

Committee(s): Policy & Resources Committee	Dated: 20 October 2022
Subject: Resources and Priorities Refresh (RPR) Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Chief Strategy Officer	For Decision
Report author: Tabitha Swann, Head of Corporate Strategy and Standards	

Summary

- This report provides the Committee with an update on the Resources and Priorities Refresh (RPR) work following an initial briefing to the Resource Allocation Sub Committee (RASC) Away Day in June 2022 and subsequent work by officers over summer recess.
- It outlines the RPR central purpose, to align our resources to our priorities, and the four RPR workstreams (Commercial, including income generation; Operational Property; Productivity; and the Corporate Plan Annex).
- It also details the RPR governance structure (Officers and Members), with Member input requested on the suggested reporting arrangements through RASC.
- Member agreement is sought for the proposal that a narrative annex covering 2024 be attached to the current Corporate Plan. Any changes or additions to the Corporate Plan would ultimately need to go to the Court of Common Council for approval.
- An indicative timeline for RPR work is included at Appendix 1.

Recommendation

Members are asked to note that:

- RPR encompasses and supports existing or planned work and is being established as a programme to provide clear oversight of its objectives and those of the workstreams that fall under it.

Members are asked to agree that:

- Updates on the RPR programme (as opposed to individual workstreams) be reported to RASC in the first instance and then up to Policy and Resources

(P&R), with Finance Committee involved in any decisions relating to budget and spend.

- To give recent changes within City of London Corporation time to settle, that a narrative covering 2024 is prepared and annexed to the Corporate Plan 2018-2023, with a new Corporate Plan 2025-2030 to follow. This annex will reflect achievements to date, outline the present context and signpost to future priorities, rather than set a new policy direction.

Main Report

Background

1. The Resources and Priorities Refresh emerged from – and now replaces – work on the zero-based review (ZBR) briefed to the March 2022 Court of Common Council by the former Chairman of Finance Committee.¹ Although the name has changed to better reflect the combined strategic finance and policy response to the City Corporation's challenges, it retains the central tenet of the ZBR – namely, to embed a holistic approach to the allocation and deployment of our resources that aligns our actions and spend to what we truly 'value' (our priorities).
2. Whilst there is a pressing need to address the existing and increasing financial pressures to the City Corporation, RPR is not a budget-slicing exercise nor an attempt to reinvent the wheel. Initial plans were first briefed to the RASC Away Day in June 2022, during which a number of possible workstreams and areas of focus were flagged. In line with feedback provided, namely to avoid creating additional burdens for staff from new reviews, the focus of RPR shifted to activity already planned or underway, including building on themes from other reviews such as the Target Operating Model (TOM) and the Fundamental Review.
3. Over the summer period, this activity has been corralled into four separate workstreams aimed at better equipping City Corporation for current and future challenges. These workstreams are:
 - Operational Property
 - Commercial, including Income Generation
 - Productivity
 - Corporate Plan Annex 2024
4. The workstreams will deliver over the short, medium and longer-term, with some requiring culture change to be fully impactful. The Chief People Officer is closely involved with RPR development; the workstream activities will dovetail with the 'People' work led by HR as this develops. The City of London

¹ See the update on the City Corporation's 2022/23 budget and medium-term financial planning - [*\(Public Pack\)Agenda Document for Court of Common Council, 10/03/2022 13:00*](#) (cityoflondon.gov.uk)

Corporation has considered its duties under the Equality Act 2010² at the outset of this policy-making process, including plans to consult with multiple stakeholders. Equalities Impact Assessments will be undertaken as part of this process.

5. In addition, planning for the next iteration of the corporate plan will be informed by the RPR workstreams. Further details on this can be found in the corporate plan annex section below.
6. An indicative timeline for RPR Programme can be found at Appendix 1.

Governance

Officer Governance

7. Work to scope and manage the development of RPR was led by a group of senior officers within the City Corporation.³ RPR is now being established as a programme, with a programme board comprising of senior officers across City Corporation and our institutions, and a programme office to oversee and monitor activity and deliverables. Dionne Corradine, Chief Strategy Officer, is the Senior Responsible Owner for the programme. The Executive Leadership Board (ELB) has been regularly briefed on RPR development and will continue to receive updates from the RPR Board once this is stood up, acting as a point of escalation for key Officer decisions.
8. Monies from the Transformation Fund are being used to procure fixed-term strategic and administrative support posts to support the programme until 31 March 2023. Focus will be on establishing the programme structure, workstreams, reporting (delivery against targets, outputs and outcomes) and any linked activity.

Member Governance

9. RPR seeks a unified strategic policy and finance response to City Corporation resource challenges and approach. Given their remit, it is proposed that regular updates from the RPR Programme Board are provided to RASC in the first instance before going to P&R, with reporting up to the Court of Common Council in line with Terms of References. The Finance Committee would be involved in any decisions impacting the financial 'envelope', with relevant service committees involved as required depending on subject matter.

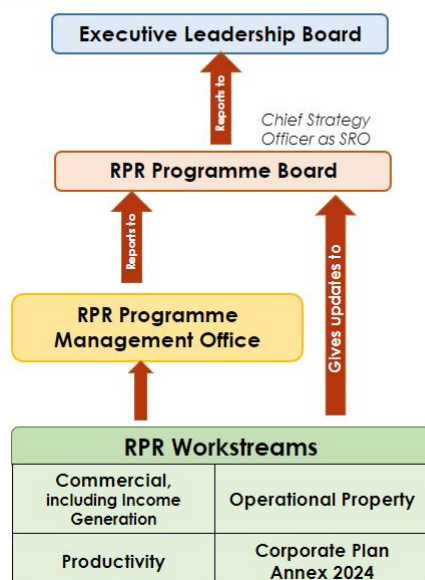
² Under section 149 of the Equality Act 2010 ("the Act"), decision makers are obliged to have due regard to the need to: i) eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act; ii) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and iii) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

³ Chief Strategy Officer, Dionne Corradine; Chief Operating Officer, Emma Moore; Chamberlain, Caroline Al-Beyerty; Financial Services Director, Sonia Virdee; Commercial Director, Genine Whitehorne; Chief People Officer, Marcelle Moncrieffe; Deputy Town Clerk, Bob Roberts; Head of Corporate Strategy and Standards, Tabitha Swann

Does P&R agree that the initial updates on RPR go to RASC in the first instance, in line with their ToRs?

RPR Governance

1. Officer Governance



2. Member Governance

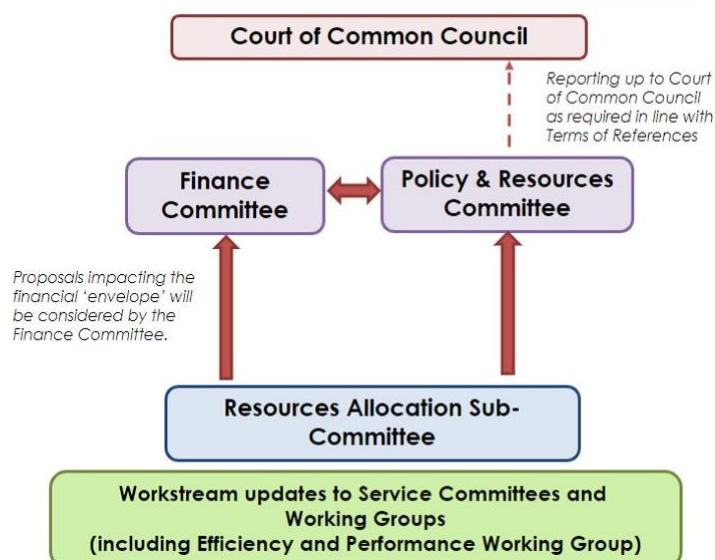


Figure 1: RPR Programme Governance

RPR Workstreams

10. Each workstream has Chief Officer lead(s) from across the City Corporation, including the Institutions, to ensure as wide-ranging an input as possible. Whilst there is an immediate focus on mitigating the impact of the current financial pressures, in line with RPR's overall aims, this is set within a broader context of ensuring that the City Corporation is able to deploy its resources, now and in the future, in line with its priorities.

11. An outline of the workstreams' focus can be found below:

- *Commercial, including Income Generation*: New commercial opportunities for generating income will be pursued, while existing revenue streams maximised. Existing contracts and procurement activity will be reviewed, and a new commercial strategy will be developed.
- *Operational Property*: A review of the number of operational properties owned and/or occupied by the City Corporation. Consideration will be given to the reduction of running costs and maximising financial returns. Properties are to be sustainable, affordable, and fit for purpose accommodation for service provision.
- *Productivity*: A review and development of corporate systems, processes, skills, IT training, and increased delegations to reduce bureaucracy. Officers will be empowered to drive continuous improvement.
- *Corporate Plan Annex 2024*: See next section.

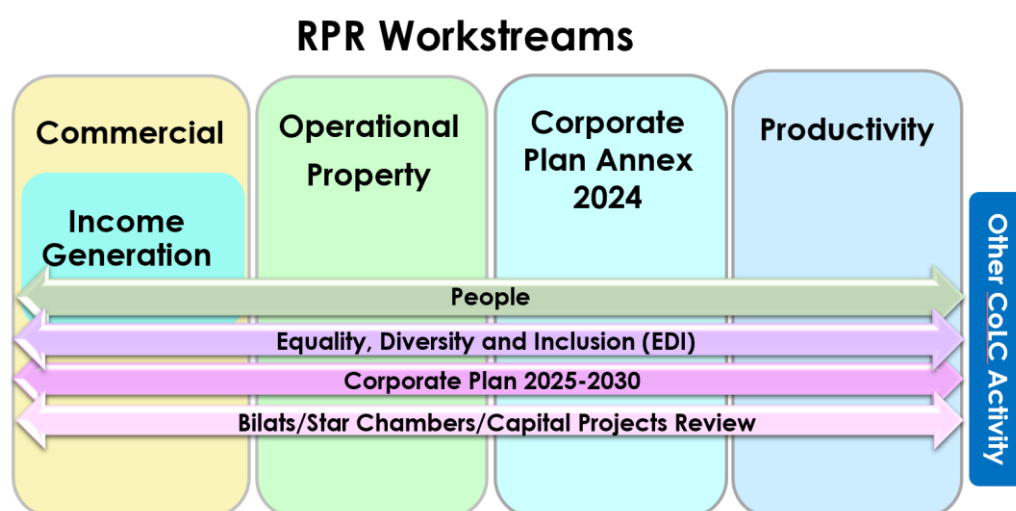


Figure 2: RPR Workstreams

Corporate Plan Annex Workstream and link to the Corporate Plan

12. The City Corporation's current corporate plan runs from 2018-2023. During this period, the organisation has been through several reviews, some of which are still being delivered (e.g., Target Operating Model, Fundamental Review).
13. To provide space during this settling-in period and while some of the key RPR workstreams are being developed, it is proposed that a narrative annex covering 2024 is added to the Corporate Plan 2018-23, with a fuller updated plan to follow in 2025. This annex would summarise progress on our corporate priorities, outline any new commitments agreed and highlight some of the future challenges to be taken account of in the next corporate plan.
14. Members and wider stakeholder input on both this narrative annex and the updated corporate plan for 2025-2030 will be sought, with a stakeholder engagement plan being developed to begin in late 2022 and to carry forward into 2023. Table 1 below shows a breakdown of the two products – corporate plan and corporate plan annex. As per the P&R Terms of Reference, any changes or additions to the Corporate Plan would need to go to the Court of Common Council for approval.

Corporate Plan Annex	Next Corporate Plan
<ul style="list-style-type: none"> Covers 2024 only Supplementary to, not replacing, CP 2018-23 Provides a synopsis of current state (things already achieved or decided) – not a new policy position Engagement during late 2022 and early 2023 Final draft to be approved during 2023 	<ul style="list-style-type: none"> Covers a 5-year period Reviews the current CP 2018-23 vision and priorities Reflects ongoing and future focus - what we hope to achieve (priorities, issues, challenges, new areas of work, etc.) Engagement starting in 2023 (N.B. may run in parallel to that of Annex). Final draft to be approved during 2024

Table 1: Corporate Plan

Does P&R agree to the recommendation of a Corporate Plan Narrative Annex?

Tabitha Swann

Head of Corporate Strategy and Standards, Corporate Strategy and Performance Team

Tabitha.Swann@cityoflondon.gov.uk

Appendix 1: RPR Timeline

RPR: Development and Delivery Timeline

