



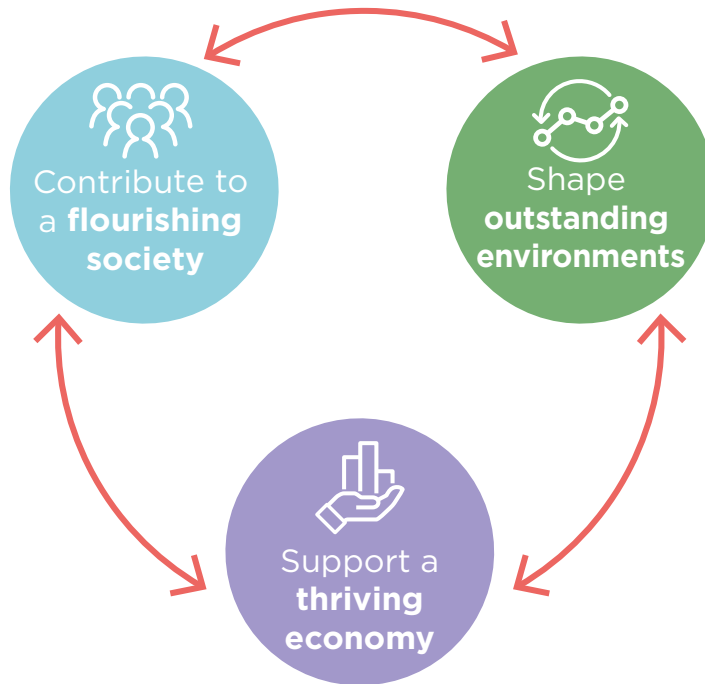
Our  
**Corporate  
Plan** 2018 - 23



## 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 character, capacity and connections 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 reach their full potential.
4. Communities are cohesive and have the facilities they need.



### Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible.
6. We have the world's best legal and regulatory framework and access to global markets.
7. We are a global hub for innovation in finance and professional services, commerce and culture.
8. We have access to the skills and talent we need.



### Shape outstanding environments

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

## Our vision

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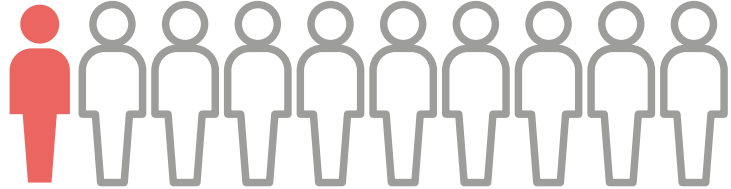
## Who we are

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 charitable and community 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.

There are

# 513,000

workers in the City of London, or 10% of London's total workforce. **1 in 58** UK workers are employed in the City.

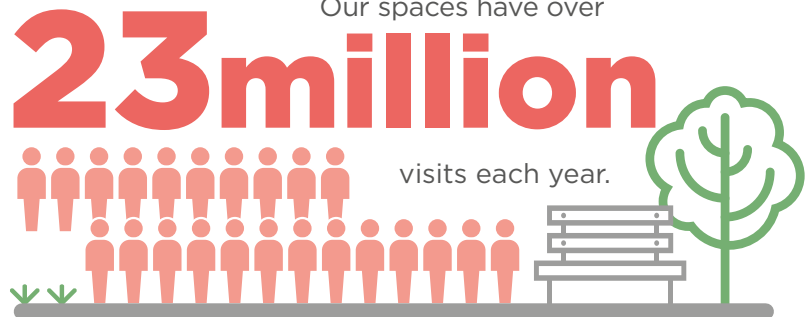


We look after over



That's approximately the same size as 20 Hyde Parks

Our spaces have over



The City Corporation's charity-funder, City Bridge Trust, is London's largest independent charitable funder, distributing around

# £20million

a year.



We are the country's

fourth biggest

funder of culture, investing

£110m

every year in heritage and cultural activities of all kinds.



The UK financial services industry contributed

£75bn

in tax revenue in 2018.

11% of the total tax contribution to the UK is generated from financial services.



academy sponsor in the country for pupil progress by the Sutton Education Trust.

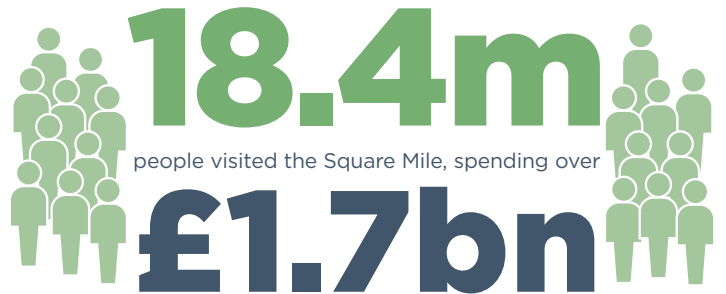


There are approximately

7,500

residents living in the City of London.

In 2017,



18.4m

people visited the Square Mile, spending over

£1.7bn

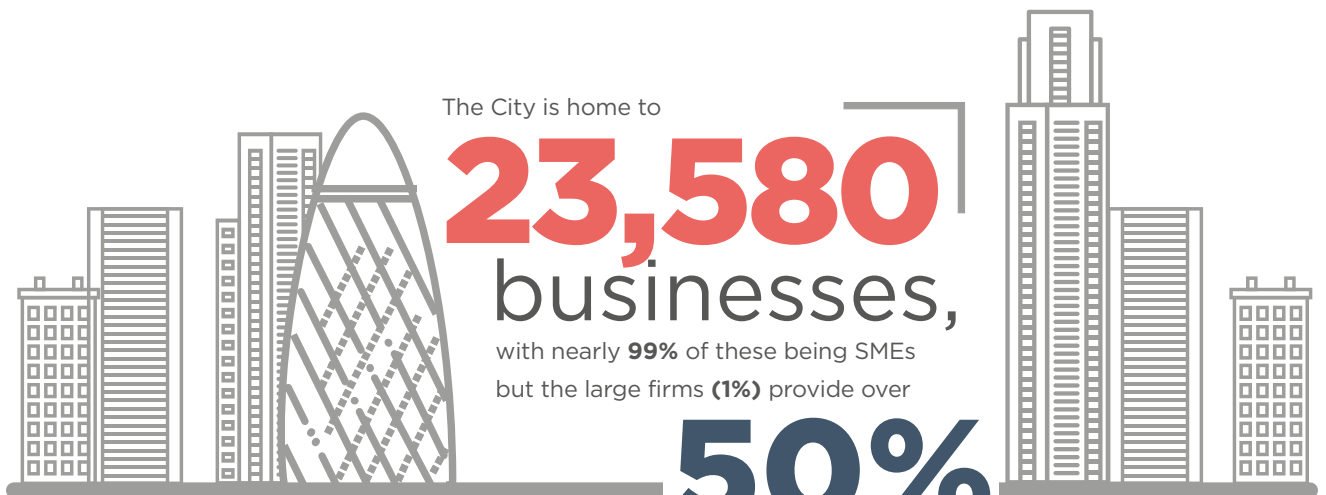
The City is home to

23,580 businesses,

with nearly 99% of these being SMEs but the large firms (1%) provide over

50%

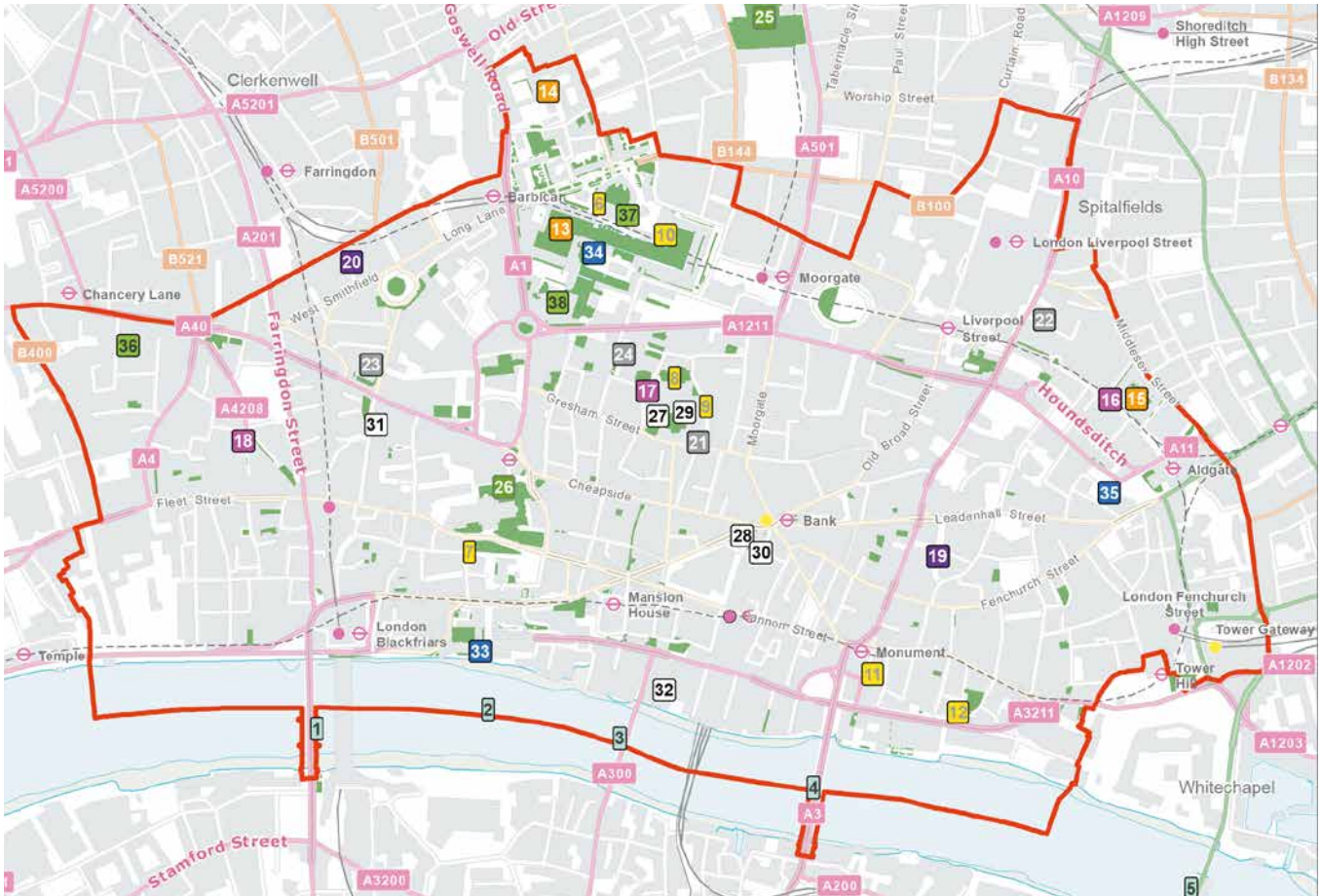
of the City's jobs.



# 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.

## Our responsibilities in the Square Mile



— City of London Boundary (Square Mile)

Correct as of April 2018

### Bridges

- 1 - Blackfriars Bridge
- 2 - Millennium Bridge
- 3 - Southwark Bridge
- 4 - London Bridge
- 5 - Tower Bridge

### Cultural Attractions

- 6 - Barbican Arts Centre
- 7 - City of London Information Centre
- 8 - City of London Police Museum
- 9 - Guildhall Art Gallery and Roman Amphitheatre
- 10 - Guildhall School of Music and Drama
- 11 - The Monument
- 12 - Billingsgate Roman House & Baths

### Housing

- 13 - Barbican Estate
- 14 - Golden Lane Estate
- 15 - Middlesex Street Estate

### Public Libraries

- 6 - Barbican Library
- 16 - Artizan Street Library
- 17 - City Business Library/ Guildhall Library
- 18 - Shoe Lane Library

### Markets

- 19 - Leadenhall Market
- 20 - Smithfield Market

### Police Stations

- 21 - City of London Police Headquarters
- 22 - Bishopsgate Station
- 23 - Snow Hill Station
- 24 - Wood Street Station

### Public Spaces

- 25 - Bunhill Fields
- 26 - City Gardens (all green areas)

### Other

- 27 - City Bridge Trust
- 28 - City of London Magistrates Court
- 29 - Guildhall
- 30 - Mansion House
- 31 - The Old Bailey
- 32 - Walbrook Wharf

### Schools

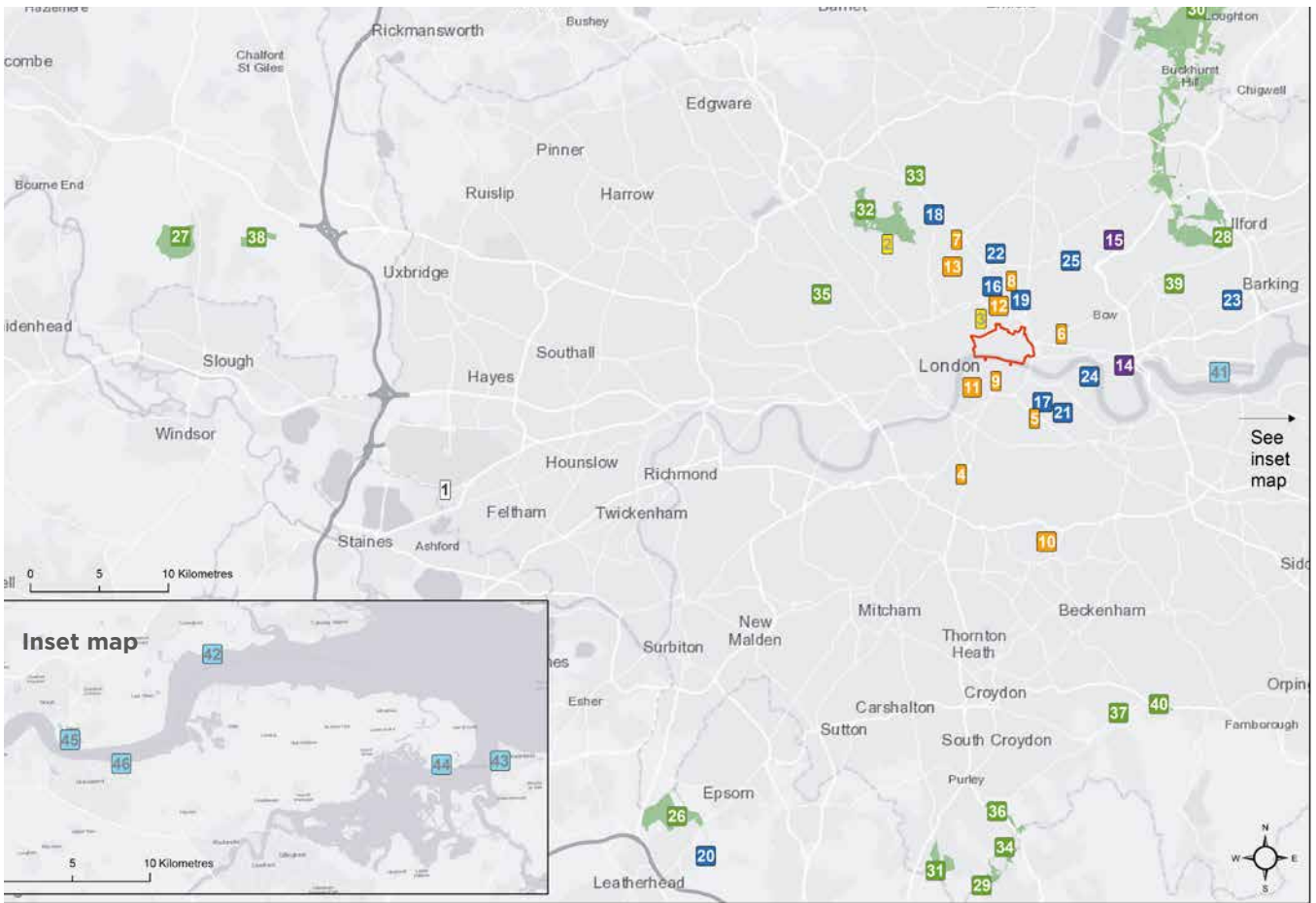
- 33 - City of London School
- 34 - City of London School for Girls
- 35 - Sir John Cass's Foundation Primary School

### Part-funded

- 36 - Gresham College
- 37 - London Symphony Orchestra
- 38 - Museum of London

We are also responsible for the development of Culture Mile, in the north-west corner of the Square Mile, between Farringdon and Moorgate.

## Our responsibilities outside the Square Mile



— City of London Boundary (Square Mile)

Correct as of April 2018

### Animal Health

- 1 - Heathrow Animal Reception Centre

### Cultural Attractions

- 2 - Keats House
- 3 - London Metropolitan Archives

### Housing

- 4 - Almshouses
- 5 - Avondale Square
- 6 - Dron House
- 7 - Holloway Estate
- 8 - Isleden House
- 9 - Southwark Estates
- 10 - Sydenham Hill Estate
- 11 - William Blake Estate
- 12 - Windsor House Estate
- 13 - York Way Estate

### Markets

- 14 - Billingsgate Market
- 15 - New Spitalfields Market

### Schools

- 16 - COL Academy (Islington)
- 17 - COL Academy (Southwark)
- 18 - COL Academy Highgate Hill
- 19 - COL Academy Shoreditch Park
- 20 - City Of London Freeman's School
- 21 - Galleywall Primary
- 22 - Highbury Grove Secondary' School
- 23 - Newham Collegiate Sixth Form Centre
- 24 - Redriff Primary School
- 25 - The City Academy, Hackney

### Public Spaces

- 26 - Ashtead Common
- 27 - Burnham Beeches
- 28 - Cemetery and Crematorium

- 29 - Coulsdon Common

- 30 - Epping Forest

- 31 - Farthing Downs and New Hill

- 32 - Hampstead Heath

- 33 - Highgate Wood

- 34 - Kenley Common

- 35 - Queen's Park

- 36 - Riddlesdown

- 37 - Spring Park

- 38 - Stoke Common

- 39 - West Ham Park

- 40 - West Wickham Common

### Ports

- 41 - London City Airport

- 42 - London Gateway

- 43 - Sheerness

- 44 - Thamesport

- 45 - Tilbury

- 46 - Denton Office

We are also responsible for offices in Europe and Asia.



## 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.

This means as individuals we must 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

### 1. People are safe and feel safe

We will...

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

### 2. People enjoy good health and wellbeing

We will...

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

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

We will...

- a. Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
- b. Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
- c. Promote effective progression through fulfilling education and employment.
- d. Cultivate excellence in academia, sport and creative and performing arts.

### 4. Communities are cohesive and have the facilities they need

We will...

- a. Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.
- b. Support access to suitable community facilities, workspaces and visitor accommodation.
- c. Help provide homes that London and Londoners need.



## To support a thriving economy

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

We will...

- a. Champion the ease, reliability and cost-effectiveness of doing business here.
- b. Model new ways of delivering inclusive and sustainable growth.
- c. Support, celebrate and advocate responsible practices and investments.
- d. Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money.

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

We will...

- a. Promote regulatory confidence founded on the rule of law.
- b. Influence UK and global policy and regulation and international agreements to protect and grow the UK economy.
- c. Lead nationally and advise internationally on the fight against economic and cyber-crime.
- d. Attract and retain investment and promote exports of goods and services across multiple global markets.

### 7. We are a global hub for innovation in financial and professional services, commerce and culture

We will...

- a. Support organisations in pioneering, preparing for and responding to changes in regulations, markets, products and ways of working.
- b. Strengthen local, regional, national and international relationships to secure new opportunities for business, collaboration and innovation.
- c. Preserve and promote the City as the world-leading global centre for financial and professional services, commerce and culture.
- d. Promote London for its creative energy and competitive strengths.
- e. Promote the UK as open to business and enterprise and for its world-leading education offer.

### 8. We have access to the skills and talent we need

We will...

- a. Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.
- b. Champion access to global talent.
- c. Identify future skills needs, shortages and saturations.
- d. Champion investment in relevant skills and diverse talent pools.



## To shape outstanding environments

### 9. We are digitally and physically well-connected and responsive

We will...

- a. Champion and facilitate a world-leading digital experience.
- b. Develop and trial smart innovations and better manage demand.
- c. Advocate ease of access via air, rail, road, river and sea.
- d. Improve the experience of arriving in and moving through our spaces.

### 10. We inspire enterprise, excellence, creativity and collaboration

We will...

- a. Provide world-class spaces for businesses and markets to thrive.
- b. Curate a vibrant, attractive and complementary blend of uses of space.
- c. Create and transform buildings, streets and public spaces for people to admire and enjoy.
- d. Protect, curate and promote world-class heritage assets, cultural experiences and events.
- e. Champion a distinctive and high-quality residential, worker, student and visitor offer.

### 11. We have clean air, land and water and a thriving and sustainable natural environment

We will...

- a. Provide a clean environment and drive down the negative effects of our own activities.
- b. Provide thriving and biodiverse green spaces and urban habitats.
- c. Provide environmental stewardship and advocacy, in use of resources, emissions, conservation, greening, biodiversity and access to nature.
- d. Influence UK and global policy and regulation and international agreements to protect the environment.

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

We will...

- a. Maintain our buildings, streets and public spaces to high standards.
- b. Build resilience to natural and man-made threats by strengthening, protecting and adapting our infrastructure, directly and by influencing others.



## **Corporate Strategy & Performance Team**

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