



Recovery Taskforce (RTF): Interim Report

P&T - 5 January 2021
P&R – 21 January 2021



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The Recovery Task Force will provide the Corporation's long-term response to current challenges....

The challenge

- The prosperity of cities across the world is under threat. The pandemic has introduced new challenges and accelerated global trend.
- These are testing times. Cities will need to help shape the new environment in order to thrive. They will also need to enable businesses to recover from potentially significant economic losses during the pandemic
- The Corporation can help the City to adapt and meet changing demands. We will do this by developing and implementing an actionable five-year blueprint for the Square Mile that will help the Square Mile to remain internationally competitive and locally vibrant.

The aim of the Task Force

- The pandemic will accelerate change, so that global hubs will have a critical but evolving role in the future. Firms will want to get their people together to coach, collaborate, create, and nurture a community. Workers want flexible work patterns, the buzz of working closely with others, and a place with a vibrant offer.
- We aim to ensure that the Square Mile remains a great place to invest, work, live and visit. By seizing the opportunities, the City can remain a powerhouse for creating jobs and growth, in collaboration with the rest of London and the UK.
- Pre-Covid, the Corporation had already developed a portfolio of initiatives to assure its future as an international hub. The pandemic requires these existing strategies to be accelerated or adapted. By integrating the key actions, and bringing in new ideas, we can create a compelling vision for the future success of the City. This will support the City's evolution towards being the world's most innovative, inclusive and sustainable business eco-system.



We will focus on a critical mission:

*Ensure the Square Mile is **the world's most innovative, inclusive and sustainable business eco-system**, an attractive place to invest, work, live and visit.*



The RTF is focusing on four dimensions...



World-class business ecosystem
(i.e. thriving businesses with innovation and growth opportunities)

Competitiveness Strategy; London Recharged; Climate Action



Vibrant offer (retail, hospitality, culture, tourism)
(i.e. what makes it fun and exciting to be here, attracting talent and visitors)

Culture Strategy; Visitor Strategy; Culture & Commerce Taskforce



People (i.e. attracting the best and brightest)



Outstanding environments (i.e. the right workspaces, environment, and infrastructure)



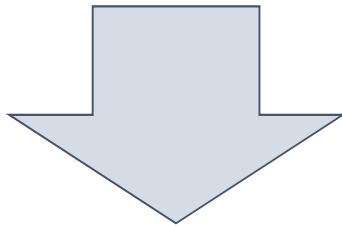
The Recovery Task Force will create a 5-year blueprint which is actionable

- **The Recovery Taskforce will create a Blueprint which...**
 - ...**Will capture COL's priority policies, activities and collaborations** in the Square Mile, helping us focus on the "big moves"
 - ...**Will provide structure to our response to the changing context** from COVID and structural trends that are shifting demands and expectations of the Square Mile
 - ...**Will not attempt to provide an exhaustive list of all COL initiatives** (in the Square Mile or London more broadly), but rather **those that enable our mission**
- **The target vision is focused on how we can attract business to the Square Mile and enable them to thrive and grow** through the following dimensions:
 - Outstanding environments (i.e. the right workspaces, environment, and infrastructure)
 - World-class business ecosystem (i.e. thriving businesses with innovation and growth opportunities)
 - Vibrant offer (retail, hospitality, culture, tourism) (i.e. what makes it fun and exciting to be here, attracting talent and visitors)



We are building the blueprint using a 'top down' and 'bottom up' approach

Approach summary



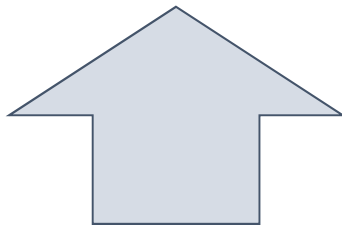
'Top down' approach

Activities: define the narrative, articulating the target outcomes and vision

Purpose: Ensures blueprint reflects bold ambition for the Square Mile's future; and enables prioritisation of policies for action



Gaps to be identified where existing actions ('bottom up') do not enable target outcomes and vision ('top down')



'Bottom up' approach

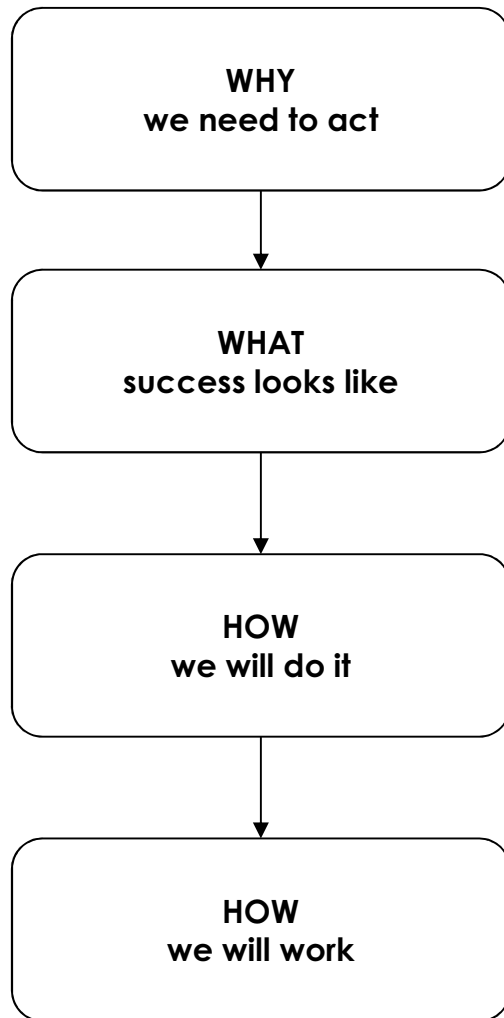
Activities: review COL's existing strategy materials and determine the priority enablers that can help to deliver the RTF mission

Purpose: Ensure blueprint reflects actions already defined by COL, including policies already in flight



The 'top down' approach provides the narrative

Our mission is to ensure the Square Mile is the world's most innovative, inclusive and sustainable business eco-system, an attractive place to invest, work, live and visit



- Global social and economic **trends necessitate change** within urban centres around the world. The pandemic has accelerated these trends.
- **There is an opportunity, but the City must act quickly** to embrace it while addressing the challenges of COVID opportunity and meeting the changing demands of business and individuals

- The City **attracts talented people and businesses to the Square Mile, enabling them to thrive & grow**
- As a result, **City is the world's pre-eminent hub for FS, PS and tech firms** – with innovation, inclusivity, and sustainability at its heart

- We will '**unlock**' our vision of success through the following dimensions:
 - **Outstanding environments** with the right workspaces, environment, and infrastructure
 - **World-class business ecosystem** enabling thriving businesses
 - **Vibrant offer (retail, hospitality, culture, heritage, tourism)** that makes it fun and inspiring to be here, attracting talent and visitors

- **Internally:** we will streamline our existing efforts into a 'blueprint' of high priority, high impact activities. We will partner across the Corporation to deliver
- **Externally:** we will validate with key stakeholders (e.g. business leaders), and define delivery models with external partners



The 'bottom up' approach identifies the enablers for the blueprint

We have conducted a comprehensive review of the most relevant COL strategies to short-list priority enablers that will help us to achieve the RTF mission

Approach summary

1. **Review COL strategies¹** most relevant to the RTF mission in detail
2. **Create long-list actions ('enablers')** outlined within those strategies
3. **Prioritise actions/'enablers'** based on **which can deliver most impact for the RTF mission**
4. **Test and refine with key stakeholders** (e.g. via workshops, 1:1 engagement with Chairs)

Drill-down into steps #2 and 3

Big Moves and Outcomes	
- 1. Ensure the City is a great place to walk & cycle	
- A. The streetscape offers many cycling and walking routes, making the City a great place to transit through. People feel comfortable using the street space (safe, clean, accessible, walk/cycle friendly)	
- Must Have	
Apply a minimum cycling level of service to all streets	
Ensure new developments contribute to improving the experience of cycling in the City	
Ensure new developments contribute to improving the experience of walking and spending time on the City's streets	
Ensure on-street security measures are proportionate and enhance the experience of spending time on our streets	
Incorporate protection from adverse weather in the design of streets and the public realm	
Increase the	
Prioritise w	
Promote anc	
Promote anc	
Put the need	
ref	Policy (with duplicates)
Should Have	1 Embed the Health Streets Approach in transport planning and delivery
Complete th	2 Put the needs of people walking first when designing and managing our streets
Develop anc	3 Complete the riverside walkway and improve walking connection between the riverside and the rest of the City
Enhance the	4 Enhance the Barbican high walk
Improve cycl	5 Ensure new developments contribute to improving the experience of walking and spending time on the City's streets
In parallel, i	6 Promote and celebrate walking
Make the be	7 Provide more public space and deliver world-class public realm
Work with th	8 Incorporate more greenery into the City's streets and public spaces
	9 Reduce rainwater run-off on City streets and public realm
	10 Incorporate protection from adverse weather in the design of streets and the public realm
	11 Take a proactive approach to reducing motor traffic
	12 Design and manage the street network in accordance with the City of London Street Hierarchy
	13 Use timed and temporary street closures to help make streets safer and more attractive places to walk, cycle and sp
	14 Make the best and most efficient use of the kerbside and car parks
	15 Support and champion the 'Turning the Corner' campaign
	16 Develop and apply the City of London Street Accessibility Standard
	17 Keep pavements free of obstruction
	18 Keep pedestrian crossings clear of vehicles
	19 Support and champion accessibility improvements to Underground stations
	20 Apply the safe system approach and the principles of road danger reduction to deliver Vision Zero
Dimension	Big Move
Outstanding Environme	1. Ensure the City is a great place to walk & cycle
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Vibrant Offer	9. Create vibrant and engaging public realm
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Outstanding Environme	1. Ensure the City is a great place to walk & cycle
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Outstanding Environme	2. Invest in the infrastructure of tomorrow
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Example enablers to be prioritised for RTF mission

- Create a SME outreach network
- Facilitate collaborative action on air pollution in London
- ...

1. Includes transport, climate, London Recharged, and culture strategy. Additional review of Local Plan, social mobility; digital skills; responsible Business; air quality. Strategies in development to consult further as required: biodiversity, cultural re-growth, competitiveness



The RTF Preliminary Blueprint is driven by 9 Big Moves

Our mission is to ensure the Square Mile is the world's most innovative, inclusive and sustainable business eco-system, an attractive place to invest, work, live and visit

Dimension	'Big move'	Outcome
World-class business ecosystem (i.e. thriving businesses with innovation and growth opportunities)	1. Curate thriving innovation ecosystems in strategic sectors	A. Square Mile is London's (and the world's) innovation and thought leadership hub , especially for green finance, fintech, the creative industries, and AI
	2. Enable high potential business to start, adapt, and grow	B. Square Mile is the best place to establish, grow, and transform your business
	3. Be inclusive and outward looking	C. To broker growth in strategic sectors , the Square Mile is a catalyst for cross-industry and cross-geo. partnership, attracting experts from all over London & the globe and breaking down industry siloes
	4. Open London's opportunities to everyone	D. The Square Mile fosters talent and equips people to succeed , especially within FPS and tech
Vibrant offer (retail, hospitality, culture, tourism) (i.e. what makes it fun and exciting to be here, attracting talent & visitors)	5. Create a vibrant and engaging City offer	E. The Square Mile provides a vibrant retail, hospitality and cultural offering that is engaging, dynamic, and animated. F. The Square Mile provides a sense of belonging to an extremely diverse range of people, cultures and capabilities. It celebrates and prioritises its diversity, and has an "open border" with greater London
	6. Invest in the infrastructure of tomorrow	G. Square Mile has the infrastructural 'underpinnings' that enable it to adapt to (and foresee) changes in user demands, tech and climate, inc: flexible and adaptable office space ; resilience, renewal energy, universal broadband, and 5G H. Emerging tech (e.g. 'Smart City' technologies) is easily piloted within the Square Mile . Solutions are adopted based on impact
Outstanding environments (i.e. the right workspaces, environment, and infrastructure)	7. Ensure the City's streets and spaces are great places to spend time	I. The City's streets are safe, accessible and attractive places to walk, cycle and spend time . Residents, workers and visitors enjoy high quality and engaging public realm.
	8. Embrace data as a social utility	J. The Square Mile routinely explores how real-time (anonymised) data can be used to solve City challenges , enabling solutions for widespread use
	9. Make sustainability part of the Square Mile's DNA	K. Sustainability is central to the Square Mile's built infrastructure and planning efforts (e.g. circular economy; renewable energy targets; strict green standards in new and existing builds; fewer, cleaner motor vehicles)



The Big Moves are translated into target outcomes, delivered by key enablers (1/5)

Dimension	'Big move'	Outcome	Key Enablers
World-class business ecosystem (i.e. thriving businesses with innovation and growth opportunities)	1. Curate thriving innovation ecosystems in strategic sectors	A. Square Mile is London's (and the world's) innovation and thought leadership hub , especially for green finance, fintech, the creative industries, and AI	<ol style="list-style-type: none"> 1. Agree priority 'strategic' innovation sectors for the Square Mile, investigating Green finance; Fintech; Creative Industries; and AI in particular 2. Provide the right innovation ecosystem by <ul style="list-style-type: none"> – Defining actors required to 'bring to life' innovation within strategic sectors – Determining level of intervention require to facilitate growth in strategic sectors – Promoting existing innovation spaces – Brokering partnerships between organisations to enhance office space
	2. Enable high potential business to start, adapt, and grow	B. Square Mile is the best place to establish, grow, and transform your business	<ol style="list-style-type: none"> 5. Broker and streamline access to growth finance from across the globe, reducing barriers to access across the capital journey 6. Incentivise businesses, esp SMEs, to undergo digital transformations 7. Provide tailored support to SMEs on their decarbonisation journeys, inc. building resilient supply chains; establishing resilient commercial models 8. Further support programmes for emerging entrepreneurs in creative sectors, inc. financial expertise and business advice



The Big Moves are translated into target outcomes, delivered by key enablers (2/5)

Dimension	'Big move'	Outcome	Key Enablers
World-class business ecosystem (i.e. thriving businesses with innovation and growth opportunities)	3. Be inclusive and outward looking	C. To broker growth in strategic sectors, the Square Mile is a catalyst for cross-industry and cross-geo. partnership, attracting experts from all over London & the globe and breaking down industry siloes	25. Broker cross-sector partnerships to foster innovation and collaboration within strategic sectors by <ul style="list-style-type: none"> – Convening networking and collaboration opportunities between business, higher ed., research institutions, and cultural orgs – Establishing cultural and thought leadership programming ideas to enhance the Square Mile's reputation as a collaborative hub 26. Expand on the Corporation's existing UK programme to convene mayors from across the UK to share best practice on specific policy topics (e.g. through roundtables) and participate in global trade missions convened by the Lord Mayor
	4. Open London's opportunities to everyone	D. The Square Mile fosters talent and equips people to succeed, especially within FPS and tech	37. Determine where there are skills shortages and how to promote supply to firms in the Square Mile in an inclusive way. (e.g. through promoting the Square Mile's brand, leveraging the work of the Social Mobility taskforce) 38. Support ongoing career development of FPS and tech workers, through e.g. apprenticeship programmes, trainings aligned to FSSC agenda



The Big Moves are translated into target outcomes, delivered by key enablers (3/5)

Dimension	'Big move'	Outcome	Key Enablers
<p>Vibrant offer (retail, hospitality, culture, tourism) (i.e. what makes it fun and exciting to be here, attracting talent and visitors)</p>	<p>5. Create a vibrant and engaging City offer</p>	<p>E. The Square Mile provides a vibrant retail, hospitality and cultural offering that is engaging, dynamic, and animated.</p> <hr/> <p>F. The Square Mile provides a sense of belonging to an extremely diverse range of people, cultures and capabilities. It celebrates and prioritises its diversity, and has an "open border" with greater London</p>	<p>49. Continue to invest in the City's brand with regards to its 'vibrant offer.' This should include</p> <ul style="list-style-type: none"> - Sharpening definition of City's target audiences & their demands - Tackling perception issues (e.g. City is not seen as a 24/7 city) - 'Integrating' to make offer easier to understand and navigate - Enabling co-location between consumers and producers <p>50. Curate a portfolio of programming and high profile events that will promote the City's brand as an inclusive and vibrant space to audiences within the Square Mile and outside of it. This should include</p> <ul style="list-style-type: none"> - Collaboration across Corporation departments - Enabling supporting planning and development schemes (see 'Outstanding Environments' for further detail) <p>51. Create more connected routes for visitors that reveal the cultural, hospitality and heritage offer including for business visitors.</p> <p>52. Sharpen the City's retail and hospitality offer. This will require</p> <ul style="list-style-type: none"> - Definition of City's key differentiators with respect to retail and hospitality - Understanding how City's retail and hospitality offers can reinforce the other (e.g. on-street dining) - Understanding how the retail and hospitality offering can contribute to City's target audiences (e.g. younger workers) <hr/> <p>63. Be a leader in promoting, celebrating and enabling diversity across the Square Mile (inc. racial, ethnic, social background, LGBTQ, gender). This includes</p> <ul style="list-style-type: none"> - Building on existing interventions that Corporation has already undertaken (e.g. Tackling Racism Taskforce) and existing diversity within the City - Understanding how to reach out to hard-to-reach communities - Improving diversity in decision making bodies & setting targets <p>64. Strengthen the visibility of cultural organisations and sense of welcome within the Square Mile</p> <p>65. Provide opportunities for communities to engage and inform our vibrant offer – engendering sense of ownership and pride</p>



The Big Moves are translated into target outcomes, delivered by key enablers (4/5)

Dimension	'Big move'	Outcome	Key Enablers
<p>Outstanding environments (i.e. the right workspaces, environment, and infrastructure)</p>	<p>6. Invest in the infrastructure of tomorrow</p>	<p>G. Square Mile has the infrastructural 'underpinnings' that enable it to adapt to (and foresee) changes in user demands, tech and climate, inc: flexible and adaptable office space; resilience, renewal energy, universal broadband, and 5G</p>	<ul style="list-style-type: none"> 68. Pilot transformation of office stock to support new uses, inc. hyperflexible spaces 69. Establish a best-in-class communications strategy that includes e.g. 5G, broadband being widely available across the Square Mile 70. Develop a Square Mile renewable energy strategy that ensures a renewable energy network and addresses the existing obstacles to renewable energy today 71. Embed a climate resilience lens into all our decision-making and planning processes 72. Determine what sufficient supply of EV charging infrastructure is, and how this balances against other emerging tech needs 73. Ensure planning policies facilitate where appropriate a) quick response to demands within the public realm, b) meanwhile spaces (e.g. pop-up markets)
		<p>H. Emerging tech (e.g. 'Smart City' technologies) is easily piloted within the Square Mile. Solutions are adopted based on impact</p>	<ul style="list-style-type: none"> 85. Establish an emerging tech programme to <ul style="list-style-type: none"> – Create a working group to define and push forward agenda – Identify 'smart city' technologies that could be deployed to resolve specific needs, e.g. logistics – Identify barriers to delivery, mitigation plan and potential working partners to support delivery – Support and facilitate trials to assess the benefits and impacts of emerging technologies and accelerate the development of appropriate solutions
	<p>7. Ensure the City's streets and spaces are great places to spend time</p>	<p>I. The City's streets are safe, accessible and attractive places to walk, cycle and spend time. Residents, workers and visitors enjoy high quality and engaging public realm.</p>	<ul style="list-style-type: none"> 96. Put the needs of people walking first when designing and managing our streets 97. Apply the City of London Street Accessibility Standard [Development should be completed by March] 98. Provide more public space and deliver world-class public realm, through e.g. <ul style="list-style-type: none"> – Dedicated space for cultural activities and programming – Enhanced greening and biodiversity – Increased supply of public space, esp. underutilised parts of the estate 99. Create a core network of safe, attractive and accessible cycle routes



The Big Moves are translated into target outcomes, delivered by key enablers (5/5)

Dimension	'Big move'	Outcome	Key Enablers
Outstanding environments (i.e. the right workspaces, environment, and infrastructure)	8. Embrace data as a social utility	J. The Square Mile routinely explores how real-time (anonymised) data can be used to solve City challenges , enabling solutions for widespread use	120. Explore how to operationalise data use cases where specific needs have been identified. This includes <ul style="list-style-type: none"> – Improving energy efficiency within the Square Mile – Creating efficient and safe street space across the Square Mile – Understanding pedestrian behaviours and demand with the Square Mile – Enabling policy decision-making and broader innovation ecosystem development
	9. Make sustainability part of the Square Mile's DNA	K. Sustainability is central to the Square Mile's built infrastructure and planning efforts (e.g. circular economy; renewable energy targets; strict green standards in new and existing builds; fewer, cleaner motor vehicles)	121. Reduce air pollution within the Square Mile (e.g. through collaboration and innovative action) 122. Develop a Square Mile renewable energy strategy 123. Maximise the use of renewable energy sources across our operational buildings (e.g. rainwater re-use, 'green' batteries) 124. Transform the energy efficiency of our operational buildings through the adoption of best available technologies and explore how to retro-fit heritage buildings 125. Work with our partners to create a more climate resilient and diversified energy network across the Square Mile 126. Support and champion a central London Zero Emission Zone (including next generation road user charging) 127. Embrace circular economy principles across our building strategies

3. Approach to stakeholder engagement



Based on the preliminary Blueprint, we will engage externally in the first quarter of 2021

We are engaging with stakeholders across each of the below dimensions to ensure the blueprint has impact



World-class business ecosystem
(i.e. thriving businesses with innovation and growth opportunities)

Competitiveness Strategy; London Recharged; Climate Action



Vibrant offer (retail, hospitality, culture, tourism)
(i.e. what makes it fun and exciting to be here, attracting talent and visitors)

Culture Strategy; Visitor Strategy; Culture & Commerce Taskforce



People (i.e. attracting the best and brightest)



Outstanding environments (i.e. the right workspaces, environment, and infrastructure)



We have segmented stakeholder group for the appropriate conversation/engagement

We will brief stakeholder and capture feedback on the blueprint via bilateral discussion, roundtables, and public engagement

	Type of engagement	Objectives	Activities
Jan	Bilateral discussions <i>1:1's with senior leaders on RTF agenda</i>	<ul style="list-style-type: none"> Inform on direction of travel Receive challenge on enablers (e.g. sufficiently ambitious?) 	<ul style="list-style-type: none"> Test hypotheses underpinning blueprint in open discussion Provide update on progress since last touchpoint (if applicable)
	Roundtables <i>Thematic discussion with specific audience groups</i>	<ul style="list-style-type: none"> Inform on action plan (once sharpened) Receive input on key challenges related to delivery and how to overcome 	<ul style="list-style-type: none"> Present key enablers underpinning blueprint target outcomes Gather input on delivery implications and suitable timing
Late Feb	Public engagement <i>Engagement with COL residents and workers</i>	<ul style="list-style-type: none"> Inform on RTF mission and action plan Answer questions from attendees 	<ul style="list-style-type: none"> Present RTF mission and high level action plan Capture key concerns



Appendix

Recovery Task Force – Recap of Phase 1 Activities

Phase 1: Developing the narrative, fact base and priorities (pre-Christmas)

Phase 2 (post Christmas)

