

City of London Corporation Committee Report

Committee(s): Policy & Resources Committee – For Decision	Dated: 29/01/2026
Subject: Draft CSO Business Plan 2026-2029	Public report: For Decision
This proposal:	Supports all Corporate Plan outcomes
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
Report of:	Dionne Corradine, Chief Strategy Officer
Report author:	Sacha Than, Head of CSO Policy and Projects

Summary

This report presents for approval the high-level Business Plan for the Chief Strategy Officer (CSO), part of the Town Clerk's Department, for 2026-2029. The CSO area covers strategy, business planning, corporate performance and analysis, risk management, Chief Officer Governance, and Equity, Equality, Diversity, and Inclusion (EEDI). This three-year Plan is CSO's first multi-year Business Plan. It articulates how priority workstreams will create the conditions for organisational success by; strengthening clarity and confidence in decision-making, fostering resilience to anticipate and respond to emerging challenges, and embedding innovation and continuous improvement across the City Corporation. Regular progress updates will be provided to Policy & Resources Committee as the service committee for CSO.

Recommendation

Members are asked to approve, subject to the incorporation of any changes sought by this Committee, the CSO departmental Business Plan 2026-2029.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level business plans for the first time in 2017 for the 2018/19 year. Members welcomed these high-level plans for being concise, focused, and consistent statements of the key ambitions and objectives for every department.

2. High-level business plans for FYs 2026-2029 align to our Corporate Plan 2024-2029. From 2026–2027 onwards, Departments and Institutions will be required to provide multi-year business plans, ensuring a longer-term view of priorities and delivery against corporate objectives. As a high-level plan, this document does not capture the granularity of departmental work, but gives the overall picture of departmental activity, customer feedback, direction of travel, and trends where applicable.
3. As an enabling service, the CSO's portfolio engages all parts of the City Corporation, stakeholders and professional bodies. Our purpose includes:
 - Developing, articulating, and measuring delivery against strategic outcomes (e.g. the Corporate Plan 2024-2029).
 - Ensuring the organisation manages Corporate Risks utilising risk management, appetite and culture to unlock efficiencies and creativity.
 - Using data to enable evidence-based decision making.
 - Transforming EEDI to deliver better outcomes internally and externally.
 - Driving, leading, and informing cross-cutting projects, programmes, and initiatives.
4. The CSO is Head of Profession for a number of functions including strategy, business planning, risk, and EEDI. CSO sets the guidance and frameworks for all business plans across the organisation; in putting together this multi-year Business Plan, the team have applied this guidance, leading by example, refining approaches where necessary, and ensuring the Business Plan can strengthen future delivery in alignment and cognisant of other departmental business plans.

Draft final high-level Business Plan for 2026-2029

5. This report presents, at Appendix 1, the draft final high-level Business Plan for 2026-2029 for the CSO.
6. This Business Plan ensures continued success of the Corporate Plan 2024-2029 whilst considering planning for the next Corporate Plan and other key strategies as outlined in Appendix 1. Each outcome¹ contributes to the City Corporation's overall cross-cutting goals (as encapsulated in the People Strategy, Digital Strategy, Transformation, and other cross-cutting strategies). It seeks to improve organisational capability and effectiveness in risk, strategy, performance, analysis and EEDI. Performance measures will track delivery with continued reporting to this committee twice a year: mid-year and year-end.
7. The priorities and workstreams outlined in this Business Plan were developed in collaboration with officer groups across the City of London Corporation including the Fraser Task and Finish Group and the Executive Leadership Board (as were all departmental high level business plans).

¹ The four outcomes in the Business Plan are: *Enhanced impact*, *Create a culture of resilience*, *Foster a culture of innovation and conditions for success*, and *Effective and efficient business as usual*. Full definitions and intended impact are set out in Appendix 1.

Departmental Operational Property Assets Utilisation Assessment

8. In accordance with Standing Order 56, the Town Clerk's Department completed an office utilisation assessment of its allocated corporate space – an apportionment at Guildhall complex – in West Wing, second floor. Average weekly occupancy was monitored over a four-week period in November 2025 – at 63%. The assessment was returned to City Surveyor's for further analysis. For the CSO contingent within that, we estimate the desk to officer ratio and utilisation is closer to 80% with a frequent need to use/seek overflow desk space. The nature of CSO work means team members routinely work across the City Corporation's estate to increase cross working to bust silos.

Corporate & Strategic Implications

Strategic implications – The CSO has a key role in enabling the City Corporation to achieve its strategic outcomes and will continue to engage with Members, Officers, and external stakeholders to ensure the successful delivery of strategic priorities. As an enabling service, CSO's outcomes align with all Corporate Plan outcomes.

Security implications – None

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 to ensure future budget allocations address legacy gaps within the Corporate Strategy and Performance Team including the current zero provision for non-staffing expenditure.

Equalities implications – EEDI is part of the CSO portfolio. The team'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.

Resourcing implications – Staff resources allocated to each workstream outlined in the Business Plan have been considered and can be adjusted in-year to account for emerging needs and requirements.

Risk Implications – Risk is part of the CSO portfolio. We apply our risk management expertise to the CSO work to identify the threats and/or opportunities facing the team and support others to do the same through our work on City Corporation risk management process, practice, and culture.

Climate Implications – None

Conclusion

9. This report presents the high-level Business Plan for 2026-2029 for the CSO for Members to consider and approve. The three-year plan provides an overview of key priorities, outcomes, and intended impact that will ensure the City Corporation is compliant with statutory and regulatory requirements whilst being forward-looking, resilient, and able to adapt to change.

Appendices

Appendix 1 – Draft CSO Business Plan 2026-2029

Sacha Than

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