

City of London Corporation Committee Report

Committee(s): Policy and Resources Committee	Dated: 13/02/2025
Subject: City of London Corporation Corporate Plan 2024-2029 – Preliminary Progress Report	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • Delivers Corporate Plan 2024-29 outcomes 	All Corporate Plan outcomes
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	
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Summary

As part of the City of London Corporation’s Corporate Plan 2024-2029 (CP24-29) we have committed to publishing an annual progress report against our six strategic outcomes.

The CP24-29 communicates the City Corporation’s strategic aims for the next five years. Progress reporting will happen annually and will capture how these aims are being met. The Preliminary Progress Report (Appendix A) is the precursor to annual progress reporting, it covers the timespan between publication of CP24-29 (April 2024) to Dec 2024 in order to provide an update before the election. It is recommended that the first full year progress report be published in May 2026. This preliminary report compiles data and information capturing achievements across the six CP24-29 strategic outcomes and sets the groundwork for future reporting, with collaborative work to improve and enhance robust metrics across the City Corporation ongoing.

This report provides updates on major areas of work under each of the six strategic outcomes, outlines activities to socialise CP24-29, and details data and metrics where available. Additionally, it covers changes since CP24-29 was published.

Performance reporting will be aligned with the Annual Governance Review and the Statement of Accounts for the City Fund to increase coherence and help deepen insight and analysis as reporting develops, as all three will be published concurrently and cover identical timeframes.

Recommendations

Members are asked to:

- **Note** the content of the Corporate Plan 2024-29 (CP24-29) Preliminary Progress Report included at annex A; this contains an appendix covering changes and updates to CP24-29 that will be published separately on the City Corporation website
- **Agree** to publish the CP24-29 Preliminary Progress Report on City Corporation's website
- **Endorse** the intended approach for publishing annual CP24-29 progress reports to align with reporting of the Statement of Accounts for the City Fund and Annual Governance Statement

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 five years. Alongside financial planning, the People Strategy 2024-29, Digital, Data and Technology Strategy and Transformation Programme, it drives the City of London Corporation's ambition to be world-class. The final plan was agreed by the Court of Common Council in January 2024, and published on 1 April that year. It sets out six strategic aims:
 - Diverse, Engaged Communities
 - Dynamic Economic Growth
 - Vibrant Thriving Destination
 - Flourishing Public Spaces
 - Providing Excellent Services
 - Leading Sustainable Environment
2. CP24-29 is intended to be a living document that can adapt during its five-year span. The previous Corporate Plan 2018-23 did not include success measures, so there was no tracking or reporting of progress against objectives. This has changed: organisational progress against outcomes will be published on an

annual basis. Reporting includes both quantitative and qualitative performance information on each strategic outcome¹. This will ensure that it is possible to understand whether we are on track to achieve our stated aims and objectives. It will allow us to map success and identify areas that may benefit from additional resource.

3. The overarching purpose of CP24-29 is not to detail everything the City Corporation does. Instead it defines the key outcomes we want to achieve to help us spend our resources on what we value. This applies equally to performance monitoring, where the focus is on the key outcomes and impact.
4. Discussions at Policy and Resources Committee and at the Court of Common Council have guided how performance metrics will be reported. Members agreed that CP24-29 reporting would be iterative and developed year on year due to the lack of maturity and capability on data within the organisation.

Current Position

5. The CP24-29 Preliminary Progress Report has been prepared to highlight activity since publication of CP24-29. Major communications and socialisation efforts have embedded understanding of CP24-29 across City Corporation and socialised it externally, including a 'CP and Me' guide to incorporate CP24-29 into our work, the creation of a dedicated page on our external website containing the plan and supporting information and consultation. Members were issued with packs to engage with constituents, residents and stakeholders to support communications; Chief Officers and Heads of Institutions were issued with similar content for engaging their stakeholder groups.
6. Externally, CP24-29 has been flagged via news articles, social media posts, and direct engagement. An update was posted on the external website dedicated to engagement on CP24-29 and sent directly to any members of the public who had expressed an interest in further details. For anyone requiring a hard copy or unable to access the digital version, physical copies of the plan and key facts booklet were distributed to City Corporation sites and these have been replenished throughout the year.
7. In parallel, efforts have focussed on embedding and developing mechanisms for reporting performance that will be captured in the CP 24-29 Annual Report. Workshops, support and advice remain ongoing to:
 - a. Officers to identify and agree data for performance metrics to enable monitoring against our strategic outcomes.
 - b. Areas developing strategies that require the means of measuring outcomes e.g. Department of Community and Children's Services
 - c. Develop performance metrics relating to business plans across City Corporation

¹ In some cases, outcomes and measures may appear to overlap – this is part of our efforts to measure outcomes, not simple data streams and avoid silo reporting.

- d. Help create data dashboards to highlight local performance indicators
8. This is the first time input from across the organisation has been brought together to analyse high-level performance. To do this effectively in the medium to long term, robust information and basic data needs to be captured, to consequently enable complex analysis of multiple areas of data, in combination with qualitative reporting. Efforts to collate relevant input to date have identified many gaps in basic data gathering. The preliminary report at Appendix A contains data currently available on areas identified as key to measuring progress. This will be further analysed and developed into metrics for the full Year One report. With the completion of the preliminary report, further input will be requested from Officers and Members to continue to develop data and metrics.
 9. Due to the high level of complexity, lack of corporate maturity on data and limited resource available, close collaboration is ongoing with teams across the organisation to develop and support effective mechanisms to deliver performance reporting. This is aimed at developing a greater cohesion to reporting and managing the fragmented datasets that currently exist. Activity is likely to continue for the full lifecycle of the CP24-29. As this develops external comparators and contextual data will be included wherever possible to understand and support progress and achievement.
 10. Annual reporting on progress is key to how the City Corporation successfully achieves its aims. It sits alongside other core public reports: the Statement of Accounts for the City Fund and Annual Governance Statement – both are published in Q2 of the financial year. Publishing all three together adds coherence as they will then report on identical timeframes. This alignment will deepen insight into analysis in due course. The first time all three reports will be issued together will be May 2026.

Options

11. The analysis for each option is included below, with a recommended steer for option a:
 - a. Recommended: Publish the Preliminary Report included at annex A, and progress to a full report to be published in May 2026

The Preliminary Report is the first major progress update on CP24-29 activity and can be used for stakeholder engagement widely across City Corporation by both Members and Officers. It keeps up the momentum of publishing activity and progress to achieving our objectives set out in CP24-29, and creates opportunity for dialog on how to further improve our metrics and capabilities on data. The timing means the benefits of aligning with other major public-facing publications are realised.

- b. Not recommended: Do not publish the Preliminary Report at this stage, and instead continue activity progressing to a full Year One report in May 2026

This approach creates the risk of an information gap between publication of CP24-29 the full Year One progress results. Central to CP24-29 is ongoing reporting on updates to corporate outputs and direction more generally – this option would not support this approach.

- c. Not recommended: Do not publish the Preliminary Report at this stage, instead continue activity progressing a full Year One report later in 2025.

Publishing the Preliminary Report at this time would maintain momentum on progressing CP24-29. However, it would lack the benefits derived from aligning reporting with the Statement of Accounts for the City Fund and Annual Governance Statement – published together these would provide more in-depth insights into achievements than currently exists, with all three reports covering identical annual timeframes.

Proposals

- 12. The Preliminary Report outlines our journey to embedding CP24-29 and focussing corporate efforts on achieving the six outcomes outlined in it, while setting out efforts to improving performance monitoring and reporting collectively. It also highlights achievements since CP24-29 was published. This is a key public report for the City Corporation aimed at outlining year on year progress against our strategic outcomes.
- 13. As indicated above, the City Corporation lacks maturity on performance monitoring and metrics – however, efforts are underway to improve this, including:
 - a. The Digital, Data and Technology (DDaT) Strategy 2024-2029 explains where progress is required, and delivery of the data aspects of this strategy will be critical to the success of performance reporting
 - b. Business planning processes now require the inclusion of robust performance metrics, with quarterly reporting to the Executive Leadership Board (ELB) and a dashboard available internally. Ongoing support is provided to business planners across the organisation to improve these measures and the wider evidence base for progress against priority workstreams
 - c. Close collaboration across departments and Institutions to enable a more cohesive approach to reporting progress and managing and sharing existing fragmented datasets
 - d. Committee reports now include a section on data and reporting by default and new workstream-specific strategies are increasingly focussing on including effective metrics. Where possible and relevant, these metrics are being drawn through the CP24-29 reporting

This year the development of performance reporting for CP24-29 has necessarily focussed on laying foundations for agreed performance indicators and mechanisms and timeframes for collecting and sharing relevant, accurate data. Ongoing work is needed to move towards actively analysing outputs and results – the Preliminary

Report maintains this momentum and this additional analysis will be reflected in the full Year One report wherever possible. As reporting matures, further external considerations, analysis and comparatives will be included.

Key Data

14. This report summarises key data² and input from key programmes³ from across the organisation to assess progress against the six CP24-29 outcomes. In due course this reporting should become a key data source for the City Corporation. The Preliminary Report contains input and key information from across the City Corporation that will become the basis for analysis on progress as performance reporting develops. Data is included for all six outcomes, noting that there is a variation in maturity in different areas – all data that has is relevant and has been made available has been included in the annexed report.
15. Due to the complexity of City Corporation and what we are aiming to achieve, information is necessarily qualitative as well as quantitative. Where possible indications are given in the document where data will be used as a baseline to measure progress, and from which full metrics can be developed and analysis produced.
16. Achieving full analytical capabilities and robust performance metrics relies on progress in other areas of the organisation, notably the implementation of the Digital, Data and Technology Strategy (specifically the sections relating to data), and increasing capabilities on data.

Corporate & Strategic Implications

Strategic implications – The CP24-29 Preliminary Progress report is the mechanism for monitoring progress in delivering the Corporate Plan. It is intended capture any changes made in terms of key deliverables – ensuring CP24-29 is a living document. It aims to support effective prioritisation and allocation of resource to corporate priorities.

Financial implications – none

Resource implications – Delivery of CP24-29 progress reporting is resourced within the Corporate Strategy & Performance Team under the Chief Strategy Officer, however progress on delivery against the individual workstreams that contribute to CP24-29 are resourced through individual Departments and Institutions.

Legal implications - none

Risk implications - Progress reporting is key to ensuring we achieve our stated goals; monitoring will support allocation of resources to ensure that delivery is on track, and support effective horizon scanning for risk.

² Including data on: children & adults social care; housing; education; climate action /reaching net zero; air quality; energy consumption; footfall in the square mile (from BT); economic/UK competitiveness.

³ Programmes include: Redevelopment/regeneration (eg Barbican renewal, London Museum, Salisbury square); policing; planning and transport; democratic engagement.

Equalities implications – CP24-29 sits alongside enabling activity (such as the People Strategy 24-29 and Equalities Objectives 24-29) to progress and promote equalities within and beyond the organisation. Direct reporting on equalities sits with reporting on the abovementioned reports, however, overall CP24-29 aligns with our corporate ambitions on equalities. Activity that contributes to achieving the strategic outcomes in CP24-29 should follow best practice by undergoing Equality Impact Assessments to mitigate adverse effects and promote inclusivity. CP24-29 reporting includes a section on diversity – this will be developed and expanded in future iterations of the reporting cycle.

Climate implications – Reporting on climate impacts is included in CP24-29 reporting under “Leading Sustainable Environment” – one of the six strategic outcomes of CP24-29

Security implications None

Conclusion

17. The Preliminary Report outlines the City of London Corporation’s progress since launching the Corporate Plan 2024-2029 (CP24-29), covering all six outcomes. It consolidates data and initiatives to inform analysis and develop performance metrics for future annual reporting.
18. An annual CP24-29 Progress Report will be published alongside the Statement of Accounts for the City Fund and Annual Governance Statement from May 2026 onwards. Each year the annual performance report will develop in its complexity with increasingly advanced analysis and performance metrics.

Appendices

Appendix 1: Corporate Plan 2024-29 Preliminary Progress Report (April – December 2024)

Background Papers

City of London Corporation Corporate Plan 2024-29 and supporting documents: [Our Corporate Plan 2024-29 - City of London](#)
Court of Common Council, 11 January 2024 – Policy & Resources Committee Draft Corporate Plan: [ITEM 8 - Draft Corporate Plan 2024-25 Report.pdf](#)
Policy and Resources Committee, December 2023 – Corporate Plan

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