

CSO 2026-2029 BUSINESS PLAN

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1. About Us

The CSO enables the wider City of London Corporation to deliver its aims and objectives through providing corporate, strategic, and wider support. We are responsible for the City Corporation's Corporate Plan and associated reporting, corporate performance and departmental business planning, overseeing corporate risks and mitigation measures, ensuring EEDI is observed in corporate standards and service delivery and the development and performance against the City Corporation's Equality Objectives.

This multi-year Business Plan provides inputs to identify priority workstreams, outcomes and performance measures. The Plan aligns with our Corporate Plan 24-29 outcomes, key strategies including the People Strategy 2024-29 and Digital and Data Strategy 2024-29, the City Corporation's transformation aims and the political priorities.

2. Our outcomes and how they align with Corporate Plan 2024-2029

We enable the City Corporation to deliver its ambitions to be a modern, inclusive and world-class organisation, by creating the conditions for success: embedding robust planning, performance, strategy, risk management, and EEDI principles across all areas; both internal and external. Our outcomes align with all the Corporate Plan outcomes and ensure the organisation is compliant with statutory and regulatory requirements and forward-looking, resilient, and able to adapt to change.

Our outcomes:

- **Enhanced impact:** Ensuring service users benefit from the value-add of the CSO function and are empowered to act on priorities with clarity and confidence
- **Create a culture of resilience:** Supporting the organisation to be future proof, sustainable and ambitious. Our work enables the City Corporation to better anticipate and respond to emerging challenges.
- **Foster a culture of innovation and conditions for success:** Through targeted workstreams, CSO actively embeds innovation and continuous improvement across the organisation. Creating conditions for cross cutting priorities such as EEDI and financial sustainability to deliver tangible outcomes, ensuring the City Corporation is equipped to adapt, thrive and lead.
- **Effective and efficient business as usual (BAU):** CSO's BAU will focus on how best to allocate and target resources to deliver the greatest value. By embedding continuous improvement and adopting a learning organisation mindset, our BAU activities —such as business planning—will become more strategic, adaptive, and impactful.

Dependencies:

Delivery of the DDAT strategy, SAP and overall HR data integrity and compliance are interdependencies for effective performance reporting, a key priority for CSO. We will continue to work with colleagues to prepare the organisation for technological innovation that requires robust underlying data. We also have dependencies on Transformation Programme and People Strategy 24-29 for the cross-cutting work that we do.

3. Our key objectives, priority workstreams and major projects

To summer 2027 our workstreams focus on three overarching areas that collectively drive strategic delivery and effectiveness:

Key areas of development	Business as Usual Deliverables	Prep for 2029 Plans
Risk Universe	Compliance and reporting	Initial planning
Risk Management Framework	Senior governance support	
Corporate Strategic Framework	Business planning	
Transformation & Prioritisation		
EEDI Strategic Framework		
Performance Reporting		
Organisational effectiveness		

From **autumn 2027** onwards, the work outlined above will continue but our focus will also include preparation for the delivery of 2029+ Corporate Plan and other CSO Plans and Objectives:

Corporate Plan 2029+	CSO Plans Refresh	BAU & other deliverables
Development – launch	Equality Objectives refresh	BAU from 2026 continues
	Risk Management Strategy	New BAU
	Strategy and Me next steps	

4. Action Plan and Measuring Success [Section 4]¹

Outcome & workstreams	Performance measures N.B Target in Bold	Placeholder measures	People Resource % ²	New impacts on dependencies with enabling services
Enhanced Impact <ul style="list-style-type: none"> • Risk Appetite • Corporate Plan alignment, reporting & delivery • Development of CSO Plans 2029+ 	<p>Risk Appetite 100% of all corporate risks reviewed and reported to committees 100% of relevant risk appetite reported to committee annually</p> <p>Corporate Plan CoLC 90% and CSO 100%: staff who respond positively to the Staff Survey Q: "I understand the aims of the Corporate Plan (2024- 2029) 100% of all notified strategies show alignment with Corporate Plan CP Annual Report published in April/May 2026+</p>	<p>Corporate Plan Reporting: Metrics to be developed/increased to provide year on year analysis. As this workstream develops, all the data gathered as part of reporting will help set targets and aspirations for the future (to be reviewed in 2026)</p> <p>Placeholder measure as workstream develops: Closer links between business plans and Corporate Plan reporting</p> <p>For CSO Plans 2029+, measures to be developed from 2027 which will initially be around project set up, resourcing, establishing timelines and stakeholder engagement for the Corporate Plan, Equality Objectives, Risk</p>	16%	
Culture of Resilience <ul style="list-style-type: none"> • Transformation & Prioritisation • EEDI Strategic Framework • Reporting automation • Management Information Pack 	<p>Prioritisation Q1 2026: Identification of areas where prioritisation toolkit should be embedded across the CoLC Q1 2026: Comms to all of CoLC on prioritisation Q4 2026: Work takes place to embed the toolkit within all areas identified in Q1</p> <p>EEDI Strategic Framework Finalising the strategic framework and roadmap (Feb 2026) and identifying priorities and measures with 20-50% of the CoLC assessed against the maturity matrix for 2026-2027</p>	<p>Social Value Q1 2026: Mapping of CoLC social value & comparators to be completed. Options re next steps presented to P&R in July 2026 in collaboration with Chamberlains, metrics to be developed post meeting.</p> <p>EEDI Strategic Framework Placeholder measures to be developed in line with the EEDI Strategic Framework following EEDI Sub Committee approval. Examples below which will remain in place to 2027 and agreed measures in place for 2028 Inclusion measure to be drawn from the staff survey – either individual indicators (e.g. belonging, safety) or a</p>	51%	EEDI Strategic Framework: Predict dependencies on HR, DITs, Procurement, Transformation and institutions

¹ To better reflect CSO priorities, this table has been amended slightly from that set out in the template. CSO outcomes align with all CP24-29 outcomes, information relating to funding can be found at Section 5 of the Business Plan, and all workstreams are fully funded with the exception of the 2029+ Business Plan where funding will need to be allocated in due course.

² Calculated with rough estimates of CSO resourcing

	<p><u>Management Information Pack (MI) and Reporting Automation</u></p> <p>MI Pack produced quarterly for SLT; (from 2027) extend to ELB quarterly</p> <p>80% in quarter by Q1 2027 Incorporation of additional requested information and/or ad-hoc analysis</p> <p>Q3 2026: Dashboard created for automated business planning</p> <p>Q3 2026: Full automation of MI Pack (currently at 50%) post SAP implementation</p>	<p>combined inclusion index.</p> <p>Pay Gaps: gender, ethnicity, disability – and in future, class. Whilst these exist now- having an organisational conversation on what ‘good looks like’ to identify what our progress should be is needed.</p> <p>Staff body and/or demographic representation measures to be developed</p>		<p>MI & Reporting Automation: SAP will impact on the MI workstream. Reporting automation will be reliant on availability of DITs resource</p>
<p>Foster Innovation & Conditions for Success</p> <ul style="list-style-type: none"> • Risk reporting • Strategy & Me delivery • Organisational effectiveness 	<p><u>Risk Reporting</u></p> <p>25% of all risk actions completed within each quarter; cumulative figure of 100% of all risk actions completed annually</p> <p>20% of risk scores change each quarter</p> <p><u>Strategy and Me</u></p> <p>100% of strategies with confirmed funding/resources from # of strategy notifications received</p> <p>90%+ of strategies with confirmed funding/resources from # of strategy notifications received</p> <p><u>Organisational effectiveness</u></p> <p>80% CSO diversity data completion rate</p> <p>70% CoLC diversity data completion rate</p> <p>CSO intranet pages updated with clear signposting and links to resources. Q1 2026: Baseline CSO intranet traffic, from Q2:</p> <p>10% increase of traffic each quarter for 2026</p> <p>CSO Engagement Group to meet each quarter in 2026 and consider shared engagement opportunities</p> <p>100% of EEDI and CSPT support queries triaged and responded to within 5 days</p> <p>100% of support queries answered for strategy and risk queries</p> <p>100% First risk queries answered in 5 days</p> <p>90% Ideagen log-ins completed within 7 working days</p>	<p>Fuller measures to be developed in 2026 as the organisational effectiveness workstream continues to be built</p>	<p>15%</p>	

Effective & Efficient Business as Usual <ul style="list-style-type: none"> • Senior governance support • Business Planning 	<p>Senior Governance</p> <p>90% of ELB reports circulated 7 days before meeting</p> <p>95% ELB actions completed within 2 months</p> <p>(From Q3 2026) Yr1: 75% Yr2: 90% Positive effectiveness rating for ELB from ELB shadow board via survey</p> <p>(From Q3 2026) Yr1: 75% Yr2:90% Positive effectiveness rating for ELB Shadow Board from ELB (via survey)</p> <p>25% Increase in number of performance measures included in AGS</p> <p>90% AGS Performance measures data improves from the performance reported in the previous year AGS</p> <p>Business Planning</p> <p>95% CoLC Depts/ Institutions provide fully complete (i.e. including any requested finance and people data) quarterly reports to deadline</p> <p>95% CoLC Depts/Institutions provide performance measures for all BP workstreams</p> <p>80% CoLC Depts/Institutions BP workstreams have a performance measure reported quarterly</p> <p>80% CoLC Business Plans performance measures are reported by Depts/Institutions to their service Committees</p> <p>90%* CoLC Department and Institutions can demonstrate plans are adjusted to meet changing priorities by control over annual budgets. Budgets are not exceeded (margin 1%)</p> <p>90%* CoLC Department and Institutions can demonstrate plans are adjusted to meet changing priorities by control over workforce. Costs are not exceeded (margin 1%)</p> <p>(From 2027/28) 80%* costed workstreams are monitored and are delivered within forecasts (margin 5%)</p> <p>90% CoLC Departments and Institutions are represented at Business Planning Forums</p> <p>90% ELB survey satisfaction rate with BPs report insights</p>		18%	
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*of department/institutions in scope

Our timeline planner of priority workstream activities and milestones

*AGS: Annual Governance Statement / SMEI: Social Mobility Employer Index Charter Submission

How success will be measured: We will report progress on Performance Measures twice a year (Q2 & Q4). As well as continuing with the officer governance which involves reporting into both ELB and SLT.

5. Enablers

People

100% CSO response rate on 2024 staff survey with Engagement Score of 63%
 20 staff including one apprentice and at time of writing plus one graduate (18 FTE)
 CSO team members have worked together to develop a Staff Survey action plan in response to the 2024 survey, with the actions being focused on the themes of

- My Talent and Development
- My Wellbeing and Belonging
- Trustworthy Leadership

Equity, Equality, Diversity and Inclusion

Leading the Corporate EEDI portfolio, actions include developing and implementing the EEDI Strategic Framework, delivering the CoLC Equality Objectives 2024-2029, developing the CoLC Equality Objectives for 2029+ and training staff on how to conduct Equality Impact Analysis (EQIAs).
 CSO staff members sponsor, lead and provide support to CoLC Staff Networks.
 The CSO Staff Survey action plan was developed with a dual focus, to also meet team level actions in respect of EEDI.
 At a CSO level, the team aims for a diversity data completion rate of 90% in support of the People Strategy.

Finance

CSO is divided across two budgets (CSPT & EEDI). For CSPT, currently there is zero provision for non-staffing expenditure. For EEDI, the non-staffing budget is £48,000 with £12,000 of this allocated to Staff Diversity Networks.

Proposed budget 2026/27	£
CSPT – Staffing budget	1,306,000
EEDI – Staffing budget	631,000
EEDI – Non-staffing budget	48,000 ³
Total CSO expenditure	£1,985,000

Estimated budget spend (forecast) on priority workstreams

CSPT workstreams (staffing):
 £1,306,000

EEDI workstreams (full budget w/ staffing): £679,000

³ £12,000 of this amount allocated to Staff Networks

Priorities and plans being considered in the medium term

What Medium Term action is required? (e.g. New legislation, services, projects, automation)	When? 2027/28	When? 2028/29	When? 2029/30	Is this Funded or Unfunded?						
Ongoing publication of Corporate Plan 24-29 and related materials	X	X		unfunded						
Corporate Plan 2029 publication funding			X	Unfunded						
Risks										
<table border="1"> <thead> <tr> <th>Risk Title</th><th>Score</th></tr> </thead> <tbody> <tr> <td>TC CSPT 001 Team capacity, capability and effectiveness</td><td>6 (3 possible, 2 serious)</td></tr> <tr> <td>TC CSPT 002 Discharging CSPT compliance requirements</td><td>1 (1 Rare, 1 Minor)</td></tr> </tbody> </table>		Risk Title	Score	TC CSPT 001 Team capacity, capability and effectiveness	6 (3 possible, 2 serious)	TC CSPT 002 Discharging CSPT compliance requirements	1 (1 Rare, 1 Minor)	<p>Health & Safety <i>The following risks were identified in consultation with the Health and Safety Team:</i></p> <p>a) Reduce risks of staff stress b) DSE Assessments up to date and management of home working protocol c) Management of ad-hoc meetings off site</p>		
Risk Title	Score									
TC CSPT 001 Team capacity, capability and effectiveness	6 (3 possible, 2 serious)									
TC CSPT 002 Discharging CSPT compliance requirements	1 (1 Rare, 1 Minor)									

Operational Property

CSO is located in the Guildhall complex, second floor, West Wing. CSO staff also co-locate with colleagues across the CoLC estate including our Institutions on specific projects, programmes and to enhance collaboration

The functions included in this Business Plan occupy space at Guildhall and are fully utilised

Has your department's office space utilisation data (Guildhall complex) been provided to the City Surveyor's Department?

Yes

CSO headcount to desk ratio is 2.5 people per desk.