

**We help strengthen the City's competitiveness as the world's leading financial and professional services centre for the long term, so that the City continues to drive prosperity across London and the UK.**

### **Our ambitions are that:**

- Our businesses are trusted and socially and environmentally responsible.
- We have the world's best regulatory framework and access to global markets.
- We are a global hub for innovation and enterprise.
- We attract and nurture relevant skills and talent.

### **What we do is:**

We partner with key decision makers and thought leaders in government and business to:

- Shape the policies that determine the future success of financial and professional services in London and the UK's prosperity.
- Promote the strengths, offer and value of the UK's financial and professional services sector and business environment, with stakeholders in the UK and internationally.

This work is enabled by our top-quality research and engagement with key markets through offices in Brussels, India and Greater China.

### **Our budget is:**

	£'000
RBSL	1,200
Research and Marketing	861
Financial and Professional Services	4,589
Events	202
<b>Total</b>	<b>6,853</b>

### **Our top line objectives are:**

#### **Our businesses are trusted and socially and environmentally responsible**

- **Purposeful business:** FPS businesses identify and commit to a wider social purpose, which drives trustworthy practices in support of growth and positive societal impact.
- **Green Finance:** Ensure that London is the best capital market hub for Green Finance, encouraging leadership from within the sector and in Government and engaging with key markets, such as China.

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

- **EU Market Access:** Achieve the best possible outcome from the BREXIT negotiations and prepare for the 'new normal' of engaging with Brussels.
- **International Market Access:** Develop and strengthen access to London's most important markets including both mature markets, such as the USA, and emerging markets, such as China, and Commonwealth markets, such as India. Engage with emerging global trends and prepare for post-Brexit engagement with markets beyond the EU.
- **Regulatory Framework:** Ensure high standards in the UK and promote global regulatory coherence
- **Foreign Direct Investment:** Support and enable the movement of new FPS business into London and the UK.
- **Retention, Expansion & Exports:** Encourage FPS firms to remain in, expand across and export out of the UK.

#### **We are a global hub for innovation and enterprise**

- **Innovation:** Establish and entrench London's position as the global hub for business innovation and in emerging sectors, including FinTech and Cyber.
- **Access to Finance:** transformative growth finance is available in appropriate volumes for innovative businesses with high growth potential in London and the wider UK

### **We will measure**

- The commitment and capability of the Leaders of Tomorrow to embed trustworthy practices in their organisations
- Secure levels of sponsorship and buy-in for the Green Finance Initiative
- Engagement with the IRSG's proposals on FPS priorities in Brexit negotiations
- Positioning of CoL as voice of UK FPS with decision makers in key markets, including China, India and the US.
- Engagement with the Commonwealth Business Forum and delegate feedback
- Depth of relationship with trade association partners
- Number of accounts managed and feedback from those partners
- Number of FDI projects co-managed with London & Partners and volume of projects landed
- Successful Lord Mayor's visits; the size and strength of business delegations and

### We attract and nurture relevant skills and talent

- **Skills and Talent:** FPS firms have access to the talent and skills necessary to maintain the City's status as the top global financial hub by advocating for international and domestic talent.

To make a 2% budget saving, we are prioritising:

- Continued close collaboration across EDO teams and with other departments to support efficient ways of working
- Continuing to seek alternative sources of external funding, for example external partners and sponsorship, for individual projects where applicable
- Ensuring that the corporate and department goals are used to prioritise activities, in particular as a way of shaping new activities and reducing or discontinuing others.

Within **CORPORATE PROGRAMMES** we will:

- Drive a step-change in how the Corporation manages relationships with business and support the integration of strategic engagement and events.
- Work with Mansion House on a high-profile programme of international visits to engage with business priorities
- With Remembrancers, deliver a series of targeted business engagement events.
- Continue to provide high quality briefing, reports and statistical information to the wider Corporation and senior representatives, supporting the Corporation's Knowledge and Information sharing.
- Support the Corporation's Employability strategy and Education strategy
- Work with the CoL Police to develop the Corporation's Cyber Security Strategy
- Drive forward EDO's internal responsibility commitments to diversity, opportunity and environmental responsibilities.

delegate feedback

- Recognition of CoL as a strong partner in innovation and emerging sectors by government and the sector
- Progress in establishing partnerships to help address the growth-finance gap.
- Frequency of meaningful engagement with government and business on key areas of skills and talent policy and practice

- Feedback from EDO's stakeholders through surveys and other engagement
- Feedback from senior representatives on the quality of our support
- Engagement from key partners with our international visits
- EDO's responsible business targets

### How we plan to develop our capabilities this year

- Embed the City's expanded Brussels operation to deliver a step-change in the Corporation's presence and reach with critical decision makers.
- Embed the CityDynamics tool and a new approach to relationship management across EDO
- Establish the Green Finance Initiative on a firm and sustainable footing, to build on its strong and growing profile.
- Develop strategic engagement plans for senior officers and representatives
- Develop our communication and promotion with a particular focus on ensuring that we are effectively communicating the work that we undertake
- Increase our engagement with non-EU stakeholders in Asia, the USA and in London to support macro trends (e.g. Belt and Road Initiative)
- Improve our induction process so new starters have a good understanding of issues right from the beginning
- Promote a clear vision for the role of EDO as part of the wider City Corporation plan and increase cross cutting work between the different EDO teams and with departments across the Corporation.
- Continue to strengthen effective strategic partnerships with government, business and other entities

### What we're planning to do in the future:

- Work with the 'new normal' in Brussels: working with the sector to engage Brussels under the 'new normal' post-Brexit.
- Engagement with international regulators: increasing engagement with international regulators and work on stronger regulatory coherence to open up markets.

