

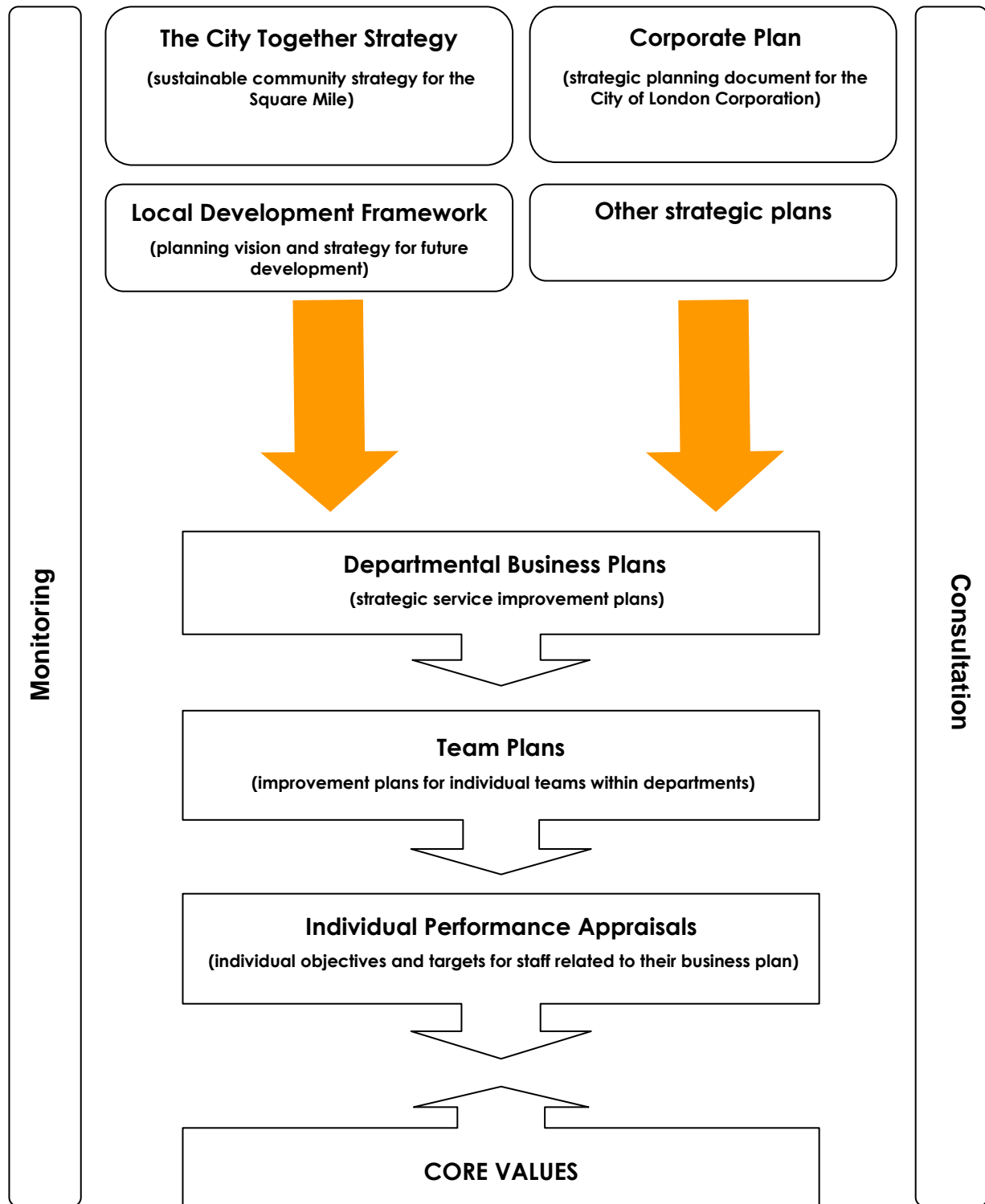
ITEM 16(A) - Corporate Plan 2013-17

The Corporate Plan is our main strategic planning document, providing a framework for the delivery of services. It is a clear statement of our vision, strategic aims and key policy priorities for the next four years.



The planning cycle

The 'Golden Thread'



Introduction

The City Corporation is a unique organisation with a diverse range of roles and responsibilities. In addition to the functions of a local and police authority, we provide a range of specialist services to the business City and to our residents, workers and visitors. Many of these are of wider regional and national importance and directly affect people outside of the City. These include flagship cultural organisations such as the Barbican Centre and Guildhall School. We manage and protect almost 11,000 acres of open space outside of the City, own and operate three premier wholesale food markets, and run the nation's Central Criminal Court at the Old Bailey.

Recognising that the square mile cannot work in isolation, we are committed to working in partnership to improve the quality of life, and increase the capacity, of the wider London community. This work ranges from encouraging corporate responsibility in City firms to assisting in education, training and skills development. We also run London's largest grant-giving charity, The City Bridge Trust, committed to combating social exclusion and disadvantage across the whole of London.

We also play a leading role in supporting and promoting the City as the world leader in international finance and business services and in promoting the interests of the financial services sector in the City and the UK. This work ranges from providing essential infrastructure maintenance to strategic economic development and we have our own dedicated police force for the Square Mile, the national lead force for economic crime.

The Corporate Plan process helps us consider competing pressures and the links between them, and establish a shared understanding amongst Members and officers of the priorities going forward. The aim of the Corporate Plan is to prioritise those areas of activity on which we will focus our attentions over the medium term and therefore by its nature it will not necessarily cover in detail all of the wide range of services which the City Corporation provides.

Our vision and strategic aims

Our vision:

The City of London Corporation will support and promote the City of London as the world leader in international finance and business services, and will maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.

From this overall vision we have three **strategic aims**:

- To support and promote The City as the world leader in international finance and business services.
- To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes.
- To provide valued services to London and the nation.

Key policy priorities 2013-2017

Our vision and strategic aims are supported by five **key policy priorities**. These are cross-cutting and support all three strategic aims to varying degrees. The priorities will be reviewed annually during the period 2013-2017 and updated as appropriate.

- KPP1** Supporting and promoting the international and domestic financial and business sector
- KPP2** Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency
- KPP3** Engaging with London and national government on key issues of concern to our communities including policing, welfare reform and changes to the NHS
- KPP4** Maximising the opportunities and benefits afforded by our role in supporting London's communities
- KPP5** Increasing the impact of the City's cultural and heritage offer on the life of London and the nation

Each of the key policy priorities is presented in more detail over the next five pages.

KPP1 Supporting and promoting the international and domestic financial and business sector

To do this we will:

- Promote the interests of the UK-based financial and related business services sector, both overseas and to domestic audiences, working with partners e.g. TheCityUK
- Promote a positive, responsible and competitive business and regulatory environment which enables the financial and business services industry to thrive
- Seek continued investment in transport and other infrastructure projects and continue our support for key cross-London projects including Crossrail
- Encourage quality developments to the built environment that support the Square Mile as a location for financial and business services and as a place to live and work

KPP2 Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency

To do this we will:

- Continue to deliver annual savings in non-police services over the current financial planning period in response to reductions in central government funding
- Implement the City of London Police “City First” change programme to match spend with available resources
- Continue to implement the City Corporation’s Change Programme (including major reviews, accommodation moves, shared services and improvements in productivity)
- Establish the City of London Procurement Service (CLPS) and implement the agreed actions arising from other corporate efficiency initiatives

KPP3 Engaging with London and national government on key issues of concern to our communities including policing, welfare reform, and changes to the NHS

Specific issues include:

- Government initiatives on Policing, the localisation of Council Tax Benefit and business rates retention
- The implications for those who live and work in the City of Government policy including Welfare Reform, the Localism Act, and NHS and Public Health reforms
- The implications for the City Corporation's financial position, particularly in relation to Government grants funding and other emerging Government policy
- Mayor of London – Olympic legacy; Transport (investment in the network, 'keeping London moving'); Promotion (financial services; tourism/visitors); Environment (waste issues; air quality)

KPP4 Maximising the opportunities and benefits afforded by our role in supporting London's communities

To do this we will:

- Encourage regeneration and corporate social responsibility by working with City business and communities in neighbouring boroughs
- Support the charitable and voluntary sector across the whole of London through City Bridge Trust grant making and other activities
- Work with our partners and neighbours to promote employability and provide jobs and growth
- Review the City Corporation's education contribution and devise an overarching strategy that promotes high quality education

KPP5 Increasing the impact of the City's cultural and heritage offer on the life of London and the nation

We will build on our role as a major sponsor of culture and the arts by:

- Developing proposals for a “cultural hub” centred on the major cultural institutions of the Barbican Centre, Museum of London and Guildhall School of Music & Drama
- Implementing the cultural and visitor strategies for the City, including building and enhancing cultural partnerships
- Creating a Heritage Gallery to offer a display space for iconic documents (such as Magna Carta) and other important artefacts
- Developing and improving the physical environment around our key cultural attractions; and providing safe, secure, and accessible Open Spaces

Organising for success

Core values of the City of London Corporation

Our core values inform the way we work, what we do and how we do it:

- **The best of the old with the best of the new**
Securing ambitious and innovative outcomes that make a difference to our communities whilst respecting and celebrating the City's traditions and uniqueness, and maintaining high ethical standards.
- **The right services at the right price**
Providing services in an efficient and sustainable manner that meet the needs of our varied communities, as established through dialogue and consultation.
- **Working in partnership**
Building strong and effective working relationships - both by acting in a joined-up and cohesive manner, and by developing external partnerships across the public, private and voluntary sectors - to achieve our shared objectives.

Other corporate plans and strategies

The Corporate Plan is supported by a series of other plans including:

- City of London Corporation Departmental Business Plans, incorporating local management and service plans;
- themed plans such as the Visitor Strategy, the Cultural Strategy, the Communications Strategy, the Climate Change Mitigation Strategy, the Capital Strategy and Asset Management Plan; and
- plans developed with partner organisations such as The Safer City Partnership Plan, and the Health and Wellbeing Strategy.

Each of these strategies and plans include key objectives and actions as well as detailed performance measures.

This is our Corporate Plan for 2013-17.

If you would like to receive a copy in another language, an alternative format (such as Braille, large print or audio tape) or for a full copy of the Corporate Plan please contact:

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Further details on all aspects of the City of London Corporation and its work are contained on our website www.cityoflondon.gov.uk

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