

# city of london

## corporate plan 2010-14

The Corporate Plan is our main strategic planning document. It is a clear statement of our vision, strategic aims and policy priorities for the next four years. It also describes how these priorities will be delivered during 2010/11.



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## **Foreword**

Welcome to the City of London Corporation's Corporate Plan. The Corporate Plan is our main strategic planning document, providing a framework for the delivery of our services. It is a clear statement of our vision, strategic aims and policy and organisational development priorities for the next four years. The Plan also outlines the key actions which will support the delivery of these priorities during 2010/11 and beyond and the performance measures which will demonstrate success.

Our plans continue to evolve to meet the changing political and economic environment in which we now operate. We will continue to support the City, its businesses and its people in dealing with the impacts of, and recovery from the economic downturn. For example, during 2010/11 we will complete the establishment of TheCityUK as the premier financial services promotional body.

National government has committed to bringing the national budget deficit under control largely through reducing public expenditure and increasing efficiency. We will face up to the challenge of the expected period of public expenditure constraint, while seeking to ensure that we can continue to provide the high quality services that our residents, businesses and City workers expect.

As well as continuing our long-term drive for efficiencies in the way that we work, we will also seek to maintain investment in the City's infrastructure and continue our support for key cross-London projects and initiatives, such as Crossrail and the 2012 Olympic and Paralympic Games.

We would like to thank all Members and employees of the City of London Corporation and the many partners with whom we work who will make the priorities and aspirations of this Plan a reality. We look forward to working with all of you to achieve our shared vision for the City of London.

**Stuart Fraser, Chairman of the Policy & Resources Committee**

**Chris Duffield, Town Clerk & Chief Executive**

## Introduction

The City of London is the world leader in international finance and business services – a global powerhouse at the heart of the UK's financial services. The City of London Corporation provides dedicated services to the City, from maintaining its infrastructure to top level economic development, as well as carrying out all the services one would expect of a local authority and a police authority. We also provide services that affect people outside of our geographical boundary, making a contribution to both regional and national prosperity.

The Corporate Plan is the City of London Corporation's main strategic planning document. It sets out our vision, aims and policy priorities for 2010-14 and describes how these will be delivered during the coming year. The Corporate Plan takes on board priorities from the City's sustainable community strategy – The City Together: The Heart of a World Class City 2008-2014 - and the 2008 Local Area Agreement, both of which were developed by The City Together (the local strategic partnership for the City) on behalf of the Square Mile's diverse communities.

### 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 whilst delivering sustainable outcomes.
- To provide valued services to London and the nation.

These aims are supported by a number of **key medium term policy priorities**:

- Improving our efficiency whilst maintaining the quality of our services
- Being a good neighbour
- Supporting people and business in recovering from the economic downturn
- Acting as a voice for the City and all its communities
- Providing cultural opportunities for all.

## Our services

The City of London Corporation is a unique institution. Our origins can be traced back to Saxon times. With a diverse range of roles and responsibilities, we combine maintaining historic traditions with being a modern and highly effective organisation. We operate on a non-party political basis through the Lord Mayor, Aldermen and Members of the Court of Common Council, and legislation has conferred on the Common Council the functions of a local authority and a police authority for the City of London.

The City of London is a residential community and, increasingly, a visitor destination. Predominantly however, it is a thriving business centre with a daytime population which significantly outweighs its residential population. These unique demographics represent a challenge to us as a provider of services to the City. In addition to 9,300<sup>1</sup> residents, the City's total daytime population includes over 310,000<sup>2</sup> workers and a large number of visitors and students.

The City of London Corporation provides dedicated services to the City, from essential infrastructure maintenance to strategic economic development as well as carrying out the functions of a local authority and a police authority. The Lord Mayor plays an important diplomatic role with his overseas visits and functions hosted at the historic Guildhall and Mansion House for visiting Heads of State, and the Chairman of the Policy & Resources Committee fulfils an important role engaging with Government and businesses and boosting the competitiveness of the City as a British, European and global financial centre.

We also provide a range of services which extend beyond the geographical boundary of the City and contribute to wider regional and national prosperity. We recognise that the City will not prosper in isolation and are acutely aware that although the City is home to some of the richest concentrations of economic business in the world, our neighbours include some of the UK's most deprived communities.

Below is a summary of some of our diverse services - full details of all of our services are available on the City of London Corporation website [www.cityoflondon.gov.uk](http://www.cityoflondon.gov.uk).

We **support and promote 'The City'** by:

- o playing a leading role in enhancing and sustaining the profile and competitiveness of the City of London as the leading international finance and business services centre, promoting the interests of the financial services industry in the City of London and the UK as a whole;
- o supporting the City's interests in Government, Whitehall, Brussels and globally;
- o encouraging sustainable development and refurbishment of the City's stock of offices and shops;

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<sup>1</sup> Greater London Authority Population Projections 2009 Round, published April 2010

<sup>2</sup> Annual Business Inquiry, 2009

- o working with partners to promote and advocate improvements to London's infrastructure, especially transport;
- o engaging with Government and businesses in order to boost the competitiveness of the City as a financial centre, including receiving visiting Heads of State, world leaders and business delegations on behalf of the Government;
- o maintaining the City of London's public and non-commercial buildings, including the Mansion House and the Guildhall, ensuring these buildings fulfil their function as both historic buildings and places of business for the City of London;
- o fulfilling our role as the Police Authority for the City of London<sup>3</sup>; *and*
- o encouraging research and innovation for sustainable financial services, for example through the London Accord.

We **provide modern, efficient and high quality services for the Square Mile** by:

- o providing residential housing within the City and in six other London Boroughs;
- o providing five libraries and one of the world's greatest metropolitan archives;
- o providing planning and building control services for the City, seeking to foster continued development whilst at the same time improving living, working and travelling conditions, enhancing the City's environment, and protecting its historic properties and spaces;
- o providing a range of services designed to promote and protect the health and welfare of the City's residents, workers and visitors including social care services and holding the National Health Service to account through our Health & Adult Social Care Scrutiny Committee;
- o providing an education service and other youth services to promote learning, development and employability of young people;
- o offering a range of adult skills and community learning opportunities for residents and City workers
- o providing a wide range of sporting and recreational activities including the Golden Lane leisure centre
- o managing over 150 gardens, churchyards, parks and plazas in the City;
- o working to ensure that City residents and businesses enjoy an environment which is safe and, as far as possible, free from risks to health and welfare;
- o offering a comprehensive street sweeping, waste collection, recycling and disposal service; *and*
- o working closely with the City of London Police through the Safer City Partnership to reduce the level of crime, disorder, anti-social behaviour and substance misuse in the City of London.

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<sup>3</sup> The Local Policing Plan 2010-2013 has been produced separately by the City of London Police and outlines the force's strategic vision, purpose and priorities for the next three years.

We **provide valued services to London and the nation** by:

- o supporting and funding flagship organisations including the Barbican Centre, the Guildhall School of Music & Drama (incorporating the Centre for Young Musicians), the Guildhall Art Gallery, Museum of London, the London Symphony Orchestra and the City of London Festival;
- o fulfilling our role as the Port Health Authority for the tidal River Thames, responsible for a district which extends for 150km along the Thames from Teddington to the outer Estuary, and providing the Animal Reception Centre at Heathrow Airport;
- o managing and protecting over 10,700 acres of Open Space outside of the City, in accordance with nationally recognised standards, including Epping Forest, Burnham Beeches and Hampstead Heath;
- o owning and operating one of the largest municipal cemeteries in Europe, in accordance with nationally recognised standards;
- o owning and operating three of London's leading wholesale food markets (Billingsgate, Smithfield and new Spitalfields);
- o supporting the Sir John Cass Primary School and associated Child and Family Centre in the City and three independent schools, providing sole sponsorship for the City Academy in Southwark and co-sponsoring two other City Academies in Hackney and Islington; supporting other educational projects/initiatives including maintaining strong links with Gresham College, King Edward's School Witley and Christ's Hospital;
- o running London's largest grant-giving charity, The City Bridge Trust;
- o providing facilities for the Central Criminal Court at the Old Bailey;
- o maintaining five bridges across the Thames and running Tower Bridge as one of London's top tourist attractions;
- o engaging in an extensive regeneration programme in conjunction with neighbouring boroughs and other partners;
- o mobilising resources of City businesses through promoting corporate responsibility;
- o working in partnership with neighbouring boroughs to provide affordable housing for their residents; *and*
- o providing hospitality on behalf of the Government, the City and the UK.

# Achievements

## Comprehensive Area Assessment (CAA) 2009

The Comprehensive Area Assessment looked at how well local services worked together in an area to improve the quality of life for local people. It provided straightforward independent information to people about their local services, helping them make informed choices and influence decisions.

In December 2009, the Audit Commission announced the results of its annual assessment for the City of London. The results were presented as two reports:

- o **the Area Assessment** - a report on how well local public services in the City of London worked together to deliver against locally agreed priorities (focussed primarily on the Local Area Agreement and The City Together Strategy); and
- o **the Organisational Assessment** - a scored judgement of how well the City Corporation performed in its role as a provider of local government services.

**The City of London Corporation was awarded an overall score of 'performing excellently'** in the Organisational Assessment. This is the highest score available and placed us amongst the top performing authorities in England. As part of the overall assessment we also received ratings of 'excellent' from both the Care Quality Commission for our Adult Social Care Services and from OFSTED for our Children's Services.

The Area Assessment for the City, presented as a narrative report rather than a scored result, was also very positive and included **two green flags** recognising best practice and no "red flags" highlighting areas of concern. The green flags were awarded for **Supporting Small Businesses and Local Communities Across Borough Boundaries** and for **Culture for Everyone**. A full copy of the Audit Commission's report for the City of London is available at [www.direct.gov.uk/oneplace](http://www.direct.gov.uk/oneplace).

In May 2010, the Audit Commission announced that all work on updating the Area and Organisational Assessments would cease in light of the new Government's announcement that it would "cut Local Government inspection and abolish the Comprehensive Area Assessment".

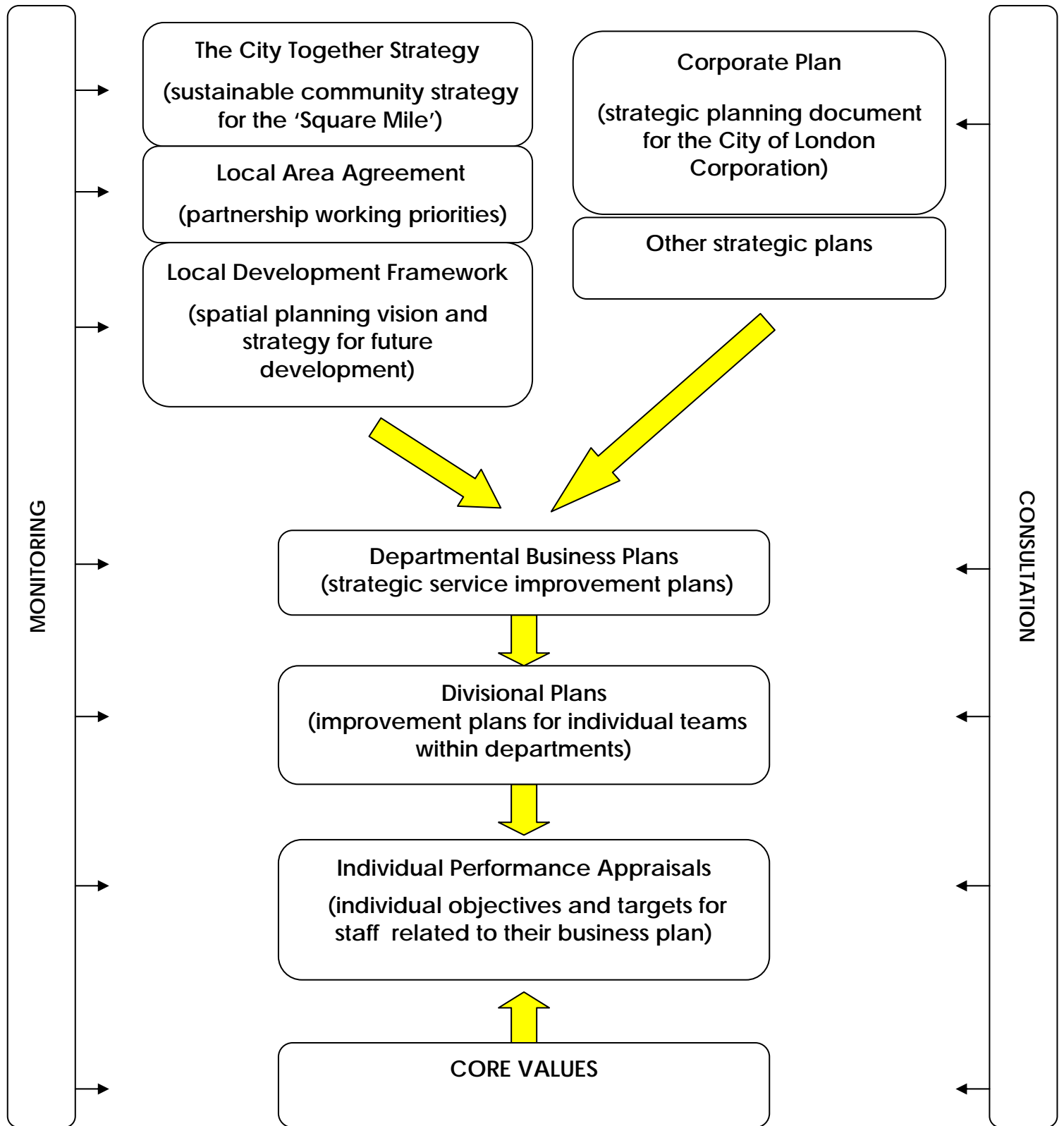
In 2009, we were also awarded a record number of **Green Flag and Green Heritage Site awards for 15 of the Open Spaces** we own and manage, and maintained the Green Flag and Green Heritage Site awards for the Cemetery and Crematorium at Manor Park. In addition, we were awarded three national Innovation Awards for our open spaces at Burnham Beeches (Marketing), Hampstead Heath (Community Engagement) and Queen's Park (Sustainability).

## Performance highlights

Key achievements against each of our strategic aims are highlighted in our annual *Summary of Performance and Accounts* published in the Summer.

# Strategic planning cycle

## THE 'GOLDEN THREAD':



## City of London sustainable community strategy and Local Area Agreement

The City Together is the local strategic partnership for the City of London and brings the key public, private and third sector providers in the City together with representatives from the City's resident, business, worker and faith communities. In October 2008, The City Together published its refreshed sustainable community strategy for the City of London: '**The City Together Strategy: The Heart of a World Class City 2008-2014**'. This Strategy is a story of place and a vision for the future, providing a shared focus for all of the City's partners and communities and helping to co-ordinate activities, improve services and make sure everyone is working towards the same objectives. The Strategy is organised into five themes:

The City Together: the Heart of a World Class City which...

- ... is competitive and promotes opportunity
- ... supports our communities
- ... protects, promotes and enhances our environment
- ... is vibrant and culturally rich
- ... is safer and stronger

The Strategy also contains goals and priorities identified for the initial period up to 2011 and includes the 2008 Local Area Agreement (LAA). These goals and priorities range from protecting the environment and advancing sustainable procurement to maximising opportunities from the 2012 Olympic and Paralympic Games in London whilst ensuring the City is a safe place to live and work and is also a place with strong communities. The Strategy emphasises the key need to maintain the City's competitiveness as the world leader in international finance and business services and also details our strong cultural roots and traditions. For further information on The City Together the Strategy visit [www.cityoflondon.gov.uk/thecitytogether](http://www.cityoflondon.gov.uk/thecitytogether).

**The Local Area Agreement (LAA)** for the City of London was developed by The City Together and commits us and our partners to working together to achieve major improvements in those areas of most concern to our stakeholders. The first LAA (2007-10), which expired in April 2010, contained a series of stretch targets. The majority of these were successfully met, generating a performance reward grant of around £2m (of a potential £2.7m), payable between 2011 and 2013.

The second LAA (2008-2011), agreed in 2008, contains six targets covering:

- o Engagement with the Third Sector
- o Protection against terrorist attack
- o Improving the night time economy
- o Adapting to climate change
- o Reducing household waste
- o Reducing emissions from City Corporation estates and buildings.

A performance reward grant of up to £591,000 is available if the targets are successfully achieved in full.

## 2010 and beyond

The vision, strategic aims and key policy priorities for the next four years are summarised below and are followed by further detail on how we will work to achieve these by 2014.

### The City of London Corporation's 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'.

### Strategic aims

From the overall vision we have identified three **strategic aims**:

- SA1** To support and promote 'The City' as the world leader in international finance and business services.
- SA2** To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors whilst delivering sustainable outcomes.
- SA3** To provide valued services to London and the nation

### Key Policy Priorities

To support the achievement of these strategic aims, and the aims in the sustainable community strategy, we have five **key medium term policy priorities**:

- KPP1** Improving our efficiency whilst maintaining the quality of our services
- KPP2** Being a good neighbour
- KPP3** Supporting people and business in recovering from the economic downturn
- KPP4** Acting as a voice for the City and all its communities
- KPP5** Providing cultural opportunities for all

The strategic aims and policy priorities are driven by the five themes of **The City Together Strategy 2008-2014** which represent the key attributes of the City of London, and the attributes which we aim to promote to London and the nation: competitive and promotes opportunity; supports our communities; protects, promotes and enhances our environment; vibrant and culturally rich; safer and stronger.

## Delivering the aims and priorities

The following sections summarise the way in which we will work towards achieving each of the Strategic Aims over the next four years (2010 – 2014). Examples of specific actions to be undertaken during 2010/11 are also presented below in the context of the key policy priorities.

### SA1 - To support and promote 'The City'

**Links to sustainable community strategy themes:** is competitive and promotes opportunity; supports our communities; protects, promotes and enhances our environment; is vibrant and culturally rich; is safer and stronger.

**Key partners:** HM Government; Mayor of London and Greater London Authority; key City businesses, institutions and practitioners; the property industry and network utility providers; regulatory and representative bodies; promotional bodies including TheCityUK; EU Commission and related institutions; UK Trade and Investment; UK embassies overseas and foreign embassies in the UK; relevant authorities in India and China and other countries; City of London Police; and cultural institutions.

***Over the next four years we will work towards achieving Strategic Aim 1 – To support and promote 'The City' - by:***

- o enhancing the City of London Corporation's reputation, influence and role in the promotion of the City (i.e. the interests of the UK-based international financial and related business sector).
- o enhancing the City of London Corporation's reputation for, and effectiveness in, influencing economic development policy and through other activity to reaffirm the city cluster as the optimum environment for international financial services business.
- o progressing the development of the overall vision and key spatial policies that will guide and shape the sustainable development of the City, and engage with the Mayor to ensure that changes to the London Plan support the City's vision and spatial policies.
- o seeking sustainable improvements to transport and other infrastructure and developing innovative approaches to balancing the competing demands that businesses and the City's diverse communities place on the streets.
- o putting in place policies and processes that encourage development that is exemplary, sustainable and adapted to climate change
- o maintaining the City's presence in the State Visits programme and strengthening the relationship with Embassies and High Commissions to maximise the knowledge about the City's role amongst important opinion formers overseas;

- o organising meetings and events at the Mansion House and Guildhall for inward visitors and bring them into contact with City businesses and other organisations; including representatives of government;
- o using the cultural, leisure and heritage resources in the City to enhance its reputation nationally and internationally.

***Examples of specific actions to be undertaken during 2010/11:***

**KPP3 Supporting people and business in recovering from the economic downturn**

- o seeking to influence policy by promoting an evidence-based and politically neutral debate on the future shape of the financial services industry, including regulatory reform in the UK, EU and wider G20
- o targeting financial services companies to attract Inward Investment; including promotion of City fringes as possible location for inward investment
- o providing a development management service (including through the City Property Advisory Team) that is responsive to the current development needs of the City and is able to respond to the recovery
- o determining the future form of the Cheapside Initiative and supporting and promoting the development of the appropriate framework for successful 7 day trading
- o developing a partnership for the promotion of the Aldgate area to attract new businesses

**KPP4 Acting as a voice for the City and all its communities**

- o supporting the establishment of TheCityUK as the premier financial services promotional body
- o commissioning independent research on key issues affecting City competitiveness
- o closer engagement with US decision-makers and US headquartered City stakeholders to influence US financial services policy
- o enhancing policy dialogue and business engagement overseas, especially in the priority markets of India and China
- o increasing the number of senior level City players involved in EU policy work
- o engaging with the Mayor of London, his agencies, and other London Councils to influence policy related to City interests
- o completing the current review of pipe subway and decentralised energy networks across the City and developing an agreed strategy to take forward their development.

## SA2 - To provide modern, efficient and high quality services for the Square Mile

**Links to sustainable community strategy themes:** supports our communities; protects, promotes and enhances our environment; is vibrant and culturally rich; is safer and stronger.

**Key partners:** Residents; Primary Care Trusts; other health care providers; voluntary sector organisations; City of London Police; London Fire Brigade, training and employment agencies; Further and Higher Education institutions; and cultural institutions.

***Over the next four years, we will work towards achieving Strategic Aim 2 – To provide modern, efficient and high quality services - by:***

- o continuing our long-term drive to achieve savings in the way we deliver services to eliminate the remaining shortfall as identified in our financial forecasts (see page 19 for details)
- o increasing stakeholder involvement and partnership working to drive service improvement
- o sustaining and, where possible, enhancing the City Corporation's financial resources so as to ensure that they are sufficient to meet strategic objectives and future service requirements
- o implementing new technology, business processes and changes in the way we work to support the delivery of more efficient and effective services and the achievement of better value for money
- o enhancing and promoting a better quality of life for residents
- o planning services to meet the City's changing population and priorities highlighted in the Joint Strategic Needs Assessment of health and wellbeing
- o providing high quality library, heritage and culture services to support the business, educational and leisure needs of the City's many communities and to enhance the City's reputation as an internationally leading centre of culture and commerce
- o implementing the Safer City Partnership Plan 2010-2013 to reduce the level of crime, disorder, anti-social behaviour and substance misuse in the City
- o developing an air quality strategy to minimise emissions and pollutants in the City.
- o supporting the implementation of the Locational Strategy for the United Kingdom and improving service delivery and efficiency by extending the City's use of the Local Land and Property Gazetteer and Local Street Gazetteer.

## *Examples of specific actions to be undertaken during 2010/11:*

### **KPP1 Improving our efficiency whilst maintaining the quality of our services**

- o restructuring our HR, Finance, Procurement and Information Services functions as part of the programme of ongoing Value for Money and Efficiency reviews
- o targeting services by undertaking a profiling of the City's stakeholders
- o enhancing the housing, community centre and youth facilities in the Portsoken ward
- o improving our safeguarding arrangements for Adult Social Care service users
- o implementing the Adult Social Care transformation agenda to support older and disabled people to be independent and to exercise choice and control over their lives
- o implementing findings of value for money reviews of housing management
- o successfully retendering the housing repairs and maintenance contract
- o developing a whole systems approach to reducing the number of rough sleepers and managing their needs
- o restructuring services within the Department of Environmental Services to provide a new Environmental Health and Public Protection Division, and amalgamating Port Health with Veterinary Services

### **KPP3 Supporting people and business in recovering from the economic downturn**

- o encouraging the use of Library, Archives and Guildhall Art Gallery services through advocacy, innovation, marketing, outreach and participation
- o engaging and empowering individuals and community groups by supporting and promoting learning, reading and literacy
- o promoting opportunities to use and enjoy the outdoor environment for recreation, health, learning and inclusion and ensure the value of the Open Spaces is recognised.

### **KPP4 Acting as a voice for the City and all its communities**

- o improving our consultation and engagement structures including resident meetings, website content, partnership work with the police and communication with City workers and businesses
- o reviewing resident participation and Tenant Services Authority requirements.

## SA3 - To provide valued services to London and the nation

**Links to sustainable community strategy themes:** supports our communities; protects, promotes and enhances our environment; is vibrant and culturally rich.

**Key partners:** small and medium size enterprises in the City and City fringes; business support organisations; regeneration and economic development partnerships; London Boroughs (including residents); Sector Skills Councils; training and employment agencies; Further and Higher Education institutions; cultural institutions; voluntary sector organisations.

***Over the next four years, we will work towards achieving Strategic Aim 3 – To provide valued services to London and the nation - by:***

- o commissioning and managing a wide range of regeneration projects in the City and City fringes across the themes of training, skills & employment, raising the aspirations of young people and business support (including skills and employment support for City residents)
- o addressing disadvantage across Greater London by supporting charitable activity through the quality grant-making and related activities of The City Bridge Trust
- o implementing the City of London Cultural Strategy which seeks to add value to the City's cultural investment through joint working between departments and other partners
- o developing the 'Campus' partnership of the London Symphony Orchestra, Barbican and Guildhall School of Music & Drama to become the hub of a leading world class centre of performance and creative learning, setting standards for the arts profession and for best practice in local government inter-departmental strategic collaboration
- o implementing VISIT**THECITY**, the visitor destination strategy for the City for 2010-13, which seeks to promote the distinct identity of the City of London as a unique visitor destination and to enhance the quality of the visitor experience
- o commemorating events of national importance including significant anniversaries and other events of public interest
- o providing safe, high quality accessible Open Spaces and services in accordance with nationally recognised standards for the benefit of London and the Nation
- o providing an exemplary trading environment at the three Wholesale Food Markets which is environmentally sustainable, well maintained, safe, hygienic, and financially viable

## *Examples of specific actions to be undertaken during 2010/11:*

### **KPP2 Being a good neighbour**

- o delivering a programme of regeneration projects in disadvantaged areas surrounding the City (the City fringes)
- o maintaining the prominence of Corporate Responsibility work as a business benefit and differentiator
- o strengthening the third sector in London and thereby its capacity to be effective both in service delivery and as a key part of civil society.
- o contributing to the collective development of good grant-making and investment in the third sector through collaborative working regionally, nationally and internationally
- o celebrating a sense of place by involving communities in the care and management of our Open Spaces sites

### **KPP3 Supporting people and business in recovering from the economic downturn**

- o delivering the programme of skills and employment projects for City fringe residents recently commissioned to help to respond to downturn
- o delivering a continuation of the City Supply Chain business support programme for Small and Medium Sized Enterprises in the City fringes (in the light of the evaluation to be completed)
- o working with our market and commercial tenants (Small and Medium sized Enterprises) at all three markets and at our investment properties to help ensure their future prosperity

### **KPP5 Providing cultural opportunities for all**

- o marketing and promoting the entirety of the City's arts offer in a homogenous, harmonised and distinctive way by - amongst other things - creating a one-stop guide to cultural events in the City, convening a pan-City group to market the City's cultural offer, and increasing the profile of the City's arts and heritage sites through better signage and advertisements of venues in the City
- o working towards a strategic cross-sector approach to the delivery of educational and creative opportunities to people of all ages and backgrounds across Greater London
- o designing and promoting a programme of City walks that reflect the richness and excellence of the City's ancient and contemporary heritage and culture

- o marketing our Open Spaces services and adapting events and education programmes to deliver opportunities particularly for young people.
- o enhancing appreciation of the unique heritage and cultural resources of the City through ongoing development, interpretation and care of the library, archives and Guildhall Art Gallery collections
- o researching and producing visitor itineraries for families and developing the City's offer for children
- o Working with partners to advance plans for City involvement in the 2012 Cultural Olympiad and Olympic ceremonies such as the Torch Relay, seeking to maximise use and exposure of City assets such as Tower Bridge, Guildhall and others as part of the Olympic programme
- o Progressing, with Heron International, the redevelopment of Milton Court to provide new space for the Guildhall School of Music & Drama in 2012

# Organising for success

## Core values

These are our core values which inform the way we work, what we do and how we do it:

### **The right services at the right price**

We seek to provide services that our varied communities need in an efficient and sustainable manner, as established through dialogue and consultation.

### **The best of the old with the best of the new**

We aim to secure 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.

### **Opportunity and prosperity for all**

We demonstrate our commitment to equality and diversity of opportunity for those within and beyond our boundaries and seek to increase social capital<sup>4</sup> and economic wellbeing through investment in people, services and infrastructure and responsible management of natural resources.

## Our workforce

In order to help meet efficiency and service delivery requirements, we plan strategically for workforce change, carrying out restructuring exercises so we can ensure we have "the right people with the right skills in the right place at the right time". We have introduced a number of cross cutting efficiency exercises around support services (IS, HR, Procurement and Finance) which will examine ways of working to maximise efficiency. For example, within the HR review greater emphasis is being placed on technology in order to streamline and standardise processes. The workforce planning process will be further embedded across the organisation in the coming years. We intend to further underpin business planning and efficiency requirements by enabling greater sharing of good practice and use of knowledge and skills gained to enhance our existing organisational view of workforce planning.

We will be formally adopting the **Equalities Framework for Local Government** and will continue to develop and progress our work on equalities with the aim of achieving 'excellent' status by March 2012. We are recognised as an **Investor in People** organisation and will be formally re-assessed for this accreditation in 2011.

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<sup>4</sup> Office for National Statistics: Social capital describes the pattern and intensity of networks among people and the shared values which arise from those networks. Greater interaction between people generates a greater sense of community spirit.

## **Delivering within resources**

The key financial driver for the medium term over the past two years has been the severe economic downturn and the consequential impact of lower interest and rental earnings together with an effective stand-still on grants. A City Fund revenue deficit is now forecast for the next four years and the position may be exacerbated by Government action to reduce the level of national debt. To address this position and to ensure the organisation is able to respond to potential reductions in grant funding, a revised Medium Term Financial Strategy has been developed incorporating, amongst other measures:

- o Cash stand-stills for most local risk budgets until 2012/13
- o Further budget savings exercises
- o Reviewing arrangements for capital and supplementary revenue expenditure
- o Minimising the impact of rate/tax increases on City businesses and residents
- o Minimising any extraordinary calls on revenue reserves
- o Adopting prudent assumptions within future financial forecasts
- o Protecting repairs and maintenance budgets and ring-fencing other non-staffing budgets
- o Ring-fencing assets to provide sufficient funding to cover our commitment towards Crossrail.

The importance of maintaining strict financial discipline and exercising effective financial management is greater than ever In view of the pressure on resources and the uncertain future for public sector funding.

## **Securing efficiency savings**

In common with all local authorities, we have been set a target by the previous government to generate efficiency savings. Our notional target has been set at £11.3 million of on-going cashable efficiency savings over the three years from 2008/09 to the end of 2010/11. To help secure the efficiency gains required, we will work to ensure that our policies, and the principles that underpin them, are implemented economically, efficiently and effectively. We have developed a number of strategies which between them aim to provide a common basis for guiding our approach to managing the use of our finances, human resources, assets and natural resources. These strategies include our financial strategy, budget policy, HR strategy, procurement strategy, capital strategy and corporate asset management plan.

We have also instigated a programme of efficiency reviews, started in 2008/09, to meet our savings target. For the financial year 2008/09 we achieved efficiency savings of £11.2 million against our target from central government of £3.2 million. For 2009/10 we forecast efficiency savings of £3.9 million, resulting in cumulative on-going cashable efficiencies of £15.1 million as at 31 March 2010, which represents 15% of our baseline expenditure.

## Sustainability

Whilst the City of London has a long history of placing importance on the environment, through the acquisition of over 10,000 acres of open spaces for example, recent years have presented greater, more far-reaching challenges such as climate change. In order to protect the City and maintain its position, we will continue to implement and encourage sustainable practices both internally and throughout the Square Mile, providing its communities with a sustainable place to live and do business.

The City's pioneering Climate Change Adaptation Strategy will ensure that our services and infrastructure are prepared for the predicted impacts of climate change whilst we remain committed to reducing the City's carbon footprint. The City has successfully positioned itself as a centre of expertise on carbon emissions trading and, through projects such as the London Accord, will continue to actively promote investment in sustainable technologies and markets. Developments in the global economy are offering new and exciting opportunities as innovative 'green' financial products are coming to the fore. The City recognises the importance of maintaining its leadership position in this field and will work closely with the business community to achieve this.

## Other corporate plans and strategies

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

- o City Corporation Departmental Business Plans, incorporating local management and service plans;
- o themed plans such as **VisittheCity** (the visitor strategy for the City), the City of London Cultural Strategy, the Communications Strategy, the Climate Change Mitigation Strategy, the Capital Strategy and Asset Management Plan, and the Information Management Strategy; *and*
- o plans developed with partner organisations such as The Safer City Partnership Plan, the Adult Wellbeing Partnership Strategy and the Children & Young People's Plan.

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

## Measuring our success

The following indicators have been selected as the key outcome measures which will help us to measure our success in achieving our Vision for the City Corporation. We also measure the performance of each of our departments against indicators included in departmental business plans and we are subject to external inspections and assessments of our performance which are reported in our annual Summary of Performance and Accounts.

### Stakeholder Polling – we carry out a survey every three years of City businesses, workers, executives and residents.

The next survey is due to be undertaken in 2012. Our target is to maintain and where possible improve the scores we achieved when this survey was last undertaken in 2009.

Performance Indicator	Stakeholders	Target for 2012 survey
Satisfaction with the City of London as a place to run a business	Businesses	2009 score - <b>84%</b>
	City Executives	2009 score - <b>93%</b>
Satisfaction with the way that the City of London Corporation performs its functions	Businesses	2009 score - <b>72%</b>
	City Executives	2009 score - <b>79%</b>
	Workers	2009 score - <b>71%</b>
	Residents	2009 score - <b>83%</b>
Satisfaction with City of London Police and City Corporation in dealing with anti-social behaviour and crime issues	Businesses	2009 score - <b>72%</b>
	City Executives	2009 score - <b>64%</b>
	Workers	2009 score - <b>67%</b>
	Residents	2009 score - <b>78%</b>

**Place Survey – this is a national government survey undertaken every other year. Some of the indicators included in the survey are also National Indicators (NIs) or old Best Value Performance Indicators (BVPIs).**

The next Place Survey is due to be undertaken in 2010. Our target is to maintain and where possible improve the scores we achieved when this survey was last undertaken in 2008.

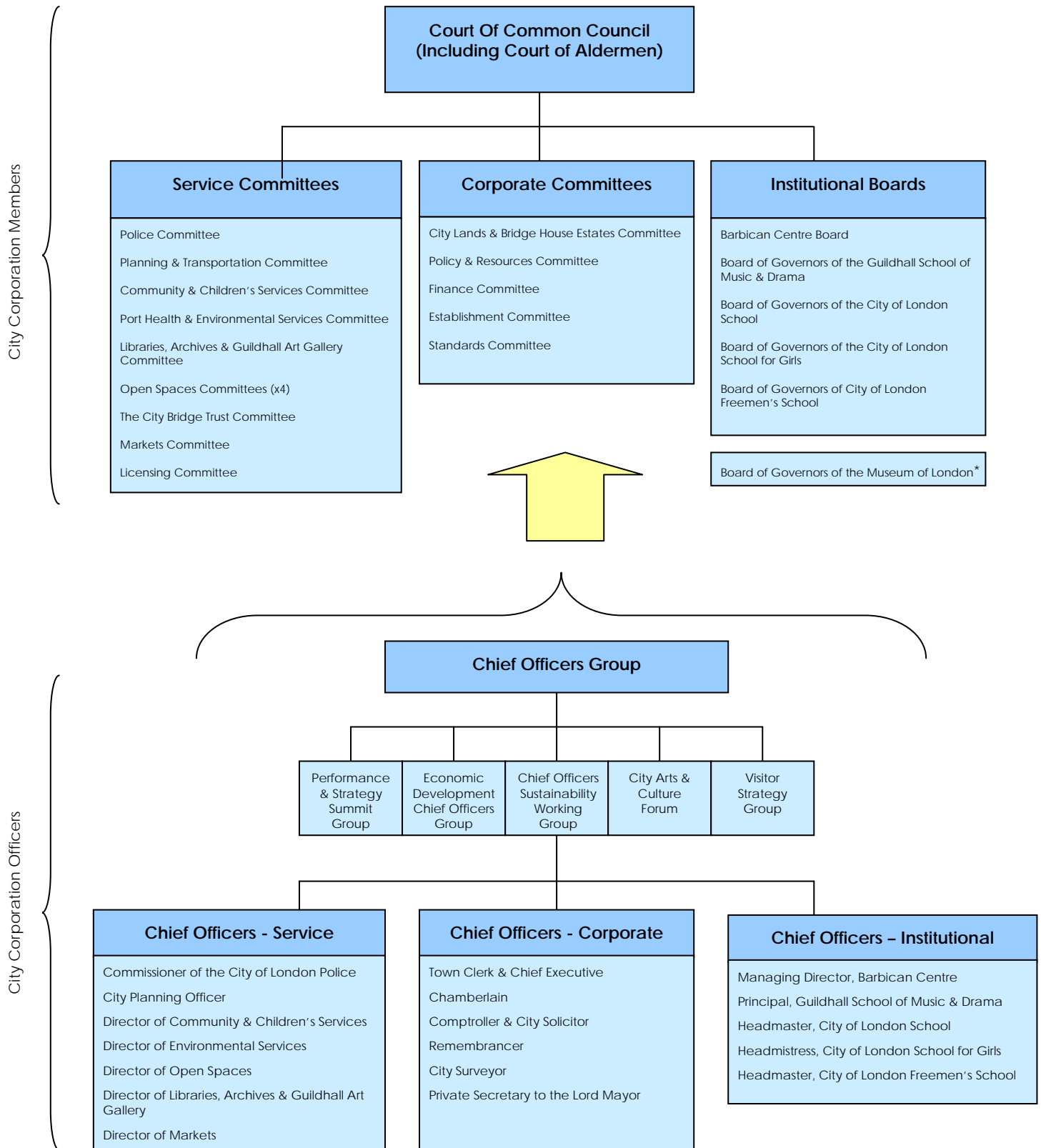
<b>Performance Indicator</b>	<b>Target for 2010 Survey</b>
Overall Satisfaction with the City of London Corporation (ex BVPI 3)	2008 score - <b>73%</b>
% of residents who feel that they can influence decisions in their locality (NI 4)	2008 score - <b>42%</b>
% of residents who are satisfied with their local area as a place to live (NI 5)	2008 score - <b>92%</b>
% of residents who think anti-social behaviour is a problem (NI 17)	2008 score - <b>7%</b>
% of residents who think anti-social behaviour and crime are being tackled effectively (NI 21)	2008 score - <b>54%</b>
% of residents who feel safe when outside in the local area (defined as within 15-20 minutes walking distance of their home).	During the Day: 2008 score - <b>97%</b>
	At night: 2008 score - <b>82%</b>

**Local Area Agreement 2008-2011 – those indicators which central Government will use to measure our performance in delivering national priorities over a three year period. A reward grant is available if these targets are met or partially met.**

All targets below must be met **by end of 2011** to receive full reward grant.

<b>Performance Indicator</b>	<b>Target for 2011</b> (summarised version of detailed technical definitions)
Environment for a thriving third sector (NI 7)	Increase by 5% the percentage of third sector organisations who believe that the local statutory bodies in the City influence their success
Protection against terrorist attack (NI 36)	Reduce the overall vulnerability for two priority sites (for example, from Very High to High, or High to Medium)
	Continue to work (with Counter Terrorism Security Advisers) towards reducing, as far as reasonably practicable, the vulnerability score of the remaining four priority sites
Perceptions of drunk and rowdy behaviour (NI 41)	Reduce the percentage of residents perceiving drunk and rowdy behaviour as a problem from 39.3% (in 2008) to 35%
Planning to adapt to climate change (NI 188)	Achieve Level 4, the highest Level of local authority preparedness to manage risks to service delivery, the public, communities, infrastructure businesses and the local environment from climate change.
Residual household waste per household (NI 191)	Reduce the amount of residual waste per household (waste collected but not sent for reuse, recycling or composting) to below 574kgs
Air quality (NI 194)	Reduce NO emissions (oxides of Nitrogen) and primary PM10 emissions (airborne particulate matter emitted directly into the environment) through local authority's estate and operations by 5%

# City of London Corporation Decision Making Organisational Chart



\* The Museum of London was established by an Act of Parliament and is jointly funded and governed by the City Corporation and the Greater London Authority, with the Board of Governors comprising an equal number of representatives from both.

## Contacts

This is our Corporate Plan. If you would like to receive a copy in another language, an alternative format (such as Braille, large print or audio tape) please contact:

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