

Committee(s): Policy & Resources Committee Court of Common Council	Dated: 6 July 2023 20 July 2023
Subject: Approach to the next Corporate Plan	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: Barbara Hook Assistant Director Corporate Planning	

Summary

This report seeks approval for a revised approach to delivering the next Corporate Plan. Policy and Resources Committee are asked to agree that, instead of an Annex covering 2024,¹ a five-year Corporate Plan (2024-2029) is delivered to start in April 2024. Agreement to this course of action would also extend the Corporate Plan 2018-23 until March 2024 (the earlier decision to produce an Annex had provided a de facto extension).

Recommendation

Members to agree:

- The next Corporate Plan be produced to cover April 2024 - March 2029, commencing on 1st April 2024.
- The Corporate Plan 2018-23 is extended (without any additions) to end on 31st March 2024 and this recommendation is proposed for agreement at the Court of Common Council on 20th July.

Main Report

Background

1. The City of London Corporation's Corporate Plan 2018-23 was due to conclude in 2023. To give recent changes within City of London Corporation time to settle, it was agreed by this Committee on 20th October 2022 that a narrative covering 2024 be prepared and annexed to the Corporate Plan 2018-2023, with a new Corporate Plan 2025-2030 to follow. The Corporate Plan Annex 2024 workstream formed part of the wider Resources and Priorities Refresh (RPR) Programme.

¹ Resources and Priorities Review Update 20th October 2022

Current position

2. Having reviewed the current situation, we now propose moving directly to a new Corporate Plan running from April 2024 – March 2029, reflecting Political priorities along with wider City Corporation strategy and planning that commenced post 2018. The Corporate Plan Annex workstream will end, but the activities and engagement conducted will inform the new Plan 2024-29.²
3. This report asks Members to amend the earlier decision for a 2024 Annex to be attached to Corporate Plan 2018-23 and instead proceed directly to a Corporate Plan 2024-29. Setting a clear vision and values for the City Corporation to provide direction and focus for the next five-year period is now considered to be in the best interest for the organisation, staff and stakeholders.
4. It will be challenging to deliver a Corporate Plan 2024-29 in the timescale available. Communicating a clear purpose is essential but it will not detail everything that the City of London Corporation does. Working assumptions include:
 - a. The Corporate Plan, alongside collaborative leadership support and wider transformational change such as the People Strategy, and Resources and Priorities Refresh (RPR) programme workstreams, will play a key part as a catalyst for improved ways of working but it alone cannot produce culture change or solve silo working, prioritisation, or budget challenges.
 - b. Corporate Plan objectives will be associated with clearly defined outcomes, supported by ways of measuring and reporting performance – including reporting on underlying data that is shareable within the organisation.
 - c. The Corporate Plan is a living document that is reviewed and refreshed. Other reviews (e.g. Adult Social Care, Children’s Care, Housing), that will not have delivered in time to be reflected, can be linked in later.
 - d. No new money for FY2024-25. Finance pressures exist within the MTFP. New ideas/initiatives will need to be affordable within existing budgets, cost neutral or revenue making as a result of Income Generation, start FY2025-26 or later. From FY 2025-26, we will align our business planning cycle with the Corporate Plan cycle, so that Departments and Institutions create five-year business plans that are aligned and reviewed annually; the business planning cycle will need to be significantly improved as part of this.
 - e. In the longer term the Corporate Plan should be linked and aligned to individual performance.
5. Under the City of London Corporation governance process, decisions about the Corporate Plan are made by the Court of Common Council. Policy and Resources Committee are asked to provide their recommendation to the Court

² The Resources and Priorities Refresh programme is ongoing; its remaining workstreams are Operational Property, Commercial, including Income Generation, and Productivity.

of Common Council that Corporate Plan 2018-23 be extended to end on 31st March 2024.

Next steps

6. Members will be consulted on Corporate Plan 2024-29 development and reports to update this Committee will be provided.
7. An indicative timeline for producing the Corporate Plan 2024-29 can be found at Appendix 1.

Corporate & Strategic Implications

Strategic implications – when approved, the Corporate Plan 2024-29 will form the City of London Corporation corporate strategy, covering the five year period as well as providing context and direction longer term.

Financial and Resource implications – the Corporate Plan 2024-29 product will be delivered by the Corporate Strategy and Performance Team under the Chief Strategy Officer's direction within their existing budgets and resources.

Legal implications - None

Risk implications - None

Equalities implications – the Corporate Plan 2024-29 will be developed in line with our Public Sector Equality Duty 2010 and is intended will have a positive impact on the City of London Corporation's fostering of greater diversity, equality and accessibility for all.

Climate implications - None

Security implications – None

Conclusion

7. The Committee is asked to provide their agreement as per the recommendations set out in this report.

Appendices

Appendix 1 – Corporate Plan 2024-29 timeline

Appendix 2 – [Corporate Plan 2018-23](#)

Background Papers

[Policy and Resources Committee 20 October 2022 - Resources and Priorities Refresh \(RPR\) Update](#)

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