

Committee(s): Policy and Resources Committee - For information	Dated: 21/09/2023
Subject: Corporate Plan 2018-2023 Progress	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?	N/A
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Dionne Corradine Chief Strategy Officer	For Information
Report author: Barbara Hook Assistant Director Corporate Planning	

Summary

This report provides members with a summary of

- a) Corporate Plan 2018-23 progress (Appendix 1)
- b) external reports relevant to our statutory duties (Appendix 2)
- c) key performance indicators reported by departments to Committees from 2022-23 Business Plans (Appendix 3)
- d) Internal Audit Reviews completed in 2021-22 (Appendix 4) and 2022-23 (Appendix 5)

A review of departmental business plans, achievements, delivery of KPIs and our statutory reporting provide a picture of progress. The Corporate Plan 2018-23 did not contain success measures or key performance indicators (KPI). Due to the lack of agreed success measures, the ability to determine or evidence the extent to which Corporate Plan 2018-23 has been achieved is limited. The Corporate Plan 2024-29 is in development, learning the lessons from Corporate Plan 2018-23, including ensuring performance measures which will be reported annually are identified from the outset.

Recommendation

Members are asked to **Note** the report.

Main Report

Background

1. In July 2023, Members requested a report to illustrate the achievements of

Corporate Plan 2018-23.

2. Corporate Plan 2018-23 comprised 12 outcomes but did not include success measures or metrics which could be tracked and reported to evaluate its progress. Initial work on a Corporate Performance Framework was paused in 2020 as the Covid-19 pandemic hit. This, together with a lack of available data for proposed metrics and the Target Operating Model restructure, meant it was not completed.
3. Therefore, to form a picture of progress, this report highlights some existing reporting and collates several notable achievements during the period.

Current Position

4. Corporate Plan 2024-29 is now being developed. Determining appropriate measurement and reporting, and ensuring lessons from Corporate Plan 2018-23 are learned, is essential. Corporate Plan 2024-29 will have performance measures and reporting included from the outset. Supporting metrics and data will be determined as part of the development of the plan. However, each major theme in the plan will be linked to deliverables, (e.g. major projects or investment) and outcomes (relevant data streams) that will be tracked and monitored. Data will be sourced from across the organisation (externally where relevant and available). Data measuring outcomes of strategies and business plans may also be used to monitor Corporate Plan 2024-29 outcomes. It should be noted however that in many areas of our work the systems and processes to collect data for these uses does not exist or is under-developed. Therefore, metrics proposed need to be achievable within the period, noting the planned system and process changes underway in areas such as finance and HR.
5. The Review of Progress document at Appendix 1 highlights a range of achievements and examples of service delivery excellence by City of London Corporation Departments and Institutions during the Corporate Plan 2018-23. These were identified by reviewing departmental objectives and business plans against the Corporate Plan 2018-23 outcomes. The 12 outcomes in Corporate Plan 2018-28 are to:

Contribute to a flourishing society

1. *People are safe and feel safe.*
2. *People enjoy good health and wellbeing.*
3. *People have equal opportunities to enrich their lives and reach their full potential.*
4. *Communities are cohesive and have the facilities they need.*

Support a thriving economy

5. *Businesses are trusted and socially and environmentally responsible.*
6. *We have the world's best legal and regulatory framework and access to global markets.*
7. *We are a global hub for innovation in finance and professional services, commerce and culture.*
8. *We have access to the skills and talent we need.*

Shape outstanding environments

- 9. We are digitally and physically well-connected and responsive.*
- 10. We inspire enterprise, excellence, creativity and collaboration.*
- 11. We have clean air, land and water and a thriving and sustainable natural environment.*
- 12. Our spaces are secure, resilient and well-maintained.*

6. The Review of Progress document is not the total of what has been achieved across the City Corporation; there are more achievements that could have been included, e.g.:
 - a. In 2022, the City of London Corporation provided support to enable refugee resettlement, providing humanitarian assistance and support to people in need.
 - b. In September 2022 the East London Patient Care Record to share information across health and social care was implemented.
 - c. Digital initiatives have been successfully implemented, including an online consultation platform and a digital city model, which enhanced operational efficiency and enabled more effective and inclusive engagement with residents and stakeholders.
 - d. The London Metropolitan Archives website, the *London Picture Archive* had 2.5 million views of historic prints, photos and maps of London in 2022/23, a 23% increase on the previous year.
 - e. In 2023, the London Careers Festival engaged over 5,000 young Londoners, linking them with firms including KPMG, Disney, Amazon and The Prince's Trust.
 - f. The City Belonging Project was established in 2023 to build a more inclusive and connected Square Mile and create a community where everyone belongs.
 - g. The City of London Corporation's Commitment as a signatory to the UN Global Compact was made in December 2020, and our regular report records progress that supports the UN Sustainable Development Goals, and going forward, the Ethical Policy Statement agreed by Court earlier this year.
 - h. In 2022, a new annual UK/US dialogue was established as part of a landmark tech partnership and significant progress towards a data adequacy agreement.
 - i. In 2023, signing a historic UK/EU MOU enabling a new era of cooperation with EU partners.
 - j. Turning the Square Mile into a seven day a week visitor destination, by investing in culture, entertainment and the arts to attract people to visit and spend time enjoying all that the City has to offer, and maintaining and developing buildings, operational properties, and open spaces to provide spaces that are secure, resilient and well maintained.
 - k. In 2023, upgrading of electric vehicle charging points in City Corporation owned car parks, supporting our Climate Action and Air Quality strategies.
 - l. Promotion of the Clean City Award Scheme which supports and recognises businesses leading the way on sustainability.

- m. In 2023 the City of London Corporation and Voltalia opened the largest UK Solar Farm, which will supply over half of the City Corporation's electricity.
 - n. In 2023, Hampstead Heath improvements, including refurbishment of the athletics track and improved disabled access and lifesaving equipment at the bathing ponds.
 - o. In 2023, visitor numbers at Epping Forest are expected to reach 10 million visits this year.
 - p. In 2023, the Mansion House Compact, enabling pension fund investment in high growth sectors and boosting British business, with a target of 5% by 2030.
 - q. Continuing to focus on transformation and continuous improvement and following through the changes brought about by the Target Operating Model to simplify our structures and operations and be more agile and able to respond to challenges.
7. The period of Corporate Plan 2018-23 was challenging, necessitating preparations for the UK's exit from the European Union, responding and adapting to the Covid-19 pandemic and then the focus on post-pandemic recovery, supporting people during the recent cost of living and energy prices increases, the Afghan resettlement scheme and the war in Ukraine, and progressing organisational transformation to implement a new Operating Model. The way the organisation responds to events like these should be considered as among our best achievements, but the necessity to flex and respond in times of unpredictable demand and uncertainty will have impacted on plans that were formed in 2018.
8. Appendix 2 provides a list of some recent external reporting by various departments, including statutory duties. This includes Adult Social Care, Finance and Waste data captured on the Local Authority Data Explorer tool for the Office of Local Government (OFLOG), a tool that brings together existing metrics across local authority service areas.
9. Appendix 3 provides a list of 2022-23 Business Plan KPI reporting to service Committees by Chamberlain's Department, Environment Department, City Surveyor's Department, Innovation and Growth, and the Department of the Chief Operating Officer. These departments provide regular reports on the progress of their High-Level Business Plans linked to the outcomes stated in the Corporate Plan 2018-23 and so also indicate Corporate Plan progress. The Department of Community and Children's Services will report Business Plan KPIs biannually from November 2023.
10. Recent Internal Audit Reviews provide another perspective on our progress as an organisation. While it is difficult to directly link specific internal audit reviews to individual Corporate Plan 2018-23 outcomes, with regard to outcome 8 (*We have access to the skills and talent we need*) attracting and retaining talent in our own workforce is a Corporate Risk, which suggests progress in this outcome as it relates to our organisation, is not being achieved to the extent we need it to be. With regard to outcome 12 (*Our spaces are secure, resilient and well-maintained*), an Internal Audit review of our overall approach for managing our

operational property portfolio found the process to be lacking. A list of Internal Audit Reviews completed in 2021-22 is at Appendix 4 a list of Internal Audit Reviews completed in 2022-23 is at Appendix 5.

Corporate & Strategic Implications

Strategic implications - None

Financial implications - None

Resource implications - None

Legal implications - None

Risk implications - None

Equalities implications – None

Climate implications - None

Security implications - None

Conclusion

11. Reviewing progress five years after the commencement of Corporate Plan 2018-23 has been challenging, and implementing a year-by-year approach to monitoring its delivery would have been more effective, useful and transparent in providing a clearer picture of our performance against our stated aims. Nonetheless, the City Corporation has, does, and is continuing to achieve against objectives, as is evidenced by its wide ranging internal and external reporting.
12. We are committed to Corporate Plan 2024-29 being a living document. This means it will be used to drive our delivery and measure our performance. It will be reported on annually and refreshed and updated to ensure it continues to be relevant, useful and meets the needs of the City Corporation.

Appendices

- Appendix 1 Corporate Plan 2018-23 review of progress
- Appendix 2 Selected recent City of London Corporation reporting relevant to our statutory duties
- Appendix 3 2022-23 Business Plan Key Performance Indicators reporting
- Appendix 4 Internal Audit Reviews Completed in 2021-22
- Appendix 5 Internal Audit Reviews Completed in 2022-23
- Appendix 6 [Corporate Plan 2018-23](#)

Background Papers

[Corporate Plan 2018-23](#) Court of Common Council 8th March 2018

[Corporate Performance Framework](#) Efficiency and Performance Sub-Committee 27th November 2019

[Corporate Performance Update](#) Efficiency and Performance Sub-Committee 24th March 2020

[Corporate Performance Framework Update](#) Efficiency & Performance Sub
Committee 10th July 2020

Barbara Hook

Assistant Director Corporate Planning, Town Clerks Department

T: 07394573808

E: barbara.hook@cityoflondon.gov.uk