

# Our (draft) Corporate Plan for 2018 – 23

## Our vision

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.

## We aim to...



*By strengthening the connections, capacity and character of the City, London and the UK for the benefit of **people who live, learn, work and visit here.***

Everything we do contributes towards the achievement of twelve outcomes:

### Contribute to a flourishing society

1. People are safe and feel safe.
2. People enjoy good health and wellbeing.
3. People have equal opportunities to enrich their lives and those of others and reach their full potential.
4. Communities are cohesive and have suitable housing and facilities.

### Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible.
6. We have the world's best regulatory framework and access to global markets.
7. We are a global hub for innovation and enterprise.
8. We attract and nurture relevant skills and talent.

### Shape outstanding environments

9. Our spaces are secure, resilient and well-maintained.
10. Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.
11. Our spaces are digitally and physically well-connected and responsive.
12. Our spaces inspire excellence, enterprise, creativity and collaboration.

## Who we are

The Square Mile is the historic centre of London and is home to the 'City' – the financial and commercial heart of the UK. Our reach extends far beyond the Square Mile's boundaries and across private, public and voluntary sector responsibilities. This, along with our independent and non-party political voice and convening power, enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world-stage.

## Our responsibilities

Beyond our statutory duties for the City, London and the UK, we are also responsible for a wide portfolio of work and institutions both inside and outside the Square Mile.

**[Insert infographic(s) to be approved, which show our responsibilities within and beyond the Square Mile and how the City contributes to the UK's public purse]**

## The coming five years

2018-23 is likely to be another period of significant change on a global, national and regional level, bringing with it significant threats as well as opportunities.

Preventing climate change, terrorism and cyber-crime, and countering their effects, will remain high priorities. So too will retaining the UK's competitiveness, in the context of Brexit, increases in the cost of living and reductions in public sector spending.

Disruptive changes, such as the digitisation of our work and personal lives, are likely to bring both threats and opportunities to our residents, workers, visitors, partners and our own organisation.

And, of course, things will happen that we're not expecting but that we will want to respond to positively and constructively.

## Our commitments

To do so, we will need to be relevant, responsible, reliable and radical as an organisation. We will need to think and act strategically and at pace. And we will need to ensure that everyone can share in the benefits we aim to create.

As individuals we will need to be open: to unlocking the full potential of our many assets – our people, heritage, green and urban spaces, funds, data and technology; to trying new things and learning as we go; and to working with our stakeholders and partners who share our aims.

## How we'll use this plan

This plan is designed to be used as a strategic framework to guide our thinking and decision-making and help ensure that everything we do takes us closer to achieving our vision.

It sets out our vision, the aims and outcomes that drive us, our responsibilities, challenges and commitments and the high-level actions we'll take to help our elected Members and staff see where to focus their efforts to achieve sustainable systemic change.

In year one we will use it to develop our strategic priorities, to decide how best to go about delivering them, to allocate resources towards pursuing them and to find out what effect we are having as a result.

Over the five-year term of the plan we will use it to identify where we need to innovate, with whom we can collaborate and how we can align and drive all our activities to achieve the greatest possible impact on the things we feel are important.

# To contribute to a flourishing society

We will...

## 1. People are safe and feel safe

- Prepare our response to natural and man-made threats.
- Tackle terrorism, violent and acquisitive crime, fraud, cyber-crime and anti-social behaviour and facilitate justice.
- Protect consumers and users of buildings, roads and open spaces.
- Safeguard children, young people and adults at risk.
- Educate and reassure people about safety.

## 2. People enjoy good health and wellbeing

- Promote equality in health through outreach to our working, learning and residential communities and better service design and delivery.
- Raise awareness of factors affecting mental and physical health.
- Provide advice and signposting to activities and services.
- Provide inclusive access to facilities for physical activity and recreation.

## 3. People have equal opportunities to enrich their lives and those of others and reach their full potential

- Promote and champion inclusion, diversity and social mobility.
- Provide access to world-class education, heritage, culture and creative learning opportunities to people of all ages, abilities and backgrounds.
- Promote effective transitions and progression through education and fulfilling employment.
- Persuade more employers to open up opportunities to a more diverse talent pool.
- Advocate the removal of institutional barriers and structural inequalities.
- Bring individuals and organisations together to create social value through the giving and receiving of time, skills, knowledge, advice and money.
- Cultivate excellence in academic and sporting achievement and creative and performing arts.

## 4. Communities are cohesive and have suitable housing and facilities

- Facilitate opportunities for communities and sectors to come together and share their experiences, learning and perspectives.
- Reach out to children, young people and adults at risk to provide and facilitate activities that support social wellbeing and cohesion.
- Provide access to suitable workspaces, housing and community facilities.
- Deliver more homes and better meet social housing needs.

## To support a thriving economy

We will...

### 5. Businesses are trusted and socially and environmentally responsible

- Protect, enhance and promote the ease, reliability and cost-effectiveness of doing business here.
- Trial, share and advocate new ways of delivering inclusive and sustainable growth.
- Engage directly with organisations to encourage, influence, advise, support, celebrate and replicate responsible practices.
- Promote green finance and responsible investment initiatives.
- Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money.

### 6. We have the world's best regulatory framework and access to global markets

- Influence UK and global policy and regulation and international agreements to protect and grow the UK economy.
- Promote and enhance the UK's reputation as a world-leading global centre for commerce, culture, creativity and education.
- Promote regulatory confidence founded on the rule of law.
- Lead nationally and advise internationally on the fight against economic and cyber-crime.
- Attract and retain investment and promote exports of goods and services across multiple global markets.

### 7. We are a global hub for innovation and enterprise

- Champion business growth, diversity and sustainability in new and emerging, small and medium-sized, and large and established enterprises.
- Support organisations in pioneering, preparing for and responding to changes in markets, products and ways of working.
- Strengthen local, regional, national and international relationships to help identify and secure new opportunities for business, collaboration and innovation.
- Promote London and the UK as open to business and enterprise.

### 8. We attract and nurture relevant skills and talent

- Identify future skills needs, shortages and saturations and nurture a relevant and sustainable skills pipeline.
- Create opportunities and promote investment in talent.
- Promote the Square Mile, London and the UK as attractive and accessible places to work and our industries as exciting and accessible career choices.
- Protect and enhance access to global talent.

## To shape outstanding environments

We will...

### 9. Our spaces are secure, resilient and well-maintained

- Build resilience to natural and man-made threats by strengthening, protecting and adapting our infrastructure and our built and natural environments, directly and by influencing others.
- Maintain our buildings, roads and open spaces to high standards.
- Provide and maintain a secure public digital environment.

### 10. Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.

- Improve air quality.
- Provide a clean urban environment.
- Provide thriving and biodiverse green spaces and urban habitats and champion urban greening.
- Protect and conserve historic green and open spaces for current and future generations.
- Provide environmental stewardship and advocacy, in terms of use of resources, emissions, conservation, greening, biodiversity and enabling access to nature.
- Influence UK and global policy and regulation and international agreements to protect the environment.

### 11. Our spaces are digitally and physically well-connected and responsive

- Champion and facilitate a world-leading digital experience, both within buildings and outdoors.
- Develop and trial smart innovations.
- Advocate ease of access via air, rail, road and river.
- Improve the experience of arriving in and moving through our spaces.
- Promote the animation of buildings, streetscapes and public spaces.
- Adapt our spaces to meet changing needs.

### 12. Our spaces inspire excellence, enterprise, creativity and collaboration

- Create and transform buildings, streets and spaces for people to admire and enjoy.
- Curate a vibrant, attractive and complementary blend of uses of space, designing out crime and anti-social behaviour.
- Protect, curate and promote world-class heritage assets, cultural experiences and events for enrichment, inspiration and learning that is accessible to all.
- Champion a distinctive and high-quality hotel, shopping, food and drink offer and provide excellent spaces for markets to thrive.