

Appendix: 2023 Business Plan

This is an update on CPA’s business planning priorities for the second year of **Gareth Roberts’** (British Land – Head of Broadgate Developments) Chairmanship of the Association. The priorities have been set to coincide with the Annual General Meeting in April 2023.

 <p><i>Support the City’s economic and cultural resilience, championing London as a thriving city in a globally successful UK</i></p>	 <p><i>Promote the City’s vibrant public spaces and infrastructure improvements</i></p>	 <p><i>Support the City’s Net Zero and ESG ambitions for a more sustainable and inclusive City</i></p>	 <p><i>Bring together expertise from across the capital to promote the mutual priorities of the CAZ boroughs</i></p>
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Key themes			
Support the City’s economic and cultural resilience, championing London as a thriving city in a globally successful UK	Promote the City’s vibrant public spaces and infrastructure improvements	Support the City’s Net Zero and ESG ambitions for a more sustainable and inclusive City	Bring together expertise from across the capital to promote the mutual priorities of the CAZ boroughs
Objectives			
<p>We will continue to support the City’s economic and social growth and resilience, in the face of economic uncertainty and challenges that are impacting businesses and workers. This includes supporting the City’s evolution towards being a world leader in innovation, inclusivity, and sustainability.</p> <p>The CPA will champion initiatives and policies which encourage the greater footfall in the City; promote the evolution and growth of its business ecosystem; provide greater certainty for the private sector to invest in the district’s future success; support sectors disproportionately impacted by economic uncertainty - including retail, culture and hospitality - which are vital to the City’s vibrancy and</p>	<p>The quality and experience of the public realm in the Square Mile and its attractiveness as a place to live, work and visit has taken on new importance post-pandemic.</p> <p>More emphasis than ever has been placed on creating a bustling and attractive location for returning employees to work, socialise and spend their time.</p> <p>Meanwhile, businesses need to be reassured that digital and transport infrastructure improvements designed to improve 5G and connectivity cement the City’s position as a leading business hub and ‘smart city’ will take place.</p>	<p>We will promote the tangible benefits from socially responsible and sustainable real estate development, including job creation, a green and healthy environment; improved and activated public realm; and the delivery of affordable homes.</p> <p>The UK, London and the City are making significant ESG commitments and investments in green finance, technology and infrastructure. It is important that we build on this desire to promote best practice across our industry and champion real estate activities which deliver positive social and environmental outcomes.</p>	<p>As London seeks to rebuild its social and economic resilience in the face of economic uncertainty, CAZ boroughs are increasingly facing similar challenges and objectives. By working with local authorities, stakeholders and business groups outside of the City of London, in addition to, we are able to share best practice, industry knowledge and harness a bigger, more powerful voice under the London Property Alliance (LPA) banner. This includes challenges and trends such as London’s role on the international stage, climate change, London’s economy, infrastructure, and driving forward the success of our cities.</p>

attractiveness; and advocate for London’s role as a global and open city.		This should include promoting diversity, equality and inclusion in the built environment sector.	
Deliverables: CPA			
<p>In 2023 we will:</p> <ul style="list-style-type: none"> 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 the Destination City campaign. Support the vision of the City Corporation’s Destination City campaign, ensuring it is focussed on growth, vibrancy and outstanding environments to ensure the City is the best place to invest work, live and visit. Deepen relationships with officers at the City of London Corporation and increase engagement with wider Planning and Transportation Committee members to help address sensitivities around development. Promote the positive role the property sector can take in the recovery, including how S106/CIL has helped to transform the City. Work with the City of London Corporation to help tackle officer resourcing issues and challenge negative perceptions of the City as part of the levelling up agenda, among national politicians. Champion the office as a key driver of economic and social resilience, and work with partners and local BIDs to promote initiatives and events which encourage this. Promote the City’s world class business eco-system and its position as a pre-eminent hub for financial and professional services and tech. Champion the importance of the City in the ability to successfully level up the UK regions and deliver the Government’s vision of a successful ‘Global Britain.’ 	<p>In 2023 we will:</p> <ul style="list-style-type: none"> Publish research on using CIL monies to create world class public realm and infrastructure for a greener and smarter city. Champion public realm and infrastructure as a key attracting people to visit and enjoy the Square Mile, and a key component of the City Corporation’s Destination City campaign. Continue to promote the swift roll out of the 5G network across the City and advancements in the use and implementation of ‘smart city’ technologies and digital infrastructure to support the agile workforce of the future and enhance the experience for those that work, live or visit the City. Continue to consult with the Corporation’s transport team and the GLA to champion the transformation of City streets that promote and facilitate active travel, create vibrant open spaces and deliver permanent improvements to the public realm. Develop a CIL champion at the City of London Corporation to determine the positive impact of CIL and promote the enhancements made as a result. Establish a target of ensuring that 50% of CIL in place as of December 2022 is spent or committed by 2025. Produce a guide into the public spaces in the City – positioning the City as an attractive place for young people and global talent to work, live and visit. 	<p>For a more sustainable City, in 2023 we will:</p> <ul style="list-style-type: none"> Continue to support the Corporation’s Climate Action Strategy and commitment to achieve Net Zero Carbon by 2040 – including supporting the development of a Local Area Energy Plan, which will drive the Square Mile’s transition to a net zero energy system. Support the City Corporation in exploring the potential of a Sustainable City Charter to drive sustainability action across the City’s built environment (learning from WPA’s experience with developing a charter with Westminster City Council). Ensure the CPA continues to play an integral role on the City of London Corporation’s Skills for a Sustainable Skyline taskforce, helping to plug an industry skills gap and drive the City’s green economy. This will include supporting research led by CITB on the future skills gaps for commercial projects in central London. Advocate for a cleaner, greener City for future generations to enjoy. 	<p>In 2023 we will:</p> <ul style="list-style-type: none"> Manage a relaunched Developer Forum in partnership with the City Corporation: bringing together key developers to help inform the City Corporation’s policymaking and planning delivery. 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) and national Parliamentarians. Commission a research report into consultation and engagement with amenity societies and local representative bodies, and how to improve consultation with hard-to-reach and less traditional well-represented groups. Work with London-wide partners to deliver insight, policy and research applicable to the membership, including Opportunity London.
Deliverables: London Property Alliance (CPA + WPA)			
<p>In 2023 we will:</p> <ul style="list-style-type: none"> Participate and help plan a study trip to New York City under the Opportunity London banner in partnership with NLA. Political and business engagement on the trip will help inform the City Corporation and other attendees on innovative policies and practices, and strengthen links. We will publish a report following the trip which sets our learnings. Attend major industry conferences alongside the City Corporation (MIPIM and UKREiIF) to promote central London’s property industry and key campaigns. At 	<p>In 2023 we will:</p> <ul style="list-style-type: none"> Publish a review of the economic and environmental (sustainability + built environment) impact of delivery of the Crossrail project on Central London. 	<p>For a more sustainable City, in 2023 we will:</p> <ul style="list-style-type: none"> 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 <i>Retrofit First, Not Retrofit Only</i> research, including stakeholder roundtables with City Corporation policymakers. Publish thought leadership, including a series of sustainability and planning white papers. 	<p>In 2023 we will:</p> <ul style="list-style-type: none"> Continue to publish London Property Alliance’s quarterly Global Cities Survey – 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. The surveys will be bolstered with sector and issue-specific themes of interest to our members, such as retail and sustainability. Deepen working relationships with BIDs across CAZ boroughs, including the EC Partnership and Fleet Street

<p>MIPIM, the Alliance’s programme will include co-hosting the Opportunity London lunch (with NLA) and potentially a Global Cities Survey breakfast seminar.</p>		<ul style="list-style-type: none"> • 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. <p>For a more inclusive City, in 2023 we will:</p> <ul style="list-style-type: none"> • Continue to develop the series of Diversifying Real Estate guidebooks (under London Property Alliance) to help individuals and organisations make London’s real estate sector more accessible and inclusive for diverse talent. This year we will focus on Social Mobility and Religion. • Publish a compendium of the Diversifying Real Estate guidebooks which have cover Gender, Race, Sexuality, Disability, Social Mobility and Religion, and promote the findings of this series to the membership and London’s wider property industry through events and engagement. • Launch a Diversity, Equality & Inclusion committee to cover diversity for central London’s property industry, under the Alliance banner. It will include representatives from CPA and its sister body Westminster Property Association: creating a united campaign to promote diversity, equality and inclusion across our property sector. 	<p>Quarter, and work together to help meet some of the industry and City’s biggest challenges. Update CPA’s City BID guidebook, to help keep members informed of these groups.</p> <ul style="list-style-type: none"> • Keep members informed of London-wide and national policy changes on industry related policies such as sustainability, including the Mayor of London’s commercial retrofit Call to Action. • Engage with national political parties on our key campaigns and issues, including an engagement programme at Labour and Conservative Party Conference.
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Our Engagement

Advocacy	Events	Thought leadership
<p>Working with City of London Corporation, the GLA, national Government and wider stakeholders to ensure the City of London remains a global destination for business and workers.</p> <p>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.</p>	<p>Providing a range of insight seminars and showcase receptions, that bring together our 140 member companies to hear directly from industry makers and policymakers, share best practice and forge new business partnerships.</p>	<p>Commissioning and supporting new research to help with our representations to policymakers at local and national governments on key campaigns.</p> <p>Give members the opportunity to promote and engage with genuine thought leadership within the industry, ensuring we are leading on key conversations.</p> <p>Implement a communications programme to support and raise the profile of CPA and London Property Alliance’s brand, key campaigns and messaging</p>