

Report – Policy and Resources Committee

Draft Corporate Plan 2024-2029

To be presented on Thursday, 11th January 2024

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

SUMMARY

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. Together with other key workstreams (such as the People Strategy), it helps ensure everything the City Corporation does aligns to achieving our stated aims and objectives.

The draft considers the ongoing work and commitments of City Corporation, our political priorities and the views of Members, Officers and external stakeholders, as well as the need to build on the previous plan with the inclusion of performance measures and more focussed outcomes.

The draft Corporate Plan is being submitted to Court of Common Council for formal endorsement. Design work on the format, graphics, copy editing into plain English and promotional materials is still in progress and will be completed once the draft Corporate Plan has been approved.

RECOMMENDATION

That Members:

1. Approve the draft Corporate Plan 2024-29 at Appendix 1, for formal adoption from April 2024 including:
 - a) the six outcomes (Dynamic Economic Growth, Diverse Engaged Communities, Flourishing Public Spaces, Vibrant Thriving Destination, Providing Excellent Services and Leading Environmental Sustainability);
 - b) the direction of travel set out for the performance measures.
2. Authorise the Town Clerk to agree any changes to the wording and content (which may be refined and reduced), and to finalise the design, in consultation with the Chairman and Deputy Chairman of the Policy and Resources Committee.

MAIN REPORT

Background

1. The Corporate Plan 2024-2029 provides the strategic framework to guide the City of London Corporation's thinking and decision-making over the next fantastic five years. Alongside financial planning, a new People Strategy, Digital

Strategy and Transformation, it drives the City of London Corporation's ambition to be world-class.

2. On 6 July 2023, the Policy & Resources Committee agreed that the next corporate plan should run from April 2024 until March 2029, with the current Corporate Plan 2018-23 extended until 31 March 2024.¹ This was subsequently agreed by Court of Common Council on 20 July 2023.
3. The draft Corporate Plan 2024-2029 has been shaped by input from internal and external stakeholders, as well as the City Corporation's political priorities and other agreed commitments - e.g., its strategies, projects and programmes. In addition, lessons have been applied from the previous plan, especially around the need for performance measures. Further details on this development process can be found in the section below and in the appendices.

Corporate Plan Drafting and Development

4. The draft Corporate Plan 2024-29 is attached at Appendix 1. This is intentionally high-level but gives a flavour of the content that will be reflected albeit in a different format. The existing Corporate Plan 2018-2023 was examined to learn lessons and identify areas for improvement, and a light-touch PESTLE analysis of macro trends and socio-economic factors was undertaken to understand the wider operating environment, alongside a review of City Corporation strategies that are extant or in development.
5. Input from Members of the Court of Common Council, Independent Committee Members, Officers of the City Corporation and engagement with external stakeholders helped define the purpose, outcomes, outputs and approach to measuring performance. The Background Reports provide further details on this as well as the rationale, global trend analysis (item a), external engagement analysis (item b), strategies, major projects and programmes (item c) which all informed the draft Corporate Plan.
6. More broadly, the following working assumptions and aims framed the work:
 - a. The overarching purpose of the plan is not to detail everything the City Corporation does, but instead is to define the key outcomes we want to achieve in the next five years to help us spend our resources (time and money) on what we value.²
 - b. That said, although the plan – in tandem with collaborative leadership and wider transformational change – provides a catalyst for improved ways of working, it is not a one-stop-shop to solve silo working and budget/prioritisation challenges.

¹ [Approach to next Corporate Plan](#) – Policy & Resources Committee, 6 July 2023

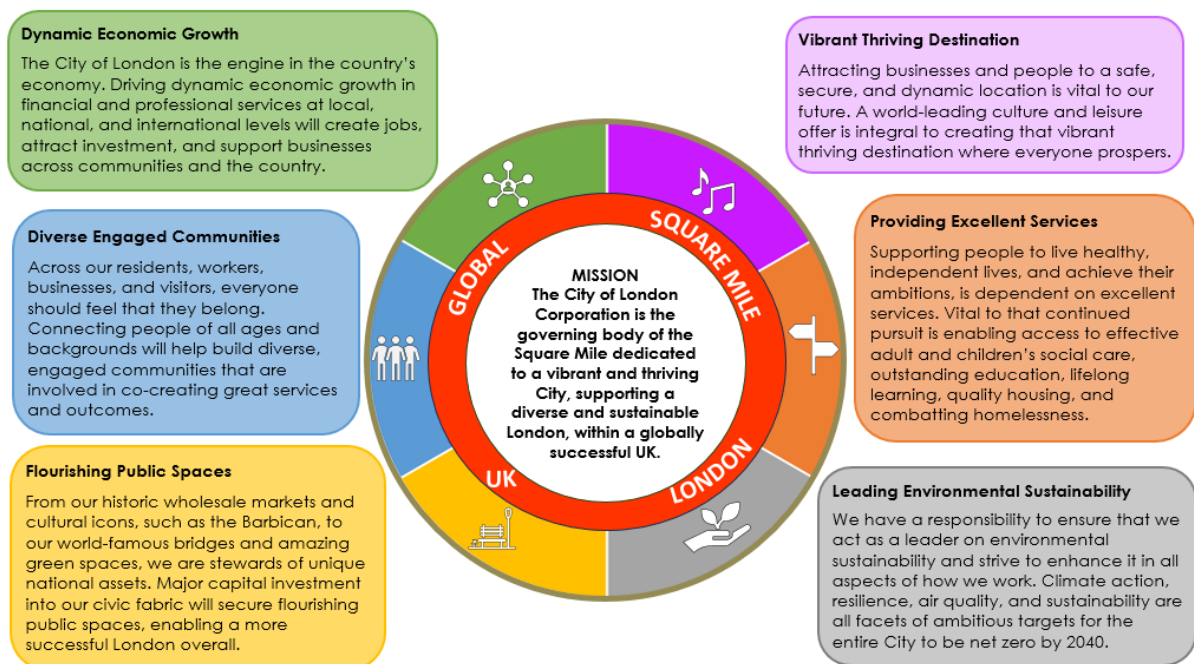
² Context around the breadth of what we do and how we do this is included in the introduction to the plan, the key fact sheet and maps. This references the importance of delivering our statutory duties and services, as well as maintaining the 'brilliant basics', including in our enabling services.

- c. The plan will be a living document that is reviewed and refreshed over the five-year period. An annual progress report will be produced, linked to performance metrics.
 - d. Once agreed, the strategic outcomes in the plan will be embedded and reflected within other processes and documents in City Corporation, e.g., business planning, budget setting, programme and project governance, risk management and personal objectives, etc. This will ensure that there is a 'golden thread' through everything we do.
7. The Corporate Strategy and Performance Team have worked closely with the Executive Director of Corporate Communications and External Affairs and members of her team to finalise the draft plan and ensure it reflects the wider narrative and sets the context around the work of City Corporation, and that the content is clearly articulated in as simple a way possible.

Corporate Plan 2024-29

8. The Corporate Plan 2024-29 consists of the following elements:
- a. A foreword by the Town Clerk (to be finalised after approval of the plan).
 - b. A foreword by the Policy Chairman (to be finalised after approval of the plan).
 - c. A context section detailing 'who we are', key facts about City Corporation (illustration included to be further refined) and two maps outlining our responsibilities inside and outside the Square Mile.
 - d. A summary of the six outcomes for 2024-29 (currently dial format).
 - e. An executive summary (to be finalised after approval of the plan).
 - f. A more detailed breakdown of each outcome, with context setting, overarching objectives and performance measures.
 - g. An annex outlining how we will monitor impact.
9. The design and layout will ensure it is easy for our stakeholders to read and identify the key elements of interest to them, both in physical and digital copies. The tone will reflect a desire to be brilliant at the basics and strive to being world class, recognising that different parts and portfolios governed by City Corporation are at various stages of maturity.
10. The Corporate Plan 2024-29 differs from the current iteration in:
- a. Greater emphasis on prioritisation (whilst still reflecting the extensive portfolio covered by City Corporation).
 - b. Additional detail on how the outcomes will be delivered and measured for success.
 - c. Intent to incorporate reviews and adaptations, to ensure its continued relevance to the City Corporation throughout the five-year period, with a report produced annually on progress.

11. The City Corporation's mission³, legal, statutory, regulatory obligations and commitments remain unchanged. And, our ambition to be world class is not limited to what we deliver. It is equally critical to how we discharge our role from being values-driven to striving for equity (in addition to equality, diversity and inclusion). Our wide reach and responsibilities influence globally, nationally, across London, and in the Square Mile. This 'place-based' lens has also been used when defining the outcomes and considering performance measures.
12. The six outcomes⁴ are deliberately presented in a way that does not imply an inherent order of importance, with outcomes rotating in response to the workstreams within and across different departments and systems. They are currently portrayed in a dial format (noting this may change following design work), see below:



Monitoring Progress

13. As mentioned above, the Corporate Plan 2024-29 will be a living document that can adapt during its five-year span. Some of the proposed content will last beyond 2029, but we will also need to reflect changes emerging during the 2024-29 period. It will be reviewed and refreshed to ensure we continue to meet our stated outcomes (supplementing these as required) and will be reported on annually.
14. The Corporate Plan 2024-29 is the first time we are bringing together data sets from across the organisation to analyse high-level performance, and we are aware

³ 'The City of London Corporation is the governing body of the Square Mile and is dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK.'

⁴ These reflect the political priorities, including resetting the relationship with our residents, supporting the Square Mile's recovery and SMEs, promoting the UK's Financial and Professional Services Sector and ensuring the UK leads on tech innovation and green finance.

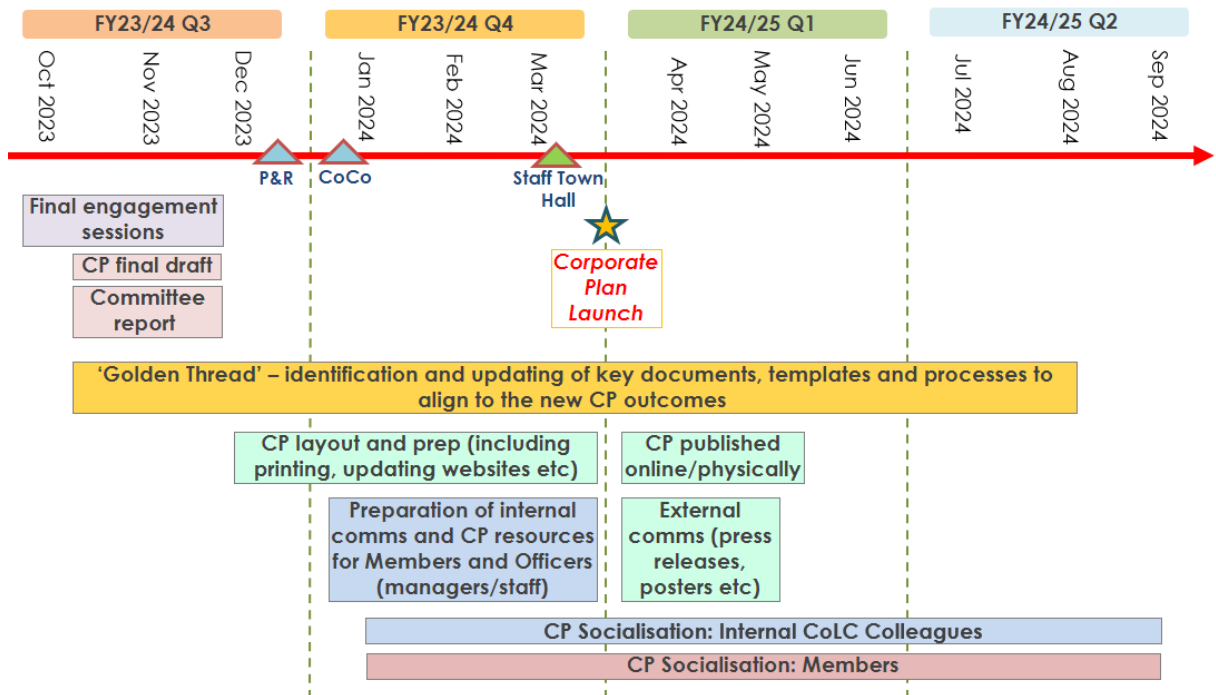
there are many gaps. Given the maturity of elements of City Corporation’s data infrastructure and capabilities, our capacity to collect, manage and monitor data is limited. The Corporate Plan 2024-29 will be used to identify opportunities to improve what type of data we collect and how. This will continue to mature over the lifetime of the plan and as this develops, so will the measures.

- The planned approach to monitoring Corporate Plan performance outcomes can be found at Appendix 2.

Next Steps

- Once the Corporate Plan 2024-29 has been approved by Court of Common Council, we will commence the plans to socialise the document with our stakeholder groups – this will include Members, Officers and external stakeholders.
- Planning is underway internally pre-publication and for the external launch (internet site, press releases, posters, hard and soft copy versions of the plan etc). This process will extend beyond the launch date to help embed the plan into City Corporation processes and ensure that the presentation of the plan, outcomes and measures is relevant to our various stakeholder groups, internal and external.

- The timeline below outlines the phases of this work:



Post-Policy and Resources Committee Changes

- Following discussion at the Policy and Resources (P&R) Committee on 14 December, some changes were made to the draft plan at Appendix 1 to reflect Member input. A summary of these can be found in the table below:

P&R Member Feedback	Action
Scope of the plan and relevance across the CoLC; relevance of the plan in the context of the People Strategy, departmental business plans etc	To include in the executive summary
Fact checking, consistent reporting of numbers and referencing sources	Completed
Gaps in Key Facts	Data updated; further facts included; additional facts to be added by Chief Officers in the final publication e.g. on residents
Clarification on Barbican (arts centre & programme renewal)	Completed
References to diverse communities, carers and related DCCS strategies; overview of activities to support the most vulnerable	Strengthened references under 'Services' outcome
Updated wording on policing and safety	Strengthened and agreed
References to hospitality and licencing ; additional references regarding residents	Included (strengthened – in 'Vibrant' outcome)
Golden threads – breaking down silos, staffing and delivery	To be included in foreword
Additional measures on various areas (e.g. poverty, learning, hospitality etc); how we will be iterating measures	Included performance measures - appendix 2 (see also high-level aspirations in this annex) Further engagement on this to take place in 2024
References to resident makeup (adults, children, carers etc)	To be included in foreword and design
Product design (including pithy documents, useable facts)	Draft Corporate Plan updated; products developed in design stage
Highlighting CoLC role (e.g. as owner, enabler, facilitator, landlord etc) and CoLC reach (global to local)	To be included in foreword and executive summary
Tone, approach and delivery, given not everything we do is in the plan	Executive summary (and foreword where relevant)
Aim to make the City of London and the spaces we manage and own attractive for everyone and encouragement for people to live, work and play here	Part of the final design; also to be referenced in executive summary and foreword
References to charities of which CoLC is a trustee; references to Vision for Economic Growth	Updated – references includes all charities; Vision for Economic growth references strengthened

Corporate & Strategic Implications

Strategic implications

20. 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

21. The Corporate Plan 2024-29 is a strategic framework for guiding City Corporation's thinking. If new activity to deliver Corporate Plan 2024-29 is identified, its funding source will need to be identified and where applicable, Member agreement sought, before it can be adopted into the Corporate Plan. For any new activity occurring in FY2024/25 the funding source will be existing budgets, where necessary by prioritisation, or from revenue generation.
22. The cost of the development, design and publication of the Corporate Plan 2024-29 will be met through a combination of the Corporate Strategy & Performance Team's budget, Transformation Budget and contingency monies identified by the Chamberlain. Excluding internal staff costs, this equates to approximately £30,000. The final figures will be confirmed once the draft products and associated designs are agreed.

Legal implications

23. None.

Risk implications

24. None.

Equalities implications

25. The Corporate Plan 2024-29 was developed in line with our Public Sector Equality Duty 2010 and is intended to have a positive impact on the City of London Corporation's fostering of greater diversity, equality and accessibility for all. A full Equalities Impact Assessment has been completed and is linked within the Background Reports.

Climate implications

26. The Corporate Plan helps drive the work towards targets outlined in the City of London Corporation's key strategies, including the Climate Action Strategy and Air Quality Strategy.

Security implications

27. There are no direct security implications. The Corporate Plan emphasises the importance of enabling a safe and secure environment, including through the City of London Police's national lead on cyber and economic crime.

Conclusion

28. This report provides the draft Corporate Plan 2024-29 and outlines the approach to its development.

29. Court of Common Council approval will enable Corporate Plan 2024-29 to progress in January 2024 for adoption in April 2024.

Appendices

Appendix 1 Draft Corporate Plan 2024-29

Appendix 2 Monitoring Corporate Plan Performance Outcomes

Background Papers

[Corporate Plan 2024-29 Development – Context, Feedback & Rationale](#)

a Global Trends Analysis

b External Stakeholder Engagement Analysis

c Strategies, Major Programmes and Projects and Other Sources

[Corporate Plan 2024-29 Equalities Impact Assessment \(Part A & Part B\)](#)

[Approach to next Corporate Plan](#) – Policy & Resources Committee, 6 July 2023

DATED this 14th day of December 2023.

SIGNED on behalf of the Committee.

Deputy Christopher Michael Hayward
Chairman, Policy and Resources Committee