

## Our aims and objectives are...

To deliver democratic and executive support services, which meet the needs of elected Members and the electorate

To promote high, efficient, standards of governance throughout the organisation

To deliver the outcomes of the Governance Review and supporting the Corporate Plan

Leading on a transition to a new Policy Chair

To optimise delivery against the Corporate Plan

The Corporation and Square Mile is on track for a net zero and resilient future

Further align effective civic leadership between the Mayoralty, Shrievalty and City Leadership team to deliver better promotion of the City and its capabilities in the UK and overseas

To ensure the effective delivery of our statutory functions and to support the Police Authority Board in rigorously challenging the efficiency and effectiveness of the City of London Police

To ensure 'Protect and Prevent' strands of HMG UK Contest etc are delivered, in addition to deliver Prepare (other departments do this yet Security and Contingency Planning oversee through Senior Security Board)

To ensure that CoLC are resilient to deliver high profile safe and secure events within its estate and across the public realm

## Our major workstreams this year will be...

1. Overseeing the implementation of the service area's new Target Operating Model structure, including recruitment for Governance, Member and Electoral Services to full complement
2. Implementing the outcomes of the governance review
3. Contributing to an increase in voter registration and turnout for ward and Aldermanic elections
4. Delivery of induction and transition programme for new Court post City-wide elections
5. Designing a function to support the Policy Chair in line with the TOM
6. Resourcing and designing processes to support the Corporation and the team's work with officers to support the Policy Chair
7. Promoting the City as the world leader in international, financial and professional services by leveraging international partnerships to deliver trade, innovation and cultural activities that support corporate outcomes
8. Introduction of a public dashboard reporting progress against the targets in the Climate Action Strategy
9. Conduct first corporate wide footprinting exercise in April 2022 since baseline year of 2018-2019
10. Leading Senior Security board and ensure delivery of all security initiatives through the thematic boards
11. Professionalising and streamlining the approach to strategy development and business planning to optimise cohesion, synergy, and performance to demonstrate the value the City Corporation delivers as an integrated entity, both internally and to its stakeholders, in clear, measurable, outcome-focused terms
12. Developing the Corporate Plan 2024-29, defining the rolling 5 year corporate strategy, secure agreement to it, and ensuring that Institution, Service Area and Functional strategies are aligned
13. Horizon scanning for emerging trends and risks. Conducting PESTLE analysis, and identifying opportunities and threats to inform current and future strategy making in the organisation
14. Exploring stakeholder engagement across City of London Corporation to identify stakeholder gaps and synergies, and opportunities for collaborative working and knowledge sharing
15. Developing the Corporate Performance Framework (CPF) data that enables us to monitor cross-organisation performance in delivering on agreed strategic objectives, and to optimise performance through continuous improvement and corrective action
16. Managing non-financial Corporate Risk, ensuring that risks which could materially disrupt the strategy and operations are identified, monitored and mitigated in a consistent, timely and effective manner

**We aim to impact on all Corporate Plan outcomes through the work we deliver and support**



## What's changed since last year...

Over the past 12 months, the Town Clerk's Department has been subject to numerous organisational changes arising from the TOM programme, including the creation of a new Deputy Town Clerk role. Whilst TOM changes continue to take effect, the Department has continued to coordinate corporate activity across the City Corporation, including the City's elections in 2022, the impact of the Covid pandemic, and the TOM programme itself.

### **Governance, Member and Electoral Services**

The target operating model restructuring proposals for the Governance, Members and Electoral Services Team have been developed and will be implemented during the incoming year. Non-local authority functioning committees can now choose whether to meet virtually or to operate on a hybrid basis. Whilst retaining the live streaming facility, committees have reverted to in person meetings. A Members Financial Support Policy is now in place, where Members are now able to claim up to £7,500 each year, payable on a quarterly basis. Like businesses, Residents are now able to register to vote online

### **Police Authority**

The Police Authority's main roles and responsibilities are to ensure that the City of London Police provides an efficient and effective value for money service. Following the Lisvane review, the team have further strengthened governance and introduced role profiles/Job Descriptions for Members. The Authority is also providing greater oversight and scrutiny of the Force's national lead role on economic crime and has significantly enhanced engagement with external stakeholders including the Association of Police and Crime Commissioners and the Home Office

### **Resilience**

Senior Security Board, updated with new chief officer team, security strategy embedded and thematic boards delivering protect of estate and events, protect of public realm, insider threat and digital security

### **Corporate, Strategy and Performance**

Chief Strategy Officer joined in June 2021 and led the redesign of the CSPT new structure through TOM, and new team structure recruitment commenced. The strengthened team provides an integrated, professional and insight-led approach to strategy, planning and corporate wide risk management. We cohere the Corporation's approach to Business Planning, providing strategic oversight and challenge so that departmental outcomes included in Business Plans align to our corporate commitments, are demonstrably measurable and interdependencies and risks are identified and managed. We project manage the City wide residents meeting (held virtually during the pandemic) which will be held-in-person in May 2022. We will develop and consult stakeholders on the Corporate Plan 2024-29, defining and agreeing our narrative and the outcomes that will be achieved. Corporate Plan 2024-29 will be a tool that better enables prioritisation, and through the Corporate Performance Framework, provides a mechanism for performance against the actions that will bring the most value to be measured and realised. We manage the Executive Leadership Board programme supporting their consideration of cross cutting issues, our shared purposed, and corporate performance and risk. We lead on the Annual Governance Statement providing assurance of our governance arrangements and the non-financial performance input to the City Fund annual report. EDI and Social Mobility responsibilities have transferred to the Chief Operating Officer

## Our strategic commitments

### Governance Review

The delivery of good governance and electoral services –it remains a high-level priority for the City Corporation and it has not changed since the last Business Plan was considered.

### Corporate Plan 2024-29

Developing a shared purpose and narrative, aligned to our mission and values, that embodies our corporate strategy and describes the strategic outcomes that will result from considered, cohesive, targeted action

### Officer Governance

Advice to Officers advisory groups and departmental boards on navigating corporate and Member governance. Ensuring strategic workstreams are considered by relevant corporate decision-making governance

### Annual Governance Statement

Providing assurance of our governance arrangements and the non-financial performance input to the City Fund annual report

### Corporate Performance Framework

Maintain, evaluate and provide in-depth analysis to measure corporate outcomes. Ensure performance indicators are relevant to the ambitions of the organisation, are measurable and trackable

### Business Intelligence

Develop and maintain a shared Business Intelligence and analytical capability, identifying opportunities for innovation and collaboration. Identify, track and realise the benefits of the BI capability

### Zero-base budget 2023/24 exercise

Prepare guidance and support departments to assess their purpose and how it is aligned with the organisation's strategic objectives, to assess what they do and to determine the resources this requires, to be resourced effectively to achieve

### Business planning

Provide guidance and strategic oversight. Ensure Business Plans contain the organisation's key priorities so they can be appropriately resourced

### Corporate Risk Management

Promote consistent use of risk management, ensuring risk ownership is taken all levels (corporate, operational, programme and project) with the City Corporation

### Social Mobility Strategy

Support EDI lead's delivery of action plan and annual performance report by aligning inputs with strategies that focus on skills, responsible business and access to services



## Plans under consideration

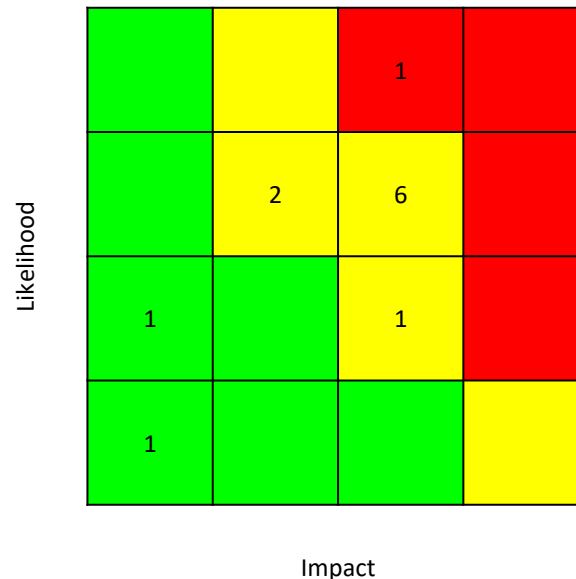
Plan	Time Scale
Comprehensive review of Standing Orders following the outcome of the Governance Review.	Summer 2022
Pursuing the ability of Committees with local authority functions to take decisions virtually (i.e hybrid meetings)	Ongoing
To consider the introduction of special responsibility allowances for Members	December 2022
Strategy, Planning Performance and Intelligence Profession framework including minimum standards; career path; engagement; shared learning & development offer and link to other organisational networks/forums	2023

KPI	Current Performance	Direction of Travel/ Target
Production of Standing Orders which are easy to understand and fit for purpose	N/A	Will follow on from Governance Review
Social Mobility Employer Index score	40 (improved 10 places)	Positive improvement
Total carbon emissions of the Corporation and the Square Mile	2019 Baseline: 1,557 ktCO <sub>2</sub> e (Corp) 4,980 ktCO <sub>2</sub> e (SM) Next footprint due in April 2022 as above	Met or exceed 2022 interim targets of the Climate Action strategy in terms of percentage of carbon reduction (37%) and positive trajectory on resilience KPIs (Various)



## Key Risks

Risk Title	Score
CR30 Climate Action (CSPT)	12
TC TCO 008 (formerly CVD19 SGPS 02) Public meetings (C&MS)	6
TC TCO 009 (formerly CVD19 SGPS 03) FOI related requests (C&MS)	1
TC TCO 007 (formerly CVD19 SGPS 01) 2020 Aldermanic Appraisals (C&MS)	6
TC TCO 010 (formerly CVD19 SGPS 04) Virtual support (C&MS)	2
TC TCO 016 (formerly CVD19 SGPS 16) Democratic governance/ oversight C&MS	8
CR34 COVID 19	8
TC PA 01 – Police funding	16
TC PA 03 - Maintaining effective working relationships	12
TC PA 04 - Changes to Police Authority Governance	12
TC PA 05 – Transform	12
CR01 - Resilience	12

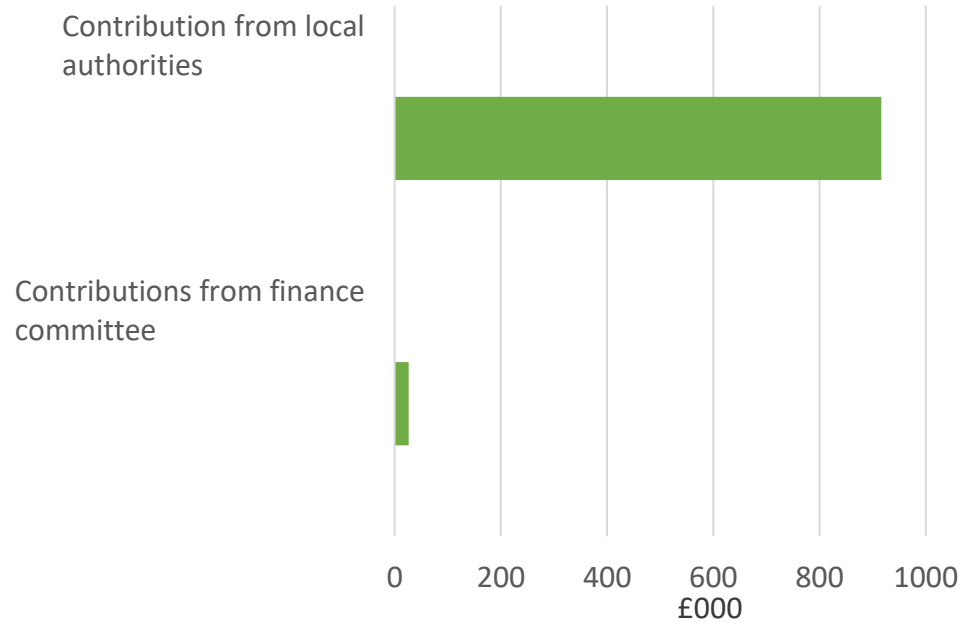


## Equalities, Diversity & Inclusion

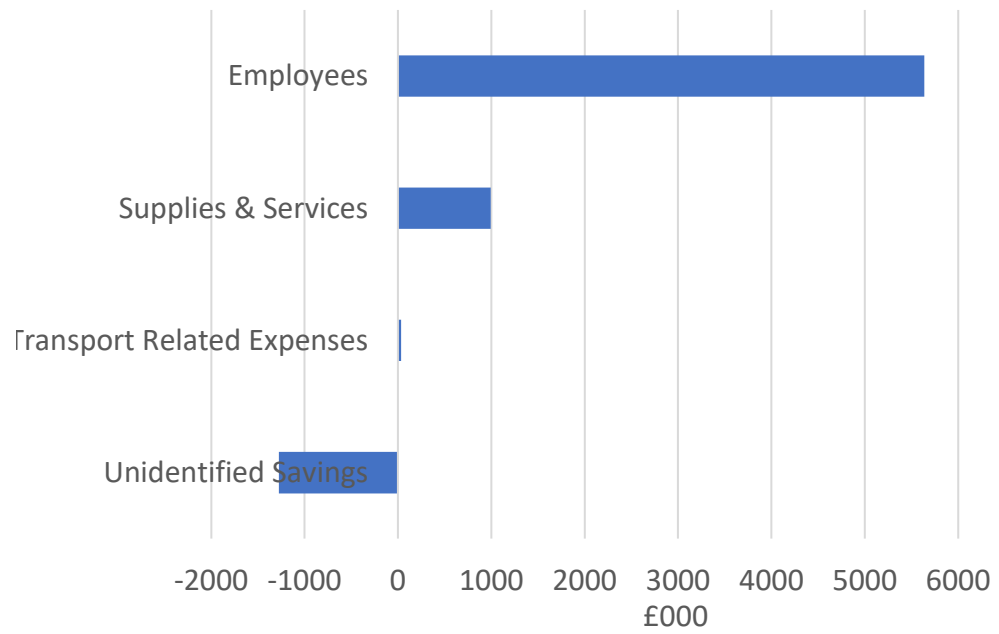
Our E, D & I self assessment score (out of 4)	GME	CSPT
Monitoring and use of data and information	2	2
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	3	2
Target setting and mainstreaming equalities into performance systems	N/A	2
Using procurement and commissioning to achieve equality and cohesion targets	1	2
Engagement & partnership	2	4
Employment & Training	1	3



### Expected Income from External Sources



### Budgeted Expenditure Breakdown



### Budget vs Actual

