

## Corporate Strategy, Performance & EDI Team

***Driving an integrated, professional and insight-led approach to strategy, planning, risk management and change and EDI***



*Alignment to how the City Corporation achieves its strategic outcomes*



*Fostering collaborative, partnership approaches in delivery and ensuring that dependencies are recognised and communicated*

**Our aims and objectives:**



*Ensuring risk management is utilised in every aspect of the organisation to drive efficiency, innovation and effectiveness in its overall decision-making process.*



*Using data to enable evidence-led decision making and continually monitor performance to optimise results.*



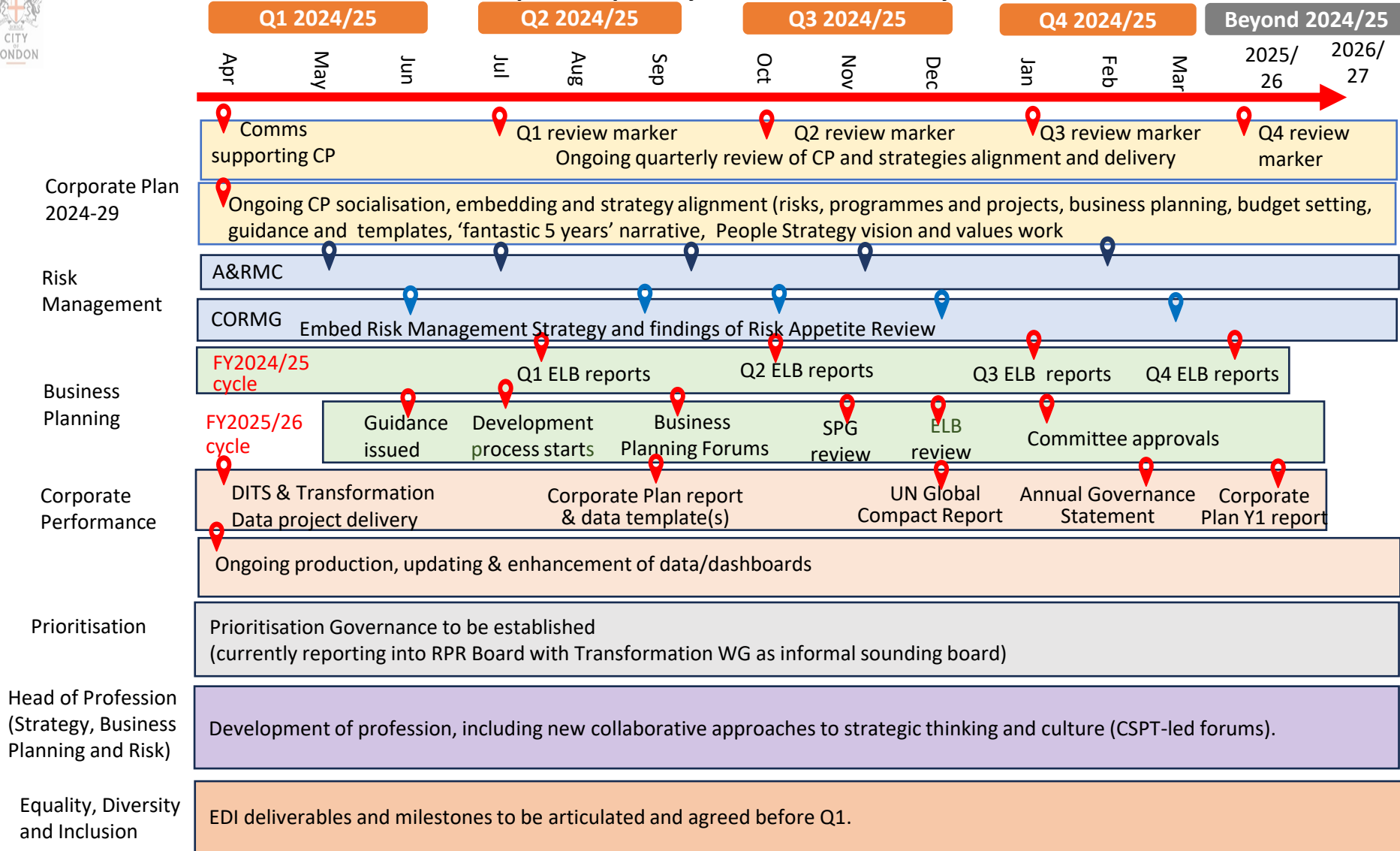
*Striving to enhance the Corporation, its departments and Institutions' EDI maturity. Ensuring equity for staff, residents, service users, and business outcomes, while serving as the central authority on all EDI-related matters*

### What's changed since last year (FY2023/24):

- **Corporate Plan 2024-29** design, development and consultation (internal and external) completed.
- **City Corporation risk management** Chief Officer Risk Management Group (CORMG) focus on thematic risks & how these are identified/collectively addressed cross-corporation to ensure an agile risk approach. CSPT risk roles revised, with the portfolio split between four posts to better align risk with achieving successful strategic outcomes. Electronic risk registers updated to reflect Target Operating Model (TOM) changes and portals created for various Heads of Profession to counter silo working. Work began on risk appetite review.
- **Departmental Business Planning** strengthened through collaborative officer forums and Executive Leadership Board oversight. Increased focus on identifying synergies, opportunities and dependencies, insight on medium term plans and workforce planning alongside finance informed development of future CoLC priorities. Future Priority: aligning 5-year departmental business plans with Corporate Plan 2024-29.
- **Performance and Analysis** provided across the City Corporation enabling teams to identify relevant performance data to baseline and monitor, growing their capability. Cross-cutting performance data identified, dashboards and tools developed including the City Intelligence Dashboard, implementation of audit recommendations, completion of mandatory training and operational property data.
- **The Equality, Diversity, and Inclusion (EDI) team and portfolio** was incorporated into the CSPT team in November 2023. Work to rationalise, reprioritise and incorporate and align workstreams initiated. Interim EDI Director recruited.
- Lead for **Resources and Priorities Refresh** was transferred to the Transformation Team (CSO still Chief Officer sponsor). The Corporate Plan Annex 2024 workstream was superseded by decision to bring forward the new CP to start of FY24. A new CSPT-led workstream on Prioritisation created to address challenges and opportunities for improved prioritisation.
- An **interim and final TOM report**, covering progress and a full review of the TOM restructuring programme was delivered.
- **Executive Leadership Board (ELB) support** enabled Board focus on a cross-cutting issues, strategy, policy and corporate performance & risk.
- **City-Wide Resident events**, in the new Member-led format, was successfully transferred to the Head of Campaigns and



# Our 2024/25 timeline planner priority workstreams and key milestones



**Key:**

- Milestone marker
- A&RMC Audit and Risk Management Committee
- CORMG Chief Officer Risk Management Group
- ELB Executive Leadership Board
- SPG Strategic Planning Group

## Our major workstreams this year will be

Workstream Name	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
<b>Corporate Plan</b> Ensuring alignment of priorities. Embedding Corporate Plan into CoLC strategy development. Monitoring and evaluating progress.	20%	20%	Political priority/Key strategic outcome	Political priorities Available data	Corporate outcomes are achieved	Increase People Survey Q: I understand the aims of the City Corporation	Annual	+ 5%	69%
						Identified CoLC strategies input to CP 2024-29 report	Annual	95%	New
<b>Risk Management</b> Supporting/embedding the right risk management culture within CoLC, ensuring corporate risks are identified, captured, effectively mitigated and actively monitored	18%	18%	Political priority/Key strategic outcome		Risks are identified, mitigated and reduced (enable successful CoLC outcomes)	4x Risk Management Forums; 6x L&D sessions (incl Ideagen) held	Annual	100%	New
						Ideagen access/risk guidance requests actioned within 5 working days	Quarterly	90%	New
						6 x COMRG held annually	Annual	100%	7 held
<b>Business Planning</b> Steer and scrutinize departmental business plan development and reporting. Aligning BPs with CP2024-29 outcomes. Transition to 5-year BPs refreshed annually.	13%	13%	Political priority/Key strategic outcome	Financial, major project and strategies data	Business Planning is robust and aligned to CP outcomes	Departmental Business Planning quarterly reporting deadline met	Quarterly	95%	New
						% of Business Plans with robust KPIs	Annual	100%	New
<b>Corporate Performance</b> Improve corporate use and monitoring of data to enable effective reporting and performance monitoring on outputs, including Corporate Plan outcomes. Create tools for data driven decision-making & driving better use of data.	13%	13%	Political Priority/Key strategic outcome	Data availability and quality	Better use of data; data in regular use to monitor outcomes	Commissioned dashboards delivered within timeframe	Annual	90%	New
						CP data streams set up for regular reporting	Annual	baseline in Yr1	New
						Support for data & performance tool requests	Annual	baseline in Yr1	New
<b>Prioritisation</b> Working cross-corporation through RPR and Transformation to plan and oversee steps to improve prioritisation within CoLC decision-making/activities	5%	5%	Political Priority/Key Strategic Outcome	CP; political priorities; work on culture, data, tech	CoLC is better able to prioritise & allocate resources to what is valued	Activities mapped, monitored and successfully achieved within Prioritisation Maturity Matrix	Into RPR Board each quarter	100%	New

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<b>Head of Profession</b> Dynamic culture of strategy, business planning and risk across CoLC	5%	5%	Political Priority/Key Strategic Outcome	CP; political priorities; People Strategy	Consistent approach to strategic development	Emerging or in-flight departmental/thematic strategies reviewed by the Strategy Forum	Monthly Strategy Forum meetings	100%	New
<b>Equality, Diversity and Inclusion - Transition</b> <ul style="list-style-type: none"> <li>• EDI Team focus</li> <li>• Compliance</li> <li>• Stocktake of political and public commitments - delivery</li> <li>• EDI Review scoped (e.g. TORs, resource requirements, risk, interdependencies, timescales etc)</li> </ul>	13%	13%	Political Priority/Key Strategic Outcome	CP, MTFP, political priorities, People Strategy, EDI legal duties	Compliance with EDI duties. Ambition match resource. EDI Priorities identified and inform decision making.	KPIS will be established following first phase of work to complete a root and branch review of EDI in CoLC.	To be reviewed		

\*The remaining 13% of CSPT funding and people resources is allocated to BAU

### Our Work Locations

Guildhall West Wing      posts=16

### Operational Property Utilisation Assessment

Asset name	Assessment complete	Assessment Completion Date
Guildhall	Yes	23/11/2023

### Our Strategy and Cross-Cutting Strategic Commitments

Corporate Plan 2024-29 and alignment to political priorities: Destination City, Tech City, Green City, Residents and SMES; and policy lead Member areas: Innovation & Tech, Emerging Markets, Advanced Markets, SMEs, Sports Engagement; and Mayoral themes.

Key strategies include Competitiveness, Climate Action, EDI, Social Mobility, City Plan 2040, Transport Strategy.

Medium Term Plans under consideration (2025/26, 2026/27)	2025/26	2026/27	Funded/Unfunded
Implement five-year Business Planning process to support strategic planning and budgeting	Y		N/A
Benchmarking Governance process prior to producing 2024/25 Annual Governance Statement	Y		N/A
Reporting on progress against Corporate Plan outcomes	Y		N/A
Commission Inclusive Leadership coaching (EDI in partnership with the HR L&D team)	Y		Funded
EDI Initiatives TBC pending Review Outcome	Y		TBC (partial)



## Our People

16 Posts

52% People Survey Engagement Score (2022 CoLC score) (CSPT < 10 returns)

### Equality Diversity & Inclusion

Lead for Corporate EDI was incorporated into the Chief Strategy Officer's portfolio in November 2023. In addition, team members sponsor, lead and participate in the Women, CLEAR, DAWN, YEN, Pride, Social Mobility Network and Carers and Parents Staff Networks.

At team level, we have prioritised:

- Wellbeing – including via Team Away Days and team lunches to build team bonds
- Learning & Development – attending conferences and training events, including Local Government Partnership Network North, Next Generation Programme, Public Sector Data Summit, and UN Global Compact Annual Summit UK.
- Corporate Knowledge building – team-wide L&D visits to CoLC locations, including CoLC Cemetery and Crematorium, Freeman's School, Hampstead Heath, Epping Forest

Equality Impact Assessments Completed: 1 (Corporate Plan 2024-29)



### Our Stakeholders (or Customers) Needs

1200+ internal and external Stakeholders engaged on Corporate Plan 2024-29

### Partners we work with:

Our Stakeholders include all areas of the City of London Corporation, including:

#### Members

- Policy and Resources Committee
- Finance Committee
- Audit and Risk Management Committee
- Corporate Services Committee
- Resources Allocation Sub Committee
- SABTAC Steering Group
- Equality, Diversity and Inclusion Sub Committee
- Nomination and Effectiveness Sub Committee

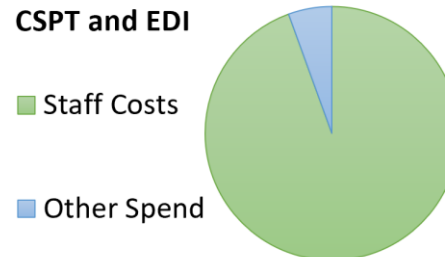
#### Communities

- Residents
- Visitors
- Learners
- Workers

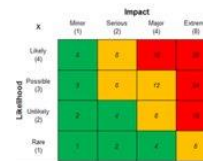
## Where our money comes from and what we spend it on

2024-25 budget estimate is c. £1.427M from the City Fund

### CSPT and EDI



### Our Impacts



CORMG, SLT and ELB alert to and managing new and emerging risks

Risk, Strategy, Business Planning, and Business Intelligence Forums leading capability improvement



City Intelligence Dashboard launched



Aligning 20 Team & Department Business Plans



Over 230 staff and stakeholders engaged on EDI and over 800 staff engaged on Corporate Plan 2024-29