

Report – Policy and Resources Committee

Approach to the next Corporate Plan

To be presented on Thursday, 20th July 2023

*To the Right Honourable The Lord Mayor, Aldermen and Commons
of the City of London in Common Council assembled.*

SUMMARY

Policy and Resources Committee considered and approved at its meeting on 6th July 2023 a revised approach to delivering the next Corporate Plan, and a proposal to deliver a new five-year Corporate Plan (2024-2029) to start in April 2024. This course of action will also require approval of an extension of the existing Corporate Plan 2018—2023 until March 2024, rather than production of an Annex covering 2024.

RECOMMENDATION

That Members:

- Agree to the next Corporate Plan being produced to cover April 2024 - March 2029, commencing on 1st April 2024.
- Agree to the Corporate Plan 2018-23 being extended (without any additions) to end on 31st March 2024.

MAIN REPORT

Background

1. The City of London Corporation's Corporate Plan 2018-23 is due to conclude in 2023. Following several reviews and significant change within the City of London Corporation, it was agreed by Policy and Resources Committee on 20th October 2022 that a narrative 2024 be prepared and annexed to the Corporate Plan 2018-2023. A new Corporate Plan was in due course to be agreed and implemented for the period 2025-2030. [The Corporate Plan Annex 2024 workstream formed part of the wider Resources and Priorities Refresh \(RPR\) Programme.](#)

Current position

2. Having reviewed the current position, your Policy and Resources Committee has proposed 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. If agreed, the Corporate Plan Annex workstream will end, but the activities and engagement conducted will inform the new Plan for 2024-29.
3. 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 interests of the organisation, staff and stakeholders.

4. It will be challenging to deliver a Corporate Plan 2024-29 in the timescale available and, with that in mind, communicating a clear purpose is essential. The new Plan will not, therefore, include reference to everything that the City of London Corporation does.
5. Whilst the final Corporate Plan 2024-29 will be brought forward to this Honourable Court for final approval, the following working assumptions have been made in its drafting:
 - 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 will be considered a living document that is reviewed and refreshed during its lifetime. Other reviews (e.g. Adult Social Care, Children’s Care, Housing), that will not have been delivered in time to be reflected within the first iteration, can therefore be referenced once available.
 - d. There is no new money for the Financial Year 2024-25. Finance pressures exist within the Medium-Term Financial Plan. New ideas/initiatives for this period will need to be either affordable within existing budgets, cost neutral, or revenue making as a result of income generation, or start in or after the 2025-26 Financial Year. From the 2025-26 Financial year, the City Corporation will sync its 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.
6. Policy and Resources Committee are therefore recommending to the Court of Common Council that Corporate Plan 2018-23 be extended to end on 31st March 2024, after which point a new Plan will be adopted.

Next steps

7. Members will be consulted on Corporate Plan 2024-29 development.
8. An indicative timeline for producing the Corporate Plan 2024-29 can be found at Appendix 1.

Conclusion

7. Court of Common Council are asked to provide their agreement to proposals relating to the Corporate Plan as set out in this report.

Appendices

Appendix 1 – Corporate Plan 2024-29 timeline

Background Reports

[Corporate Plan 2018-23](#)

All of which we submit to the judgement of this Honourable Court.

DATED this 6th day of July 2023.

SIGNED on behalf of the Committee.

Deputy Christopher Michael Hayward
Chairman, Policy and Resources Committee