

Committee(s): Policy & Resources Committee – For Information	Date(s): 8 July 2021
Planning & Transportation Committee – For Information	20 July 2021
Subject: Recovery Taskforce – Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2, 5, 6, 7, 8, 9 and 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
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Summary

This is an update of the implementation of the recommendations of the Recovery Taskforce report, *Square Mile: Future City*, published in April 2021. The Recovery Taskforce was initiated by Members of the Policy & Resources Committee and the Planning & Transport Committee in November 2020, to recommend the actions to be taken to ensure the medium-term economic recovery of the City of London.

Members of the Policy & Resources Committee and the Planning & Transportation Committee will receive quarterly updates on the implementation plan for the rest of 2021.

Recommendation(s)

Members are asked to note the progress made on the implementation of the recommendations of the Recovery Taskforce report, *Square Mile: Future City*.

Main Report

Background

1. The Recovery Taskforce (RTF) was commissioned by the Policy & Resources Committee and the Planning & Transportation Committee in November 2020. Its task was to identify objectives and actions to ensure the Square Mile remains internationally competitive and locally vibrant. The mission of the RTF is to ensure the Square Mile is the world’s most innovative, inclusive and sustainable business ecosystem, an attractive place to work, live and visit.

2. The Policy and Resources Committee and the Planning & Transportation Committee received a report in April 2021 detailing the RTF's recommendations. The *Square Mile: Future City* report was published on 27 April 2021.
3. The project has been led by a small core team from Innovation & Growth (IG), Department of the Built Environment (DBE), Cultural Services, Corporate Strategy & Performance, and Chamberlain's.
4. Following the appointment of the new Deputy Town Clerk & Chief Executive, he will now assume SRO responsibilities for the project.
5. The Recovery Taskforce has built on existing work from the City Corporation including the Culture and Commerce Task Force; the Climate Action Strategy; the draft City Plan 2036; the Transport Strategy and the report *London Recharged*, published in October 2020. The RTF focuses on three dimensions:
 - i. World-class business ecosystem (i.e. thriving businesses with innovation and growth opportunities)
 - ii. Vibrant offer (leisure offer, i.e. retail, hospitality, culture, tourism and recreation)
 - iii. Outstanding environments (i.e. the right workspaces, environment, and infrastructure)
6. For each of the three dimensions we identified six 'Big Moves' to guide our priorities:
 - a. World-Class business ecosystem:
 - i. Enable high-potential businesses to start, adapt and grow
 - ii. Open London's opportunities to everyone
 - iii. Curate thriving innovation ecosystems in strategic sectors
 - b. Vibrant Offer:
 - i. Create and sustain a vibrant and engaging City offer
 - c. Outstanding Environments:
 - i. Shape the future City
 - ii. Provide world-class streets and public spaces
7. The recommendations of the RTF are not an exhaustive list of all actions being taken by the City Corporation to ensure the continued attractiveness of the Square Mile. They are the priority actions required to deliver the vision and attract and retain the talented people we want to work in the City.
8. This report is to update Members on the progress made since the report was launched.

Current Position

World Class Business Ecosystem

9. Innovation & Growth (IG) have held initial discussions with several curators of innovation hubs who may wish to establish or grow their operations within the

Square Mile. The proposals include hubs focused on sustainability and tech innovation. The proposals need further development, but there is the potential to match the providers with property in the City.

10. The inaugural socio-economic diversity taskforce meeting, attended by newly appointed taskforce members, took place on Monday 10 May. The taskforce seeks to improve socio-economic diversity at senior levels in UK Financial and Professional Services. The Chair of the taskforce, Catherine McGuinness hosted and speakers included Commissioning Ministers John Glen, Economic Secretary to the Treasury and Lord Grimstone, Minister for Investment, alongside taskforce Co-Chairs; Alderman Vincent Keaveny, Sandra Wallace (Social Mobility Commission) and Andy Haldane (Bank of England).
11. The taskforce approved the roadmaps for the three respective workstreams (1) Industry consultation, 2) Development of peer network/membership body for financial services focussed on progression and 3) Productivity analysis and next steps for activation.
12. We will be working to encourage employers to collect and share workforce data on socio-economic background (working with Social Mobility Commission). Collecting data is often a challenging process but it is important to track success.
13. Three core asks of people and organisations: Inform - Shape the outputs of the taskforce i.e. share data, contribute to the industry consultation, Influence - raise awareness for the need of greater socio-economic diversity internally and externally, and Improve – Set a baseline, develop a plan for improvement.
14. The City Corporation and the Financial Conduct Authority recently signed an agreement to collaborate on a second phase of the Digital Sandbox. This second phase will see a programme of activity over 12 months that is aimed at spurring tech development and supporting the UK's position as a global hub for innovation. The Digital Sandbox is a virtual eco-system where technology companies can develop and pilot products that are in response to market led problem statements, with the help of tools such as synthetic data and collaboration spaces. It also provides an ecosystem where these participants can receive targeted support from across financial and professional services, regulators, data providers and the investment community. A launch event will be hosted in July to provide further details and a timeline of activity.

Vibrant Offer

15. Across all areas of the Vibrant Offer dimension, projects are moving at pace with marketing to domestic visitors taking centre stage (this group being the only legitimate target to which a return to the City may be promoted at the time of writing). This includes significant coverage of City based tourism product featured in London & Partners Let's Do London and Central London Alliance's #LondonLoveAffair campaigns (both with a CAZ focus) and in Visit Britain's national campaign Escape the Everyday.

16. In addition, your Cultural and Visitor Development Team ran a Magic and Kiss FM radio campaign to drive City footfall from 17 May to 7 June; a JC Decaux poster campaign across bus stops in zones 2 to 6 (31 May to 17 June) and, most notably, launched Picture the City on 12 May – a photography competition encouraging Londoners to photograph the City with 1,080 submissions to date (with 11 days to go) and a reach running into hundreds of thousands.
17. In addition, a River Marketing Alliance with Visit Greenwich and South Bank Employers Group has been brokered to drive visits through river travel at destinations; and England Originals – a major US-targeted campaign funded by VisitEngland pre-Covid and which promotes historic cities across England – has been switched to focus on domestic audiences.
18. An agency to deliver the major campaign driving a worker return (funded by your Covid Recovery Fund) is currently being procured with an appointment expected in early July.
19. In terms of cultural activations, your Outdoor Arts Programme (OAP) launched on Sunday 13 June with a major event on Tower Bridge. Inside Out – a co-commission with the GLA and the cultural launch of the Euros 2021 (postponed from 2020) – saw portraits of Londoners pasted across the road of the bridge. The portraits celebrated London's diverse communities (noting inclusion is a recurrent theme of the Vibrant Offer dimension and of the many events yet to be delivered across summer as part of the OAP).
20. Following this, a two-week Summer in Aldgate exhibition was launched on 25 June, bringing together large-scale lanterns, creative window displays, artworks, film, sound pieces and photos that have emerged during the pandemic to over 25 local sites.
21. In addition, a major new street art activation programme funded by Bloomberg with GLA support has also been secured. Asphalt Art will be activated in key retail areas, at gateways into the City and/or around visitor attractions. London artists will be featured in order to support local creatives.
22. Under the commitment to deliver leisure sector support, your Culture and Commerce Taskforce has developed its action plan, the details of which are the subject of another paper at your meeting today. This highlights the emerging proposal for an early activation strategy for some of the non-operational vacant office space at Smithfield and a partnership between British Land (at Broadgate) and the New Diorama Theatre which was announced last month. The partnership delivers NDT Broadgate – one of the biggest rehearsal complexes in London with 29 rehearsal spaces, meeting rooms, design studios and communal areas. Facilities will be free of charge for artists with an anticipated footfall of over 80,000 creatives over the one year it is operational. The City Corporation is supporting.
23. Also supporting this theme, your Small Business Research + Enterprise Centre (formerly the City Business Library) and Corporate Strategy Team are developing an SME Strategy, the vision of which has been sent to stakeholders for review

and comment. A final draft strategy will be presented to Members towards the end of September 2021.

Outstanding Environment

24. Activities under the Outstanding Environment workstream are being delivered across a range of services including Planning, City Transportation, City Public Realm, Open Spaces and the City Property Advisory Team. An Outstanding Environment Delivery Group has been established to coordinate activity and identify opportunities for collaboration.
25. While pre-dating the publication of *Square Mile: Future City* recent planning decisions highlight the potential to secure innovative and sustainable development that provides new public and community facilities, including resolution to grant permission for:
 - a. A BREEAM Outstanding office and retail development at 55 Gracechurch Street. The proposal would deliver new public pedestrian routes, a new free public garden terrace with an elevated walkway.
 - b. A BREEAM Outstanding office and retail development at 70 Gracechurch Street. The proposal would deliver an increase in public realm, new pedestrian routes, a free public winter garden at high level.
 - c. A BREEAM Outstanding office and retail development at 2-3 Finsbury Avenue. The proposal would deliver a new Learning Hub which would provide a resource for the wider local community for education, training, skills and culture.
26. A cross-service officer working group has been established to prepare the Culture Supplementary Planning Document (SPD) and work has commenced on scoping and researching the SPD. It is envisaged that a draft of the SPD will be written over the summer and taken to the Planning & Transportation Committee for approval in the autumn before being issued for public consultation.
27. We are continuing to work with the City Corporation's wireless concession partner, Cornerstone, with technology partner Freshwave to develop new 4G/5G shared infrastructure that can be utilised by all four mobile network operators to support existing 4G and new 5G network coverage across the Square Mile. The proposed solution will ensure the City has comprehensive 5G mobile connectivity, while reducing pressure on the use of street space.
28. The Streets & Walkways Sub Committee recently gave approval for a trial of the infrastructure to be undertaken in ten locations along Queen Victoria Street. Preparations are underway to install the infrastructure which includes equipment cabinets alongside cells mounted on our street columns. The pilot will run to November, which if successful will see full deployment across the Square Mile in 200 plus locations by the end of 2022.

29. The Biodiversity Action Plan's public consultation has just been completed, the response to the consultation and final draft is being prepared to be presented to Committees. The final launch date is still to be confirmed.
30. Finsbury Circus Gardens is at RIBA Stage 3: Overall layout of the gardens have been signed off at Stage 2. During stage 3 the team is looking at design in detail against engineering analysis, cost plan and preparing outline specification. We have held several pre-app planning meetings and looking to submit a planning application July/ August 2021. We have also appointed an engagement consultant so that we start public consultation
31. A 4-year Cool Streets and Greening programme was approved in May. The programme aims to reduce the impact of climate change and support the wider aims of the Climate Action Strategy. Work is progressing with City wide surveys being carried out and pilot projects identified to deliver resilient and sustainable outdoor spaces and sustainable drainage measures including raingardens, permeable paving, green walls, climate resilient and sustainable planting.
32. Gateway 4 approval has been secured for the Wellbeing and Climate Change Resilience element of the City Cluster programme. This includes seven projects to be delivered over the next three years. These will deliver much needed greenery and high-quality outdoor spaces for people to enjoy and meet demand for additional greening and welcoming public spaces.#
33. Work continues on All Change at Bank, including a public consultation that received over 3600 responses. The consultation feedback will be analysed over the summer and reported to the Streets & Walkways Sub Committee in September.
34. A new Pedestrian Priority Programme has been established to support delivery of the Climate Action Strategy and Transport Strategy. The first phase of this programme will focus on reviewing the temporary Covid-19 transport measures to assess the potential to retain changes (on an experimental basis in the first instance) and accelerate delivery. Temporary changes may also be retained through the cycling and City Cluster programmes.

Corporate & Strategic Implications –

35. Strategic Implications - The RTF is focused on delivering the [Corporation Plan \(2018-23\)](#) ambition of having a vibrant and thriving City. Specifically, it aims to impact the following corporate outcomes:
- Outcome 3: People have equal opportunities to enrich their lives and reach their full potential.
 - Outcome 5. Businesses are trusted and socially and environmentally responsible.
 - Outcome 6. We have the world's best legal and regulatory framework and access to global markets.
 - Outcome 7. We are a global hub for innovation in finance and professional services, commerce and culture.

- Outcome 8. We have access to the skills and talent we need.
 - Outcome 9. We are digitally and physically well-connected and responsive.
 - Outcome 10. We inspire enterprise, excellence, creativity and collaboration.
36. Resource and financial implications – The RTF has been designed to be delivered within existing resources. However, some potential parts may require additional funding if they go ahead, including promotional activities, events and marketing. Consideration may need to be given to the terms in which commercial workspace is offered to potential occupiers.
37. Legal Implications – No legal implications have been identified.
38. Risk Implications – No risk implications of the RTF project. Risk is if no action is taken and the City fails to remain an attractive place for workers, residents and visitors.
39. Equalities Implications – No equalities risks have been identified in relation to the recommendations in this report. A major strand of work of the RTF will be to widen access to the City.
40. Analysis of responses to the public survey shows that female workers (especially female City Corporation workers) and persons of minority religions and BAME groups were intending the most significant shift to working fewer days in the Square Mile. If this were to happen, it would have a negative impact on the diversity of people in the Square Mile. This could impact negatively on career progression within these groups and on diversity of the talent pipeline. As stated in paragraph 12, these insights will be used to inform the implementation of the RTF's recommendations.
41. Climate Implications – The RTF is fully in line with the City Corporation's Climate Action Strategy and provides an additional catalyst to progress this programme of work.
42. Security Implications – No new security implications identified by the RTF. We will continue to work with the City of London Police to ensure safety and security as people return to the Square Mile.

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