

# Developing the new Corporate Plan

Kate Smith  
Head of Corporate Strategy  
and Performance

April 2017



LEAD   
EMPOWER  
TRUST

# Agenda

To update Service Committee Chairmen and Deputy Chairmen on the development of the 2018-23 Corporate Plan

- Recap of key principles
- Where are we now?
- The draft Corporate Plan
- What happens next?

# Key principles

- To get everyone working towards overarching long-term outcomes, with clear links through the 'golden thread':
  - Corporate Plan
  - Departmental Business Plan
  - Divisional/Team/Annual Plans
  - Individual Staff Appraisals
- To help us consider competing pressures, and establish a shared understanding amongst Members and officers of the priorities going forward

# Corporate Plan framework

| CORPORATE PLAN FRAMEWORK   | VISION & MISSION                             | CURRENT REALITY  | REVIEW OF CURRENT WORKSTREAMS  | OPTIONS, OBSTACLES & OPPORTUNITIES   | ASSETS, STAKEHOLDERS & PARTNERS   | STRATEGY  |
|--|--|--|--|--|---|---|
| <b>Workstreams</b><br>(existing and emerging)<br><br>N.B. All for example only | <i>What we are aiming for</i><br><br>[TO-BE] | <i>What is it like now?</i><br>- Aligned with vision<br>- Counter to vision<br>- Vision neutral<br><br>[AS-IS] | <i>What are we / others doing already to help achieve the vision?</i><br><i>What is working well and what isn't?</i><br><i>What are the obstacles / gaps / limiting factors?</i> | <i>What needs to change to achieve the vision?</i><br><i>What haven't we tried / have others tried / found?</i><br><i>What else could we try?</i><br><i>How might we unblock / optimise?</i> | <i>What do we currently lack?</i><br><i>What expertise / learning / contacts can we bring?</i><br><i>Who else do we need?</i><br><i>Who else might be interested?</i><br><i>What might be in it for them?</i> | <i>How we will achieve it</i><br><br>[5 / 10 / 15 yr plans] |
| PLACE led  |  |  |  |  |   |   |
| PROSPERITY led   |  |  |  |  |   |   |
| PEOPLE led   |  |  |  |  |   |   |
| Strategic Resources  |  |  |  |  |   |   |
| Customer Services  |  |  |  |  |   |   |

| BUSINESS PLAN FRAMEWORK                                    | DELIVERABLES ROADMAP      |                | TRACKING PERFORMANCE<br>(Outcomes and benefits linked to vision) |                        | EVALUATION                         | APPLICATION OF LEARNING and change control | OWNERSHIP (golden thread) |
|--|---------------------------|----------------|--|------------------------|------------------------------------|--|---------------------------|
|  | <i>What we will do...</i> | <i>by when</i> | <i>What we'll measure to know...</i>                             | <i>how we're doing</i> | <i>What this tells us about...</i> | <i>what we need to do differently</i>      | <i>Who is responsible</i> |
| <b>Workstreams</b><br>(existing and emerging)<br>PLACE led |                           |                |  |                        |                                    |  |                           |
| PROSPERITY led   |                           |                |  |                        |                                    |  |                           |
| PEOPLE led   |                           |                |  |                        |                                    |  |                           |
| Strategic Resources  |                           |                |  |                        |                                    |  |                           |
| Customer Services  |                           |                |  |                        |                                    |  |                           |

# Corporate Plan 2018-23

We are refreshing the Corporate Plan for 2018-23 to set out:

- one vision that describes the one overarching goal - for everyone to work towards
- a set of ambitious outcomes – against which we will measure our performance – and within which everyone can find relevance to their work

This will allow us to prioritise those areas of activity on which to focus our attentions over the medium term

# Where are we now?

The development of the Corporate Plan (2018-23) has been led by the Head of Corporate Strategy & Performance working closely with:

1. Chief Officers via the People, Place and Prosperity Steering Groups,
2. Business planners working on high-level business plans, to provide the golden thread, and
3. The Corporate Strategy Network which is mapping business plan activities and measures to Corporate Plan draft outcomes

# Mission and Vision

*The City of London Corporation is the governing body of the Square Mile dedicated to a thriving City, supporting a strong, sustainable and diverse London within a globally-successful UK.*

# Strategic Objectives

We aim to...

## **Benefit society**

By fostering a culture of inclusivity, opportunity and responsibility

## **Shape the future City**

By strengthening its connectivity, capacity and character

## **Secure economic growth**

By promoting the City as the best place in the world to do business



# Outcomes

## People

- People live enriched lives and reach their potential
- People enjoy good health and well-being
- People enjoy our thriving and sustainable public spaces
- People are safe and feel safe

## Place

- The Square Mile is the ultimate co-working space: flexible, secure and inspiring
- The Square Mile is digitally and physically well-connected and responsive
- The Square Mile is known for world-leading culture and creativity
- The Square Mile has outstanding public spaces, retail, leisure and hospitality

## Prosperity

- The City has the world's best access to global markets and regulatory framework
- The City is the global hub for business innovation – new products, new markets and new ways of doing business
- The City nurtures and has access to the skills and talent it needs to thrive
- The City's activities at home and abroad are known to benefit society and business

## “Page two”

Currently being used as an engagement tool.

Once completed the Corporate Plan will include references to:

- Strategies
- Priorities
- Targets and
- Indicators

and be updated and reported on annually over the five-year period.

## About us

### What we are responsible for...

- London's world-leading financial and business centre, the Square Mile's local authority services, City of London Police, national economic security, London's Port Health Authority, five Thames bridges, London's biggest independent grant-maker, the UK's highest performing group of secondary Academies, three independent schools, Europe's largest multi-arts centre, numerous cultural and educational institutions, three wholesale markets, safe UK animal trade, housing, landholdings and historic green spaces

### We want to...

- Deliver far more for the City, the capital and the country by collaborating with our unique breadth and depth of partners and stakeholders

### Our unique selling points...

- Our independent voice
- Our convening power and reach
- Our long-held traditions yet ability to be a catalyst for change
- Our long-term view and local, regional, national and global perspectives
- Our private, public and voluntary sector expertise



**LEAD**   
**EMPOWER**  
**TRUST**

## Our commitments

- Unlocking the potential of our many assets – our people, our stakeholders, our relationships, our buildings and the valued cultural, educational, environmental and commercial assets we oversee
- Championing diversity and London's cosmopolitan nature
- Listening to our customers and providing excellent services
- Being active partners, open to challenge, leading and learning
- Innovation, always looking for ways to deliver more and add value through new technologies and smart approaches
- Good governance, by driving the relevance, responsibility, reliability and radicalism of everything we do
- Upholding our values – Lead, Empower, Trust - and displaying passion, pace, pride and professionalism in everything we do



# What happens next?

- May: Induction Briefings for all Members
- May/June: High-level business plans being submitted to all Service Committees for approval ..
  - .. with detailed business plans in the same format as last year
  - .. and this draft of the Corporate Plan for information
- All types of activity included in the business plans including projects, development plans, and pipeline/horizon scan

# What happens then?

- June: Draft Corporate Plan to Resource Allocation Sub Committee away day (23<sup>rd</sup> – 24<sup>th</sup>) – supported by agreed high-level business plans
- From September consultation with:
  - **Members**
  - Staff
  - External partners and stakeholders

# Corporate Plan approval

*Subject to the results of consultation:*

- January 2018: Corporate Plan 2018-23 to Policy and Resources Committee for endorsement
- March 2018: Corporate Plan 2018-23 to Court of Common Council for approval
- Spring 2018: Corporate Plan 2018-23 published

## 2018 and beyond ...

- Improved support for collaborative work
- Tracking of performance against corporate outcomes
- Improved consideration of risk management and value for money (continuous improvement)
- Corporate Plan and performance to inform allocation of resources