

City of London Corporation Committee Report

Committee(s): Projects & Resources Committee – For Information	Dated: 13/11/2025
Subject: Corporate Strategy and Performance Business Plan 2025-2026: Mid-Year Progress Report	Public report: For Information
This proposal: <ul style="list-style-type: none">• delivers Corporate Plan 2024-29 outcomes• provides statutory duties• provides business enabling functions	All
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
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Summary

This report provides an update on progress between 1 April and 30 September 2025 against the Corporate Strategy and Performance Team's (CSPT) 2025-2026 Business Plan. The information provided highlights CSPT's role in enabling the City of London Corporation to achieve its Corporate Plan 2024–2029 outcomes, fulfil statutory duties, and provide essential business support functions.

Recommendation

Members are asked to note the report.

Main Report

Background

1. The CSPT Business Plan 2025/26 was approved by this Committee on 16 January 2025. Members noted that, as part of our commitment to transparency and accountability, and our continuously improving corporate business planning process, progress against the performance measures set out in the Business Plan would be reported by CSPT twice a year, after quarter 2 and quarter 4. This is the first report.
2. The CSPT portfolio engages all parts of the City of London Corporation and external professional bodies. Our core purpose is to develop, articulate, and measure delivery against strategic outcomes (e.g. the Corporate Plan 2024-2029), ensure the organisation manages Corporate Risks utilising risk management, appetite and culture to unlock efficiencies and creativity, use data to enable evidence-based decision making, and transform EEDI to deliver better outcomes internally and externally.
3. The CSPT Business Plan captures our collective aspirations for the Financial Year 2025-2026 and includes the necessary steps to ensure the success of the Corporate Plan 2024-29 and monitoring and tracking performance across the organisation. The performance measures set out in the Business Plan fall into one of four workstreams:
 - Strategic Alignment
 - Strategic Processes
 - Enhancing Strategic Delivery
 - CSO Function

all of which contribute to the City of London Corporation's overall cross-cutting goals and outcomes (e.g. as encapsulated in the People Strategy, Digital Strategy, Transformation and other cross-cutting strategies). The Business Plan seeks to improve organisational capability in risk, strategy, performance, analysis and EEDI.

Current Position

4. As an enabling service, the work of the CSPT underpins and empowers the organisation's strategic delivery. CSPT aims to foster a collaborative, partnership approach in delivery and ensuring that dependencies are recognised and communicated. As a result, our performance measures are nuanced, focusing on how we enable, influence, and support success across the City of London Corporation in partnership with other areas.
5. At mid-year, CSPT has an amber rating for three of the four workstreams and a green rating for the remaining workstream. These workstreams are made up of 19 performance measures. Most measures are based on input and action from other departments and Institutions. Overall, the CSPT's performance indicators are designed to support transparency, accountability, and continuous improvement.
6. Mitigation actions and pathways to ensure the workstreams are green at year end include identification of reporting gaps and subsequent follow up with

relevant departments and institution to reduce omissions. Stakeholder engagement sessions are also in progress to facilitate a culture of continuous improvement e.g. both an EEDI Forum and a Strategy and Me Lunch and Learn took place in October 2025 which will transform the current amber ratings in relation to those performance measures to green for Q3.

7. By year end, key achievements for the team will include:
 - Agreement and subsequent roll-out/operationalisation of a new risk appetite statement for City Corporation to help achieve our strategic objectives.
 - Approval and initial implementation of the EEDI Strategic Framework.
 - A full year one performance report for the Corporate Plan ready for publication and regular automated reporting on management information for the Senior Leadership Team and Business Plans.
 - Development of a dashboard containing Business Plan performance data to ensure Business Planning is used as a tool by the Executive Leadership Board when considering key strategic priorities.
 - Promotion across the organisation of a strategic toolbox, which at Q2 has been created with accompanying training to support strategic development.
8. At this mid-year point, the CSPT have begun to focus on developing and finalising the 2026 Business Plan which will run for three years bringing us into line with our Corporate Plan cycle.

Key Data

9. There are 22 performance measures across four workstreams for the full year. Of these, 19 are reportable at Q2, with the remaining 3 reportable at Q4. The data set out in Appendix 1 provides RAG ratings, performance measures for Q1 and Q2 and an overarching narrative update.
10. It is important to note that a significant portion of the performance measures set out within Workstream 02: Strategic Process capture point-in-time snapshots at quarter-end, rather than averages – therefore are not reflective of overall performance during the quarter. Consideration is being given as to whether these metrics could be calculated differently.
11. The data presented in Appendix 1 covers both quantitative metrics (e.g., compliance percentages, survey results, reporting rates) and qualitative updates (e.g., progress made in relation to EEDI and transformation initiatives). Additionally, commentary has been provided where there are data limitations, changes in calculation methods, and ongoing efforts to improve data quality and reporting processes. At Q2, adjustments were made to three of the set performance measures to clarify wording and ensure the targets set were sufficiently stretching.¹

¹ Staff survey performance measure and target was adjusted to reflect the team's ownership of the Corporate Plan. The target for CoIC Business Plans with reportable measures has been adjusted to reflect the improvements we should see in this space through Management Information reporting therefore an increase of 10% each quarter with an end of year target of 80% has been set. The wording of the diversity data measure was open to interpretation, this has been amended to reflect CSO staff and the EEDI Team will work with HR on a new cross organisation campaign.

Corporate & Strategic Implications

Strategic implications – CSPT has a key role in enabling the City of London Corporation achieve strategic outcomes and will continue to engage with Members, Officers, and external stakeholders to ensure the successful delivery of strategic priorities.

Financial implications - Budgetary resources allocated to each workstream noted in the high-level Business Plan have been considered and can be adjusted in-year to account for emerging needs and requirements. Conversations with the Chamberlain remain ongoing with a deadline to resolve by the end of the financial year to ensure future budget allocations address legacy gaps within CSPT including the current zero provision for non-staffing expenditure.

Resource implications - Staff resources allocated to each workstream noted in the high-level Business Plan have been considered and can be adjusted in-year to account for emerging needs and requirements.

Legal implications - None

Risk implications – Risk is part of the Chief Strategy Officer's portfolio. We apply our risk management expertise to the CSO work, to identify the threats and/or opportunities facing the team (as we support others to do the same through our work on City of London Corporation risk management process, practice and culture).

Equalities implications – EEDI is part of the Chief Strategy Officer's portfolio. CSPT's contribution to departmental and cross-organisational EEDI, over and above that stated in each Business Plan workstream, includes wide ranging support for Staff Networks, advice on EEDI and strategy alignment and delivery of the City of London Corporation's Equality Objectives

Climate implications - None

Security implications - None

Conclusion

12. The CSPT continues to play a pivotal enabling role in supporting the City of London Corporation's strategic ambitions and statutory responsibilities. At the mid-year point, performance across CSPT's workstreams demonstrates steady progress, with clear pathways identified to address amber-rated areas and ensure year-end targets are met.
13. The team's commitment to transparency, collaboration, and continuous improvement remains central to its approach, with ongoing stakeholder engagement and data refinement underpinning delivery. The performance measures and workstreams within the Business Plan underscores CSPT's collaborative approach, working across departments and with external partners to drive organisational capability and performance.

Appendices

- Appendix 1 – CSPT Key Performance Measures Q1-Q2 Progress to Date
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Background Papers

[Corporate Strategy and Performance Team High Level Business Plan 2025/26](#)
[Appendix 1 – Corporate Strategy and Performance Team draft high-level Business Plan 2025-26](#)

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