lifestyle needs ★★
6. Creating an accessible city which is stimulating, safe and easy to move around in ★★
7. To lead and initiate research into microclimate issues for the benefit of London and the UK, and to minimise impact of climate change ★★
8. Empowering a rich and thriving social and cultural offer ★
9. Improving quality of life for workers, residents and visitors ★★

What we'll measure:

- Successful implementation of the experimental Bank Junction scheme to reduce traffic related accidents without increasing average journey times ★★
- Deliver approved/built space in line with the local plan targets ★★
- Our readiness to be an early adopter of 5G ★★
- Improved traffic flow ★★
- Production of comfort criteria guidance and adoption ★★
- Deliver transformative initiatives that change the look and feel within the Cultural Hub Area ★
- Improved air quality ★
- A successful 2017 'Sculpture in the City' creating a more stimulating and engaging urban environment ★
- Open a vibrant new community space at Aldgate Public square. ★★



Department of the Built Environment

At a Corporate level we will contribute to the Cultural Hub programme and will lead the Gigabit and Smart City programmes. At a departmental level we have developed a portfolio which will support our ambitions and prioritise our work going forward. The prioritised programmes within this portfolio are listed below. A number of identified projects within these programmes will be assured by the Department's Senior Leadership Team whilst the progress of other projects will be assured by divisional senior management teams. The Department's portfolio is:

1. **Cultural Hub programme:** creation of an attractive new retail and cultural offer in the area ★★☆☆
2. **Gigabit City programme:** improved digital connectivity across the City ★★☆☆
3. **Smart City programme:** use of smart-enablement and collaborative innovation to be more intelligent and efficient ★★☆☆
4. **Strategic Transport programme:** deliver a strategic approach to movement in the City which improves traffic flow and air quality whilst continuing to meet the needs of businesses ★★☆☆
5. **Strategic Infrastructure programme:** support and accommodate major infrastructure initiatives to secure the best outcome for the City ★★☆☆
6. **Road Danger Reduction and Active Travel programme:** highway and public realm changes which reduce traffic related injuries and encourages greater levels of cycling and walking ★★☆☆
7. **Future Public Space programme:** provide distinctive, attractive, inclusive spaces in which to work, live and enjoy ★★☆☆
8. **Cleansing and Waste programme:** future provision of the City's waste and street cleansing services ★★☆☆
9. **Eastern Cluster Estate Management programme:** an estate based approach to the ECC which includes consideration of security; highway network operation and cleansing/maintenance; planning and public space while recognising the area's increasing workforce ★★☆☆
10. **Policy and Strategy programme:** adoption of the Local Plan and other strategies and policies which inform and direct how future development and provision within the City will look, feel and operate ★★☆☆
11. **Foremost Services programme:** Provision of high quality, continually improving and reviewed, relevant services which provide excellent services to businesses, residents, workers and visitors ★★☆☆

How we plan to develop our capabilities this year:

- Continue to develop and expand effective partnerships
- Think strategically to link in with the People, Place, Prosperity Steering groups and Summit Group
- Develop our presence through communication and promotion
- Advance a consistent approach to programme and project management.
- Embrace and implement new technologies to modernise and enhance business processes
- Develop succession plans, undertake talent management and consider career development opportunities.
- Establish a more courageous and radical approach to problem solving and service improvement
- Better understanding of international cultural differences and changing business needs

What we're planning to do over the coming years

- Managing intensification, diversification of the City and the changing nature of its workforce
- Ensure we have the expertise within the department to deliver a future world class city
- Build on our intellectual capital to develop smart solutions
- Provide relevant, high quality end to end services for City developments
- Create a new public and performance space, piloting latest technologies and innovations
- Transformation of Bank Junction
- Facilitate relocation of Museum of London and the Centre for Music

What we'll measure:

- Deliver a series summer arts initiatives within the Cultural Hub area ★
- Cultural Hub Look and Feel strategy adopted ★★
- Deliver a world leading gigabit WiFi network ★★☆☆
- Deliver smart city 'quick win' projects ★
- City transport strategy adopted ★★☆☆
- Reduce the amount of freight using the City's streets ★★☆☆
- Increase in businesses using consolidation centres ★★☆☆
- Reduction in the number people injured in road traffic accidents ★
- Adoption of Road danger reduction strategy ★
- Improved air quality where public space has been enhanced ★★
- Percentage of land which has unacceptable levels of litter, detritus, graffiti and flyposting ★★☆☆
- Waste strategy adopted ★★☆☆
- Use of Healthy street criteria within the Eastern City Cluster ★★☆☆
- Establish collaborative estate management approach to the Eastern City Cluster ★★☆☆
- Revised Local Plan, fully consulted and adopted ★★☆☆
- Increase in office floorspace stock and employment ★★
- Strong SME presence and broader range of occupiers ★★☆☆
- DBE portfolio assurance implemented ★
- Building control options appraisal completed ★