

<b>Committee(s):</b> Policy and Resources Committee	<b>Dated:</b> 22/02/2024
<b>Subject: Draft Corporate Plan 2024-2029</b>	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	N/A
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Chief Strategy Officer	<b>For Decision</b>
<b>Report author:</b> Tabitha Swann, Head of Corporate Strategy & Risk	

### Summary

Court of Common Council on 11 January approved, in principle, the draft Corporate Plan 2024-2029 six draft outcomes and direction of travel for the Corporate Plan measures. It also agreed for the draft Corporate Plan to return to Policy & Resources Committee for final approval.

This report summarises the work undertaken following the additional feedback received at the 11 January Court meeting. The final design is attached for Member approval, including the forewords and executive summary. If approved, the plan will be effective from 01 April 2024.

### Recommendation

Members are asked to:

1. Approve the draft Corporate Plan 2024-2029 [at Appendix 1, circulated separately].
2. Authorise the Town Clerk to agree and finalise any minor changes to the content and design of the draft Corporate Plan 2024-2029, 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. The Corporate Plan 2024-2029 will be effective from 1 April 2024. It includes:
  - a. A foreword by the Policy Chairman
  - b. A foreword by the Town Clerk & Chief Executive
  - c. A section detailing ‘who we are’, key facts, impact and maps outlining our responsibilities inside and outside the Square Mile
  - d. An executive summary
  - e. Six outcomes with context setting, objectives and performance measures
  - f. An annex outlining how we will monitor impact
  
3. Following approval of the draft Corporate Plan 2024-2029 by Policy and Resources Committee in December 2023, the January Court of Common Council provided further member feedback including an amendment for the draft Corporate Plan to return to Policy and Resources Committee for final approval. This report seeks that final approval of the draft Corporate Plan 2024-2029 (see Appendix 1).

### **Corporate Plan 2024-2029 – Post Court of Common Council Development**

4. Feedback from the January Court of Common Council and actions taken were circulated to the Court via email (18 January) and is summarised below:

<b>Comment</b>	<b>Action</b>
Under Thriving, Vibrant Destination outcome add “make an attractive place to live” and an appropriate measure.	To reflect in the foreword rather than the outcome as the latter is equally applicable to those who learn, explore and work here. The draft Corporate Plan reflects existing measures rather than creating new ones in the absence of having the infrastructure, insights and analysis to evidence which new measures would be most impactful. This suggestion will be considered as part of the ongoing work on measures.
Numbers used are given in context e.g. say 5 of 9 schools have Ofsted rating.	Completed. ‘Key Facts’ updated.
Toolkit for Members to use with external stakeholders.	Resources will be developed as part of the socialisation plan, which will include useable features to support stakeholder engagement.
Focus in ‘good growth’, fairness and sustainability. Ensure ‘the new Corporate Plan is sufficiently responsive to these arguments and those regarding social value in addition to economic growth.	Answered in Court.  The Corporate Plan annual report of progress and iterative nature of the approach to measures will enable us to remain agile and consider other dimensions including social value.
Schools ambition needs to be more aspirational – say ‘excellence’.	Schools are referenced with a commitment to ‘outstanding’ education in the ‘Key Facts’ and the ‘Providing Excellent Services’ outcome. ‘Outstanding’ as opposed to excellent is used on advice from our educators across the City Corporation, for consistency with Ofsted and

	other regulatory bodies governing education provision.
Children and Housing – Members’ approval of the Corporate Plan and associated performance measures will have cost implications that will need to be considered in due course.	The Corporate Plan performance measures will be iterative year on year. The golden thread through to departmental business plans will, in part, help inform member decisions on prioritisation and where to deploy finite resources.
Document content needs to be numbered/lettered to make it possible to navigate.	The Corporate Plan format presented to Court was in Committee / Court of Common Council format. Professional designers are working with Officers to ensure the final product is clear, accessible and navigable to all readers.
Use Outcome Key Result (OKR) instead of Key Performance Indicator (KPI).	OKRs will be referenced in the final draft document. The methodology has already been applied to the Corporate Plan proposed metrics as a more accurate reflection of measuring impact as opposed to process and inputs, best practice/industry standards and future-proofing the Corporate Plan’s approach to measures. KPIs will not be referenced in the Corporate Plan.
Add ‘and in 2029 election’ in ‘increase number of voters in 2025 election’.	Completed. Referenced in performance measures and under the ‘Diverse Engaged Communities’ outcome.
Propose ‘sport’ is elevated to a headline.	The Square Mile Sport Strategy 2023-2030 has been referenced in the Corporate Plan 2024-2029 as one of many strategies and programmes core its delivery. The Corporate Plan is a strategic framework which will not contain details of all strategies. The annual progress report will enable us to review whether there should be any changes to the Corporate Plan strategic outcomes agreed by Members.
Professional services - insurance sector referenced. Possible increased expectations of engagement given the ‘diverse engaged communities’ outcome.	Noted. The insurance sector is referenced under the ‘Dynamic Economic Growth’ outcome and is linked to delivery of the Vision for Economic Growth.
The Corporate Plan should link people to our important policies and promises we make to our communities.	The Corporate Plan when published will signpost readers to many areas of key City of London Corporation activity, including key strategies and policies. The People Strategy is being developed alongside the Corporate Plan and commitments to communities will be captured through departmental business plans.
Not all our residents will feel like it is ‘one city’, suggest an ‘infographic on	Statistics specific to the City of London Corporation either do not exist or are out of

breakdown of resident makeup' include economic make up	date. This suggestion will be considered as the work on measures develops.
Stronger reference to start ups.	This is captured under the 'Vibrant Thriving Destination' outcome and publishing an SME strategy to drive the creation of and support small business.
Would like 'City of London Corporation return to work' referenced to encourage increased footfall.	The Workplace Attendance Policy is being reviewed by Corporate Services Committee. This forms part of the new People Strategy being developed alongside the Corporate Plan which will seek to attract and retain the best staff we can across the City of London Corporation.

5. In addition, the Court of Common Council noted the importance of the forewords and executive summary in communicating the plan's context, tone and approach. These have been drafted in collaboration and agreement with the Policy Chairman and Town clerk and are included in the draft Corporate Plan at Appendix 1.

## Design

6. Officers worked with designers to define the creative brief, so the final product meets the needs of internal and external audiences in digital and print format. It adheres to CoLC brand guidelines, has longevity in design and structure (e.g. editable to accommodate annual reviews), and uses bold, visually engaging typography, icons and images. To further aid accessibility, an accessible animation will provide information in an easily digestible form for people who may not wish to or be able to read the whole document. An easy read version may be considered if necessary. The design rationale includes:
  - a. a diverse colour palette used simply in block colours; the effect is bold and eye-catching whilst also feeling clean and slick.
  - b. white space around text and graphics to further the clear look and feel. This helps comply with accessibility principles.
  - c. the design features four graphic elements that reflect the strapline – the line illustration, pattern, solid shapes, and photography treatment. These are used together across pages for a consistent, modern and creative look.
  - d. photography, including the front and back cover, showing night and day settings to convey the message that the City never sleeps. Day scenes open the document and night scenes close it as a subtle nod to the journey taken through the document from beginning to end.
  - e. icons reflect key priority areas and can be used in place of text to express meaning visually.
  - f. the six outcomes 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.
  - g. clearly visible page numbers and use of colour to aid document navigation.
  - h. the strapline 'live, work, learn, explore' was inspired by the phrase 'live, work, play' which is often used in the context of urban planning and

development to represent the idea of creating places that meet residential, commercial and recreational needs. It also encompasses key audiences for the plan's outcomes placing them at the front and centre of this plan. 'Explore' instead of 'play' is used to show a broader dynamic interpretation. Featuring boldly on the cover, these words will be used in supporting materials (posters, postcards etc).

## **Next Steps**

7. Once approved, plans to finalise (e.g. final proof reading, web design and associated materials) and socialise the Corporate Plan with stakeholder groups will commence – this includes Members, Officers and external stakeholders.
8. 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 continue to help embed the plan into City Corporation processes and ensure it remains relevant to our various stakeholder groups, internal and external.

## **Corporate & Strategic Implications**

### *Strategic implications*

9. When approved, the Corporate Plan 2024-2029 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*

10. The Corporate Plan 2024-2029 is a strategic framework for guiding City Corporation's thinking. If new activity to deliver Corporate Plan 2024-2029 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.
11. The cost of the development, design and publication of the Corporate Plan 2024-2029 is approximately £30,000 which is funded through a combination of the Corporate Strategy & Performance Team's budget, the Transformation Budget and a draw down from contingency monies.

### *Legal implications*

12. None.

### *Risk implications*

13. None.

### *Equalities implications*

14. The Corporate Plan 2024-2029 was developed in line with Public Sector Equality Duty (2011) commitments and is intended to have a positive impact on greater equality, equity, diversity and inclusion for all.

*Climate implications*

15. The Corporate Plan helps drive delivery of targets outlined in City Corporation key strategies, including the Climate Action Strategy and Air Quality Strategy.

*Security implications*

16. 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**

17. This report provides the final designed draft Corporate Plan 2024-2029, which will be effective from 1 April 2024 if agreed.

**Appendices**

Appendix 1 Draft Corporate Plan 2024-2029 [note this was circulated separately to the Committee main pack]

**Background Papers**

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

[Draft Corporate Plan 2024-2029](#) - Policy & Resources Committee, 14 December 2023

[Policy & Resources Committee – Draft Corporate Plan 2024-2029](#) – Court of Common Council, 11 January 2024

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