Appendix 3: Monitoring Corporate Plan Performance & Outcomes

The draft Corporate Plan 2024-29 provides a strategic framework to guide the City of London Corporation's planning and decision-making over the next five years. This report focuses on performance monitoring for the Corporate Plan 2024-29.

Monitoring and reporting on corporate performance will ensure that City Corporation is on track to achieve its aims and objectives. It will allow us to map success and identify areas that may benefit from additional resource or improvement may be required.

The last Corporate Plan 2018-23 did not include success measures, so there was no tracking or reporting of progress against objectives. The Corporate Plan 2024-29 changes this in a number of ways. We will report on organisational progress against outcomes on an annual basis. Reporting will include both quantitative and qualitative performance information on each outcome included in the Corporate Plan.

For each outcome in the new Corporate Plan a small and specific selection of performance measures (data streams) and/or key Departmental/Institutional Strategies or programmes have been identified, the monitoring of which will allow us to measure progress. These are set out below, alongside lessons from the previous Corporate Plan, and detail of how what reporting will look like in future.

Due to the lack of maturity and capability on data within the organisation, setting up performance reporting will be iterative and take time. In some areas limited performance measurement is taking place, so this requires initiating before we can start framing and measuring outputs. Consequently, reporting improving year on year as more and/or better data becomes available, and further analysis can take place. A full aspirational list of the data we would like to bring online over the lifespan of the Corporate Plan is included below.

Most data requires baselining, meaning that no targets can be set from the outset unless previously agreed (such as for the Climate Action Strategy). Targets can be set once more data is available for monitoring, and corporate use of data is more mature. The objective is to work towards developing effective targets during the lifespan of the Corporate Plan. Where possible benchmarking will be considered, especially where this is reliably available through government data sources (such as OFLOG) or on policing data.

Not all the data identified below is possible to collect at present; where it does the data will need to be cleaned and ordered in such a way that it can be used for analytical purposes and updated reliably in future. We are working with teams across City Corporation to support and enhance the capability to manage this.

Lessons from the previous Corporate Plan

The Corporate Plan 2018-23 comprised twelve outcomes but did not include success measures or metrics which could be tracked and reported to evaluate its progress. Progress was not reported and initial work on a Corporate Performance Framework was paused in 2020 as the Covid-19 pandemic hit. This, combined with a lack of available data for proposed metrics and the Target Operating Model restructure, meant it could not be completed. This means that no evidence base has been compiled from data linked to the previous plan, so in order to inform the current plan evidence was gathered and stakeholder feedback was analysed (see separate appendix 2: – draft Corporate Plan rationale and feedback).

Lessons from the previous plan and creation of a corporate performance framework are set out below, alongside proposals for improvement in the new Corporate Plan.

Lesson	New Approach
No trackable success measures or metrics identified	Suite of draft measures included in this document; further measures to be made available once available.
No reporting or progress evaluation	Progress on the Corporate Plan will be reported annually through Policy & Resources Committee. Individual teams and departments are required to share corporate data relevant to deliverables to contribute to reporting.
Minimal available data	Data and evidence will be sourced from across City Corporation, and externally where relevant. This remains a challenge for the organisation and is discussed in more detail below. Development of a Corporate Digital, Data and Technology Strategy will be key to the ability to deliver through better sharing and use of data across the organisation.
Initial efforts on a corporate performance framework paused due to pandemic and TOM restructure	Dedicated Corporate Performance & Analysis team in place, within the Corporate Strategy function and closely aligned to DITS.

New ways of working for performance monitoring

Our approach for monitoring performance on the new Corporate Plan will be different to previous attempts to create a Corporate Performance Framework. We will start small, and ensure that the performance monitoring works and is robust by creating corporate plan performance metrics in the following way:

MODULAR: start with available data, focus on measurable outcomes (strategy delivery).

ITERATIVE: analyse, review, improve at each step.

SHARE & COLLABORATE: this is corporate data, from which City Corporation can benefit.

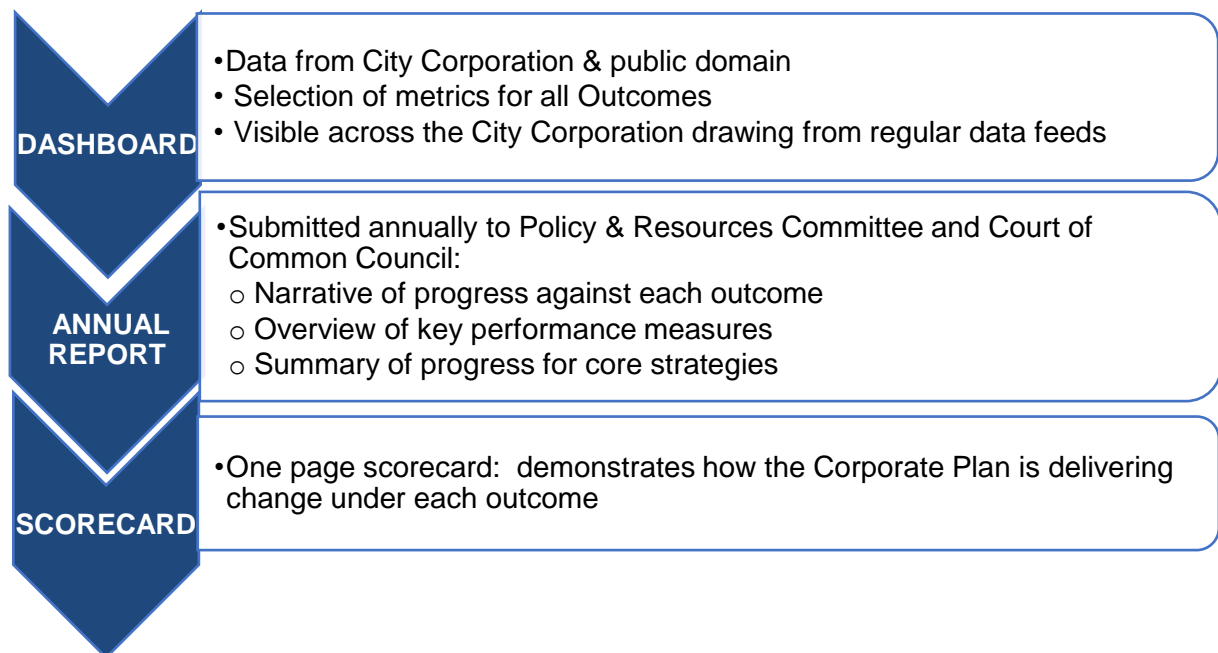In addition, the corporate performance monitoring going forward will:

- Enable and empower officers and members in oversight and accountability of the activities of the City Corporation.
- Be data-driven and evidence-led, provide a clear and measurable assessment of activity, and demonstrate whether outcomes have been achieved.
- Be developed alongside aims and objectives, so that there are established metrics and, as well as comparative analysis using internal and/or external benchmarking where appropriate.
- Include performance products, metrics, and targets that are iterated and improved as circumstances develop.
- Be accompanied by regular reporting that is transparent and visible across City Corporation, to reduce silos and duplication in reporting, and to demonstrate commonality of aim and purpose.
- Establish clear ownership and accountability for each identified performance measure.

A long-term objective is to develop targets and SMART objectives for the Corporate Plan. These are not available immediately either due to lack of available data and/or not having been set by teams who own the area of activity. These will be developed as capability within teams improves and data sources are clearly identified and baselined wherever possible.

Reporting on the Corporate Plan

Reporting will include a review of each corporate plan outcome and will be a mix of narrative reporting about the delivery of key projects and activities, and an evaluation of data and metrics identified as performance measures at organisational level.

Reporting will include the use of regular data feeds that will be compiled into a dashboard, and quantitative evidence that will demonstrate whether progress is being delivered against each objective.

DASHBOARD
- Data from City Corporation & public domain
- Selection of metrics for all Outcomes
- Visible across the City Corporation drawing from regular data feeds

ANNUAL REPORT
- Submitted annually to Policy & Resources Committee and Court of Common Council:
  o Narrative of progress against each outcome
  o Overview of key performance measures
  o Summary of progress for core strategies

SCORECARD
- One page scorecard: demonstrates how the Corporate Plan is delivering change under each outcome

Corporate Data

There remain major challenges in collecting and analysing corporate data. If it exists or is available, data is usually spread across the organisation; it is not routinely shared, nor is it always held in formats and repositories that are useable or suitable for analysis. Data quality is inconsistent and requires much time to rectify and allow for a high confidence level for data to be usable. All these challenges need to be overcome to allow for successful reporting and analysis of corporate outcomes.

This means that reporting capability will be develop incrementally over the lifespan of the new Corporate Plan.

Initial years will focus on bringing online regular and reliable data feeds that can be used for analysis and reporting – these are the data feeds identified below; we will initially be using reliable data feeds that are used for regulatory or public reporting (including to Government / OFLOG data for statutory duties, and our public reporting on Net Zero objectives), while working with teams across the organisation to create and improve regular data feeds. Data from Business Plans will also be used where relevant.

Once reliable data feeds are in place, baseline data can be developed in the many areas where this is not already available. This will allow us to track year on year change and progress and set targets.

In the early years of reporting, we are not in a position to set targets unless these have already been agreed separately, such as for the Climate Action Strategy or for Destination City, both of which will be used as trackable outcomes and targets for the Corporate Plan. Generating targets for our outcomes will be reviewed in later years, once data feeds are more reliable and robust baselines are available.

Corporate Plan Scorecard

Bringing together data feeds is vital for monitoring corporate performance, but the more metrics centralised in one performance analysis product, the more difficult it is to judge if the City Corporation is achieving the change outlined in the Corporate Plan outcomes.

This challenge emerged during the development previous Corporate Performance Framework, which attempted to centralise over 200 Corporate KPIs, drawn from departmental business plans, corporate strategies, and a variety of other sources. To tackle this for the reporting on the Corporate Plan 2024-2029, a weighted Scorecard will be produced as part of the annual report, providing an aggregate picture of whether each outcome's performance measures are on target. The Scorecard, and the methodology behind its weighting, will be developed as part of the reporting cycle for Year One of the Corporate Plan.

Strategies and Projects/Programme

As part of overall reporting on the Corporate Plan, it is necessary to review progress of key strategies and programmes against their targets, in order to understand whether work is still on track on an annual basis.

Monitoring of Departmental and cross-cutting Strategies, Programmes and Plans/Projects takes place via relevant Committees by Chief Officers. Where relevant, these updates will also be used for monitoring Corporate Plan outcomes and will be included in the annual report. This make up the qualitative part of the reporting, and strategy / programme owners will contribute updates to be compiled for the annual Corporate Plan reports.

Interdependencies

Our major delivery partner is DITS, however, success is also reliant on other teams improving their capabilities in managing and sharing data.

- **DITS Digital Strategy delivery**

  Measuring corporate performance is reliant on investment in a corporate technology platform and digital capability where data can and should be stored and managed for the whole organisation. This requires a corporate approach to data, without which we will not be able to effectively harness our data for analytics or, in future, to make effective use of machine learning or AI.

  Robust data governance is required to ensure that our data is available, effectively catalogued and of high quality, otherwise performance metrics, reporting and other outputs will not be reliable.

- **Data sharing across CoL**

  Better data sharing will improve analysis on corporate performance. At present many silos are in place and sharing is limited. This will need to be overcome to allow for robust reporting on the new corporate plan. In addition, setting effective measurable performance metrics for departmental/institutional strategies and other key organisational

deliverables will also contribute to improving the way we measure our success. At present metrics are the exception not the rule.

- **Management Information availability**

Better management information will enable development of internal performance tracking (including SLAs for service departments). The introduction of the ERP will go some way to resolving this issue, which is scheduled to be delivered during the lifespan of the new Corporate Plan.

Summary Performance Measures

The below table outlines some of the proposed areas in which the performance of each Corporate Plan outcome will be assessed, alongside a summary of the underlying performance measures. These are the likely measures we will be able to report on after year 1 of the plan, given constraints on data capabilities. The table also outlines some of the core strategies and projects where progress is are likely to be reported on (for a fuller list or core strategies see appendix 2c). A fuller list of performance measures currently identified and mapped to the Corporate Plan outcomes follows; these are still under development and included to give a sense of the direction of travel.

	Dynamic Economic Growth	Diverse Engaged Communities	Flourishing Public Spaces	Vibrant Thriving Destination	Providing Excellent Services	Leading Sustainable Environment
Performance Measures	**The Square Mile** -Weekday worker numbers **Competitiveness Strategy** -#1 ranking in Competitiveness Benchmarking Composite Score **Green Finance** -London ranks #1 in the Global Green Finance Index (GGFI) **Policing** -Action Fraud Impact -Measures tackling economic & cyber crime	**Democratic Engagement** -Increase number of voters & of contested wards in 2025/2029 elections **Fostering Community** -Engagement with workers and residents	**Public Realm Regeneration** -Performance of delivery of regeneration/ redevelopment projects **Open Spaces** -Conservation of the biodiversity and habitats of our open spaces **Charitable Governance** - CoL performance as a committed charitable trustee (CBF & all charities for which CoL is a trustee)	**Culture & Visitors** -Visitors to Square Mile & CoL Attractions -Destination City targets **Infrastructure & Transport** -Cyclist, motor vehicle, freight, cycle accident numbers -Digital Infrastructure for business **Policing** -Neighbourhood crime, violent crime, ASB **Business Attraction** -Office Floorspace	**Quality of Services** -Including: Children's and Adult Social Care, housing, homelessness & rough sleeping, SEND **Quality of Housing** -Decent homes standard -Delivery of new housing -Health & safety in housing **Education Outcomes** -Educational attainment, skills / employability, cultural & creative learning -Equity: disadvantaged pupils' grant	**Climate Action** -Deliver Net Zero commitments: net zero in our direct emissions in our operations by 2027, progress towards net zero in our supply chain and in Square Mile **Air Quality** -Progress towards WHO guidelines **Sustainability** -Energy consumption, onsite generation of renewable energy
Strategy/ Programme Delivery	Competitiveness Strategy Small and Medium Enterprise (SME) Support Policing Plan: Protecting the UK from economic & cyber crime threat	City Belonging Project Volunteering Strategy	Natural Environment Strategy Biodiversity Action Plan City Plan 2040	Destination City Barbican Strategic Framework (Measures under development) City Plan 2040 Transport Strategy	Homeless and Rough Sleeping Strategy Children's and Young People's Plan Social Mobility Strategy Housing Strategy (under development) Carers Strategy (under development) Public Health	Climate Action Strategy Air Quality Strategy Waste Strategy Circular Economy Strategy

Proposed performance measures - Corporate Plan 2024-2029

The below list elaborates on the above performance measures table, providing a more detailed breakdown of specific measures and attendant data streams which have been mapped to the Corporate Plan outcomes. Not all the data identified below is possible to collect at present (as it may not exist within the organisation); where it does, the data will need to be cleansed and ordered in such a way that it can be used for analytical purposes and updated reliably in future. Some teams currently lack the capability to do this, and we are working with them to support and enhance relevant skills. Once data sources are established, baselines and appropriate benchmarks can be identified, and targets and SMART measures developed.

Measures below may not all be used, and may be adapted and improved; additional metrics may also be identified and included. Once an appropriate methodology has been determined, measures will be weighted by performance area as part of the Corporate Plan Scorecard as outlined in the above report.

Diverse Engaged Communities Metrics

Democratic engagement

- Ward List size
- Number of workplaces registering voters
- Number of candidates standing for election in election years (2025/2029)
- Number of uncontested wards in election years (2025/2029)

Fostering Community

- Number of workers and residents contactable by email
- Number of workers and residents attending City of London Corporation Events per year
- Number of workers and residents attending a City of London Corporation event for the first time
- Number of workplaces and estates represented at City of London Corporation events per year
- Number of workplaces and estates represented at a City of London Corporation event for the first time
- % of City workplaces where we have a contact person and email for community engagement purposes

Dynamic Economic Growth Metrics

Square Mile as London's central business district

- Weekday worker footfall in the Square Mile
- Comparative data for London in relation to London Boroughs and other UK, European and global cities

Competitiveness Strategy (to be reviewed in 2025: metrics may change/targets update)

- #1 ranking in Competitiveness Benchmarking Composite Score (based on benchmarking on at what makes international financial centres competitive through five core dimensions: innovation, financial reach, infrastructure, talent, and business environment)

- Our Global Offer to Business | London and the UK's competitive strengths in a critical time (theglobalcity.uk)
- Share of Global Assets Under Management
- UK FPS Sector Access to International Talent
- Favourability of Financial Services Regulation
- Amount of Private Equity and Venture Capital Investment in UK Tech/Fintech

Green Finance

- London ranking in the Global Green Finance Index (GGFI)
- UK Issuance of Green and Sustainable Bonds (# and % increase)

Protecting the UK from the threat of economic and cyber crime

- Provide a consistent level of satisfaction with the Action Fraud telephone reporting service
- Provide a consistent level of satisfaction with the Action Fraud online reporting service
- Provide a National Fraud Intelligence Bureau (NFIB) outcome to all victims, within 28 days
- National positive outcomes for economic and cyber crime are increased (charge, caution, community resolution)
- Law enforcement capabilities to tackle economic and cyber crime are developed through training and accreditation

Flourishing Public Spaces Metrics

Regeneration - project delivery RAG status for key public realm projects, including:

- Barbican Renewal: major infrastructure refurbishment
- Salisbury Square: civic hub with City of London Police HQ and combined court for His Majesty's Court and Tribunals service
- St Paul's Gyratory: achieving better traffic management and increased pedestrianisation
- Museum of London: a new home in Smithfield alongside local cultural and commercial regeneration
- Markets: co-locate Billingsgate and Smithfield in purpose-built facilities in Dagenham Dock with creation of 10,000 jobs

Open Spaces Stewardship

- Climate Emergency UK Council Climate Action Scorecard - Biodiversity

Providing Excellent Services Metrics

Quality of Services

- Unpaid carers: quality of life score
- Users of adult social care: quality of life score
- Outcomes-based measures on rough sleeping (under development)
- Effectiveness of early help / early intervention.
- Overall tenant satisfaction. Introduced by the regulator of social housing in 2023 as part of the tenant satisfaction survey. Considers full housing service (including neighbourhood management and handling of complaints)

- Number of social care assessments undertaken in designated timescale. Demonstrates high quality efficient and effective services that respond to need, help people achieve their outcomes and meet our statutory obligations

Quality of Housing

- Reaching energy efficiency targets for housing: on way to carbon neutral housing stock by 2050. We should be able to see incremental improvements in 5yr cycle of corporate plan
- Delivering agreed housing targets
- Decent Homes Standard of housing stock: Statutory obligation and main indicator of overall quality of housing stock
- Fire risk assessment compliance: Legal obligation of landlords every 12 months. Aim for 100% compliance in high rise buildings post 2020 Hackitt report (Grenfell response)
- Overall satisfaction with housing repair service.
- Introduced by the regulator of social housing in 2023 as part of the tenant satisfaction survey
- Major works refurbishment programmes delivered

Education Outcomes

- Pupil experiences are equitable across the identified groups and across age ranges and gender
- 100% destination and progression pathways for pupils (i.e. no NEET pupils)
- Learners from the family of schools, from early years through to post 16 receive sustained education in and through the arts and culture, including a strengthened role of music and the performing arts
- Learners in the Family of Schools who are from disadvantaged backgrounds have access to enrichment and experiences that will develop their social and cultural capital, and enhance their Fusion skills (Disadvantaged Pupils Funding, City Premium Grant

Leading Sustainable Environment Metrics

Climate Action

- Net zero carbon by 2027 in the City Corporation's operations (Scopes 1 & 2)
- Net zero carbon by 2040 across the City Corporation's whole value chain (Scope 3)
- Support net zero carbon by 2040 in the Square Mile

Air Quality

- Progress towards WHO guideline for NO_2
- Progress towards WHO guideline for $PM_{2.5}$
- Progress towards WHO guideline for PM_{10}

Sustainability

- Onsite generation of renewable energy
- Total energy consumption from in kilowatt hours (kWh) from owned and COLC operated estate
- Energy Intensity – Total energy consumption in kilowatt hours (kWh) per gross internal floor area from owned and COLC operated estate
- Percentage of household waste sent for reuse, recycling, or composting

Vibrant Thriving Destination Metrics

Culture & Visitors (targets will be revised post 2025)

- Visitor levels to the Square Mile (Footfall Data) - Increase football by 5% from 2019 baseline to 22m in 2025 [Destination City]
- Spending within the Square Mile (Mastercard Spending Data) - Increase spending by 7.5% from 2019 baseline to £2.25bn in 2025 [Destination City]
- Deliver 3:1 Return on Investment (on growth bid budget, through new commercial and contra-deal brand partnerships) [Destination City]
- Visits to City of London Corporation cultural / heritage attractions (for locations run/ provided by City Corporation, including outside of the Square Mile)

Infrastructure & Transport

- Motor vehicle traffic within the Square Mile
- Motorised freight vehicle volume within the Square Mile
- Number of people cycling within the Square Mile
- Number of people killed /seriously injured within the Square Mile
- Number of kilometres of Pedestrian Priority Streets within the Square Mile
- Digital Infrastructure for Square Mile Businesses: 5G/Broadband coverage

Policing

- Violence & Sexual Offences recorded by City of London Police
- Theft from Person Offences recorded by City of London Police
- Other Theft Offences recorded by City of London Police
- Anti-Social Behaviour Incidents recorded by City of London Police
- City of London Police positive outcome rate
- City of London Police victim satisfaction levels
- The public feel safe / has confidence in the City of London Police (public survey scores)

Business Attractiveness

- Number of businesses operating within the Square Mile (FPS Sector/ SMEs/High Street)
- Empty Office Floorspace in the Square Mile
- Demand for Office Floorspace in the Square Mile
- Additional Provision of Office Floorspace in the Square Mile

Gaps and aspirational measures

A number of gaps and aspirational metrics have been identified that could be developed by the relevant teams (though in some cases may need funding / expertise to develop), plus some external. These include, but are not limited to:

Dynamic Economic Growth	Diverse Engaged Communities	Flourishing Public Spaces
Smart City / Digital Connectivity Contribution to UK Growth/Productivity	Communities' engagement (users/residents/workers/businesses) metrics reflecting scope of activity Digital inclusion Improved understanding of our community groups and related needs	Economic value of natural/green spaces to surrounding areas (requires investment) Biodiversity measurements
Vibrant Thriving Destination	**Providing Excellent Services**	**Leading Sustainable Environment**
Night-time economy metrics Empty shop front levels Healthy streets indicators High Street Voids/Closures Quality of/satisfaction with cultural offering Crime Severity Score for Square Mile SME growth	Statistics of deprivation (due 2026, Office of National Statistics) Service Quality: SLAs for service departments / response times for local authority services Tenant satisfaction survey: Introduced by the regulator of social housing in 2022. Usage of and satisfaction with City of London Corporation maintained community assets (e.g. libraries etc) Feedback metrics: adult social care Metrics: commissioned services Engagement and coproduction with service users – metrics	Corporate environmental measures: carbon footprint / air miles Availability of EV charging points in the Square Mile Percentage of CoL fleet made up of hybrid/electric vehicles

This is not an exhaustive list and it will continue to be developed as we build and improve our mechanisms for reporting on Corporate Plan 2024-29 delivery. The next round of business planning activities may also produce potential measures.

In addition, the People Strategy, the Digital Strategy, and potentially the City Corporation (draft) Equality Objectives and/or a Equality, Diversity and Inclusion Strategy will help identify specific performance measures linked to their intended outcomes, that can be included in due course and where appropriate as performance metrics.