

Committee(s): Policy & Resources Committee – For Information	Dated: 14 October 2021
Planning & Transportation Committee – For Information	26 October 2021
Subject: Recovery Taskforce – Final Report	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
Report of: Douglas Trainer, Deputy Town Clerk	For Information
Report author: Giles French, External Affairs Director, Innovation & Growth	

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 final report, *Square Mile: Future City*, 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. 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)
5. 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
6. 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.

7. This report is to update Members on the progress made since Committee meetings in July 2021.

Current Position

World Class Business Ecosystem

8. The socio-economic diversity taskforce, which aims to improve socio-economic diversity at senior levels in UK financial and professional services, continues apace. The three workstreams are progressing to plan: Workstream 1, focused on industry consultation, has developed its hypothesis and is planning to test through a series of roundtables, in partnership with several sector bodies; Workstream 2 has conducted over 50 interviews and held a series of roundtables to explore the services needed by a peer network; and Workstream 3, focused on productivity, has developed a gap analysis of existing data, productivity principles and questions to inform a baseline survey.
9. The taskforce will soon be issuing a baseline survey, asking employees across the financial and professional services sector to share their socio-economic background and level of seniority, on an anonymous basis. This will be important to monitor the long-term impact of the taskforce.
10. Earlier this year, the City Corporation and the Financial Conduct Authority signed an agreement to collaborate on a second phase of the Digital Sandbox. Applications to the Digital Sandbox cohort were open between early September and mid-October. This is a unique collaboration between the City Corporation and the Financial Conduct Authority to support innovation and accelerate solutions that address current challenges across financial services. It is the first of its kind in Europe, providing access to novel technical features such as data and a development platform, as well as a collaboration network that reflects the wider ecosystem.
11. This cohort will focus on three challenges relating to ESG (Environmental, Social and Governance) data and disclosures, to aid in the transition to a net zero economy. These challenges look across supply chains, automated assurance, and consumer understanding and were developed after extensive engagement with industry. The Digital Sandbox is best aimed at early stage or initial prototyping companies. Last year its features accelerated teams anywhere between 3 – 18 months in their journey, helping them create minimum viable products and get to market
12. For non-tech companies, there are other ways to get involved including observing the solutions develop, mentoring the teams, or hosting collaboration events (e.g. workshops, roundtables, industry groups) during the cohort.
13. IG recently published, *‘Connected & Collaborative – The Changing Landscape of Tech in the Square Mile’*. This report highlights the growing presence of tech companies in the Square Mile and the value this contributes to competitiveness

and economic growth of London's ecosystem. It also applies an innovation lens to consider the future role of tech in civic and business functions. The report gives leading examples of tech activity in the Square Mile, such as unicorns and high growth scale-ups, and encourages investment in the sector and wider tech adoption and innovation. The report also explains some of the ways the City Corporation is supporting tech innovation in the Square Mile by building capacity for 5G and the Cyber Griffin project.

14. The City of London Corporation, TheCityUK and EY have developed a new joint report "Global Mobility Scorecard". The report aims to assess the UK's new immigration system eight months after its launch and to understand business priorities in a world changed by the impacts of COVID-19 on global mobility.

15. This exercise has allowed us to identify clear examples of where the Home Office has successfully implemented practical and forward-looking policy changes supported by business and which, in many ways, put the UK at the forefront of developing labour mobility policies. The project also identifies some areas where the UK could do more to lead on building a world class flexible, inclusive and sustainable visa regime, particularly around short-term business travel and cross border remote working. We have engaged with government officials to share our views on these areas to try to ensure financial and professional services maintain access to international talent.

Vibrant Offer

Marketing

16. Since your last update, marketing to domestic visitors has continued to take centre stage. This has included:

- a. [Picture the City](#) – a photography competition which achieved 2,000 entries, a reach of 81.5k on Instagram and significant press coverage including in [The Londonist](#).
- b. A bus-stop poster campaign advertising City product across 180 sites in Zones 2-6 from 31 May to 13 June, achieving a total 18.61 million impressions.
- c. A Magic and Kiss radio campaign promoting the City's hospitality and family offers (across two ads) and delivering 24,029 impacts over 4 weeks in May and June.
- d. City content in the Central London Alliance's *#LondonLoveAffair* campaign which, at the end of June, recorded 31 million impressions nationally with the City's total share of voice being 34%.

17. Planned domestic marketing activity over the next quarter includes:

- a. The launch of a new app by the City's BIDs and Business Partnerships (joint funded with the City Corporation) targeting workers with discounts and offers.
- b. Delivery of a River Marketing Alliance with Visit Greenwich and South Bank Employers Group, as well as a commercial travel operator, to drive visits through river travel at destinations using bookable packages.

18. In terms of marketing to workers to excite a return to the office, commissioned research has been completed with Opinium and a creative route agreed with the appointed agency AF Oliver. It is anticipated that the campaign will have launched by the date of your meeting with a strong build anticipated over the coming months, notably through paid-for media channels and the use of a campaign “toolkit” which will be promoted to City businesses for use in communications with their workforce. The campaign is funded by your Covid Recovery Fund.

Strategic destination review

19. A strategic destination review has been commissioned with appointed consultants Danny Lopez and Kate Keating. Consultation with stakeholders is currently underway with a completion date expected to be in early 2022. The review will deliver a vision for the Square Mile to become the world’s most attractive destination for workers, residents and visitors along with a strategy that enables officers to achieve that vision. The review was detailed in a report submitted to your September P&R meeting.

Creative activations

20. Since launching the 2021 Outdoor Arts Programme (OAP) on Sunday 13 June with *Inside Out* on Tower Bridge (reported as part of last update), events and activations in the City have attracted audiences of 20,232 (excludes outdoor exhibition programmes) and external funding totalling £525k. This funding figure covers events that have passed as well as the many planned for the coming months.

21. Diversity and sustainability have featured heavily across activations noting these have been both cross-cutting themes within your recovery taskforce strategy and for the programme itself. This has included performances and from a diverse portfolio of artists including a co-production with Greenwich+Docklands International Festival of [Black Victorians](#), black-led circus company Upswing Circus delivering *Circus in the City* in Aldgate Square and a co-commission with the London International Festival of Theatre of Sonia Hughes live-art installation [I am from Reykjavik](#). In addition, internationally focused community events have taken place, including a Latin American Festival and a Spanish Fiesta in Guildhall Yard.

22. Other highlights over the reporting period include:

- a. The Outdoor Arts Programme partnering with *Sculpture in the City* (SiTC) and Whitechapel Art Gallery to deliver *Nocturnal Creatures*; a free late night arts festival across east London which extended into the City in Aldgate and the Eastern City Cluster.
- b. *Lunchtime Streets* in Cheapside and Carter Lane which launched in August, delivering a weekly alfresco dining and entertainment experience for workers during their lunchbreaks and a twice weekly lunchtime concert series in Aldgate Square which will be running until the end of September.

23. Sadly, a number of events scheduled to take place over the last three months have been cancelled due to low ticket sales and footfall in the City during the summer; this includes the August Guildhall Yard lunchtime market and evening food market, the Guildhall Yard Outdoor Cinema and *Carnival City*. These events were being organised by external third-party operators at their own financial risk with your officers facilitating and, although cancellation left a gap in the programme, the City Corporation has suffered no financial loss.
24. For the autumn season the programme continues with a 'lite' edition of *City Beerfest* offering food, beer and live music to workers; a Bengali celebration – *Mela in the City* – in Aldgate Square (both September); and installation of the *Asphalt Art* programme throughout September, October and November across four sites in the City; including the opportunity for the public to help paint one of the streetscape murals during the London Design Festival.

Leisure sector Support

25. Under the commitment to deliver leisure sector support, your Culture & Commerce Taskforce (C&CT) has been delivering the suite of projects outlined in its action plan [Fuelling Creative Renewal](#) (approved by your P&R and CHL Committees). The C&CT concludes at the end of September and will be undertaking a series of *One Year On* activities to share the impact, learning and legacy. These include a reception for City, London-wide and national stakeholders, a film and a final publication.
26. Activity under the C&CT since the last update includes:
- a. University of the Arts graduates exhibiting final degree pieces in 30 sites across the City in partnership with the Cheapside Business Alliance and EC Partnership
 - b. A community-built public garden in the City offering free workshops and events on sustainability (spearheaded by Play Nice in partnership with property developer Dominvs Group with support from Culture Mile)
 - c. A summer holiday workshop for young people from City schools learning about creative careers from partners such as Deloitte's creative design team (led by the City Corporation in partnership with Foundation for Future London)
 - d. Delivery of a co-mentoring pilot between creatives and business entrepreneurs (a partnership between Culture Mile and the Company of Entrepreneurs)
 - e. The opening of NDT Broadgate with 20,000 ft sq of space being used for free by creative freelancers (a partnership between British Land and New Diorama Theatre with the City Corporation partnering)
 - f. Be Offices hosting Culture Mile's summer workspace hub at their Central Point site on Beech Street.
27. Also, under the leisure sector support theme:

- a. The City has subscribed as a Challenge Partner for the Creative Cities Challenge in the Global Innovation Collaborative Cities programme led by the GLA. The submitted applications are now being assessed.
- b. The City Venues Group is developing a new initiative with London & Partners around the establishment of a City MICE offer (MICE = Meetings, Incentives, Conferences, and Exhibitions). The programme will aim to further position the City as a leading meetings and events destination.
- c. Your officers in the Innovation and Growth (Culture) and Environment departments have been supporting the Aldgate Connect (BID) which has won a £20k High Streets For All grant from GLA for Middlesex Street “Supporting a unique London street by building on an existing public realm modernisation programme and well-established community engagement strategy, to develop a more inclusive high street” – the focus is Petticoat Lane.

Outstanding Environment

28. 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.
29. Recent planning decisions for innovative and sustainable development that provides new public, community and cultural facilities, include resolutions to grant permission for:
- a. A BREEAM Outstanding building at 100 Fetter Lane that provides additional grade A office floorspace together with enhanced accessible walking routes and public realm.
 - b. A highly sustainable and heritage led scheme at the old police station at 5 Snow Hill. This will deliver a new hotel providing much needed overnight accommodation in the Culture Mile area. The scheme also includes a new visitor experience that provides publicly accessible exhibition spaces charting the history of the old police station and local landmarks and provides public access to view this heritage asset.
30. Public consultation on Finsbury Circus Gardens concluded in July and the planning application for the project submitted on 1 September.
31. Six projects have been identified as pilot sites for the Cool Streets and Greening programme. These projects will trial climate resilience measures such as sustainable drainage (SuDS) and climate resilient planting. Designs are progressing and monitoring will be put in place to identify the measures that are most effective at combatting climate risks (flooding, overheating, water shortages, biodiversity loss and emerging pests and diseases). A Resilience Measures Catalogue has been developed to inform the designs and ensure that a range of measures are tested.

32. Analysis of the public consultation for All Change at Bank was completed over the summer and a report prepared for Committees in September.
33. The first stage of the City Public Realm Guidance Review has been completed and Streets and Walkaways Sub Committee agreed to proceed with Stage Two in July. Outputs from this work will include a public realm visions and outcomes, an updated Public Realm Supplementary Planning Document (SPD) and a Design Toolkit. The SPD and Toolkit will include consideration of how best to accommodate opportunities for exercise within the public realm.
34. Following Committee approvals in July, work is progressing to deliver additional temporary seating and greening measures as part of the City Streets Covid-19 recovery programme. New locations include Finsbury Circus (western arm), Tudor Street and Breems Buildings. This programme has also been expanded to incorporate the 'asphalt art' initiative. Delivery of these additional elements is expected in the autumn.
35. 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. Subject to contract, installation of infrastructure for the initial pilot is expected to begin shortly. The pilot will run to March 2022, which if successful will see full deployment across the Square Mile in 200 plus locations by Q2 2023.
36. The City Corporation has been participating in the London trial of rental e-scooters since July. This trial will help us to better understand how e-scooters can be used safely in the Square Mile and inform future policy on and management of e-scooters. The trial includes a series of steps to ensure that anyone using a rental e-scooter rides safely and follows the rules of the road as well as guidance from the rental operator.

Corporate & Strategic Implications –

37. 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.

38. 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.
39. Legal Implications – No legal implications have been identified.
40. 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.
41. 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.
42. 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.
43. 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.
44. 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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