





# Appendix: 2024 Business Priorities

This is an update on CPA's business planning priorities for the first year of Ross Sayers' (Landsec – Head of Development Management) tenure as Chair. The priorities have been set to coincide with the Annual General Meeting in April 2024.

Key themes			
<p><b>A Place to Work and Thrive</b></p> 	<p><b>A Place to Play and Relax</b></p> 	<p><b>A Place for the Future</b></p> 	<p><b>A Place founded on Fairness and Equity</b></p> 
Objectives			
<p>Support the City's economic resilience and its role as a global destination for business and investment, underpinned by world-class workspaces.</p>	<p>Champion the City of London Corporation's Destination City vision, highlighting the importance of public realm improvements and strong cultural, retail and leisure offer.</p>	<p>Continue to promote best practice environmental sustainability, working with the City Corporation on policies to deliver a Net Zero City.</p>	<p>Advocate for social sustainability, including diversity in the industry and the social value of development.</p>

# Appendix: 2024 Business Plan

Deliverables: CPA			
IN 2024/5 WE WILL			
<p>Advance <b>research into existing building stock and changing occupier demands</b> to support local plan-making, and any changing uses we believe are required to fulfil the economic objectives of <b>Destination City</b>.</p> <p>Engage with the details of the City Corporation's <b>Reg 19 City Plan consultation</b>. The draft strategy is expected to include new policies on workspaces to reflect post-pandemic changes in demand.</p> <p>Continue positive <b>engagement activities with City of London Corporation's senior council officers and elected members</b> about the future of policy and the business environment through our usual programme of meetings and events, as well as other forums and platforms, such as roundtable discussions.</p> <p>Deepen relationships with officials at the City Corporation and increase engagement with Planning and Transportation Committee members to <b>help address sensitivities around development</b>. Promote the positive role the property sector can take in the recovery, including how S106/CIL has helped to transform the City.</p> <p>Continue to work with members, the City of London Corporation and other partners to promote the unique strengths of the Square Mile and support its economic growth and long-term resilience, including <b>the Destination City campaign</b>.</p> <p>Work with the City Corporation, local BIDs and other partners to <b>promote the City's world class business eco-system</b> and its position as a pre-eminent hub for financial and professional services and tech.</p>	<p>Utilising the findings of CPA's <b>Visualising Destination City</b> paper, call for a <b>bolder ambition and acceleration of major public realm projects</b> (such as pedestrianisation schemes), whilst encouraging the City Corporation to swiftly <b>allocate CIL funding</b> for funding local infrastructure and the cultural facilities.</p> <p>Call for planning policy changes to help create greater and more vibrant <b>retail and leisure uses</b> at the ground floor level.</p> <p>Embed engagement with the City Corporation's <b>transport and public realm teams</b>, providing guidance on their programmes and helping to ensure project delivery builds on the positive changes so far and remains strategic.</p> <p>Support the City Corporation in <b>managing and coordinating BID activity</b> to avoid duplication and ensure implementation reflects wider Destination City goals.</p> <p>Continue to champion the role of the <b>One City</b> digital platforms (a concept that originated with the CPA and is delivered by NLA) to promote the Square Mile's cultural, retail and leisure offer to the younger generation of City workers.</p>	<p>Continue to support the Corporation's <b>Climate Action Strategy</b> and commitment to achieve Net Zero Carbon by 2040.</p> <p>Sustainability will be explored further in 2024 through CPA's programme of events (including a breakfast seminar on the <b>Circular Economy and the City</b>) and stakeholder engagement (<b>roundtable with Historic England</b>).</p> <p>Ensure the CPA continues to play an integral role on the City of London Corporation's <b>Skills for a Sustainable Skyline taskforce</b>, helping to plug an industry skills gap and drive the City's green economy.</p> <p>Campaign for money generated by <b>carbon offsetting</b> to be spent supporting the decarbonising the built environment and wider net zero ambitions.</p> <p>Advocate for a <b>cleaner, greener City of London</b> for future generations to enjoy.</p> <p>Collaborate with <b>the City's BIDs</b> to help meet some of the industry's biggest challenges, including sustainability and 'good growth.'</p>	<p>Re-focus the remit of CPA's <b>Placemaking &amp; Sustainability Committee to explore social sustainability</b> in the City of London, including the community benefits of development, maximising social value/impact, and how this is communicated to policymakers and stakeholders.</p> <p>Engage with Board members and the wider CPA membership on <b>opportunities for young residents living in the vicinity of the Square Mile</b> linked to our member's activities, such as work experience and placements.</p> <p>Establish a new <b>charity partner</b> for the association, utilising our network for fundraising and member engagement, as well as our long-standing support for <b>LandAid</b>, the property industry charity which works to end youth homelessness.</p> <p>Continue to support <b>CPA NextGen's</b> bespoke programme of events, research and engagement for the next generation of industry leaders. This will include new research on <b>AI and the Built Environment</b>.</p>

## Deliverables: London Property Alliance (CPA + WPA)

### IN 2024/5 WE WILL

Publish an update to **Good Growth for Central London** (commissioned from Arup) to set out the various economic growth scenarios for central London, and what this means for jobs, GVA, office floorspace, housing delivery and tax income for public services. Use this data to engage with local, regional and national policymakers to call for more supportive frameworks and environments for planning and investment (for example, in roundtables and **election manifestos**).

Continue to publish London Property Alliance's quarterly **Global Cities Survey** in a bi-annual format – comparing London's appeal and success as an international hub for business and investment alongside that of global rivals and draw out areas of competitive advantage.

Commission **research on the role of 'London as an HQ City'** (from Centre for London), exploring what has changed since the last report in 2019, and what is needed to attract, grow and retain global businesses in the capital.

Engage with **national political parties** (focused around the autumn political party conference) and **politicians** (via APPGs and meetings) on our key campaigns and issues, including the reform of business rates and a 'retrofit first, not retrofit only' approach to 20th century buildings. Use the London Property Alliance's wider platform to deepen links with central London's political body Central London Forward (comprised of 12 central London local authorities).

**Engage with GLA and other bodies** on relevant policy and guidance impacting the built environment sector.

Attend **major industry conferences**, including MIPIM, UKREiiF and LREF (taking place at the Guildhall), in partnership or in collaboration with public sector bodies to promote central London's property industry and key campaigns. At MIPIM, the Alliance's programme will include co-hosting the Opportunity London lunch (with NLA).

Engage with the next Mayor of London's **review of the London Plan and Transport Strategy**, calling for planning and transport policies that enable the delivery of the City Corporation's Destination City vision.

Engage with partners and policymakers on **innovative investment models** (such as TIF) to fund infrastructure and other interventions needed for central London's growth, including public realm masterplans.

Continue to share intelligence and best practice among members and policymakers to help accelerate the drive to a truly sustainable city. This will include building upon the findings of London Property Alliance's Retrofit First, Not Retrofit Only research, including stakeholder roundtables with City Corporation policymakers.

Publish thought leadership, including a series of sustainability and planning white papers.

Publish research on the role of central London and UK city centres in low carbon living, with metrics such as CO2 emissions for economic output, green space, building energy efficiency and low carbon transport. The paper will explore how sustainable approaches to planning and development can further support our cities' contribution to a Net Zero Carbon future.

Continue the work of LPA's **Diversity, Equity & Inclusion committee** in promoting a more diverse and equitable property industry across central London, and a more inclusive built environment. This will include bespoke events and research on **social value/impact** and the built environment.

Publish a compendium of the **Diversifying Real Estate** guidebooks (under London Property Alliance) which have covered **Gender, Race, Sexuality, Disability, Social Mobility** and Faith (due in Q1 2024), and promote the findings of this series to the membership and London's wider property industry through events and engagement.

## Our engagement

### ADVOCACY

Working Working with City of London Corporation, the GLA, national politicians, Parliamentary and Mayoral candidates and wider stakeholders to ensure that the City of London remains an attractive place to invest, build, work and visit.

On behalf of our members, we will provide detailed responses to policy consultations and regularly engage with key officers and politicians at the City Corporation to enhance the area's built environment.

### EVENTS

Providing a range of insight seminars and showcase receptions, that bring together our 180+ member companies to hear directly from industry makers and policymakers, share best practice and forge new business partnerships.

### THOUGHT LEADERSHIP

Commissioning and supporting new research to help with our representations to policymakers at local and national governments on key campaigns.

Give members the opportunity to promote and engage with genuine thought leadership within the industry, ensuring we are leading on key conversations.

Communications and PR activity to support and raise the profile of CPA and London Property Alliance's brand, key campaigns and messaging.