

<b>Committee:</b>	<b>Date:</b>
Efficiency and Performance Sub-Committee	17 May 2017
<b>Subject:</b>	<b>Public</b>
Corporate and Departmental Business Planning – update	<b>For Information</b>
<b>Report of:</b>	
Head of Corporate Strategy and Performance	
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### **Summary**

Work is continuing on the revision to the corporate and business planning process discussed with Members at the last meeting.

A refreshed Corporate Plan is being developed for 2018-23 which will set out a new vision and specific outcomes against which we will measure our performance. A draft of the Corporate Plan (attached as Appendix 2.) is being presented in the current cycle of meetings to all Grand Committees and Boards of Governors for comment and will be discussed at two sessions to which all Members have been invited as part of the new Member Induction and Refresher Programme in May. A revised draft of the Corporate Plan will then be discussed at the Resource Allocation Sub Committee away day in June. This will be followed by further consultation and engagement with Members and officers in the autumn and external partners and stakeholders thereafter. The finalised plan will be presented to the Court of Common Council in early 2018 for approval prior to publication.

All Service Committees in the current cycle, at the same time as seeing the draft Corporate Plan, will be receiving the new high-level departmental business plans for approval, supported by more detailed business plans in the format used last year. During 2017/18, further development work will take place on the format of detailed business plans and on arrangements for monitoring and reporting performance against the corporate and business plans, in preparation for the 2018/19 cycle of business planning. This will enable Members and officers to see the impact their work is having and thereby help us use our resources to achieve continuous improvement and better value for money.

As the full development of the new approach to corporate and business planning involves changes to a number of processes, it will take 2-3 years to be fully implemented, so how plans are presented to Members will develop during this time. Regular updates will be provided to this Sub Committee as the work progresses.

### **Recommendation**

Members are asked to note this report.

## **Main Report**

### **Background**

1. At the last meeting, Members received an update on the development of the approach to refreshing the five-year Corporate Plan and the alignment of annual departmental business plans. The aim of this approach is for all the work carried out by or supported by the City Corporation to contribute to one overarching goal and, by considering competing pressures, to help us to establish a shared understanding amongst Members and officers of the priorities going forward.
2. The approach involves:
  - Identifying the overarching goal and the specific outcomes that support it in the refreshed Corporate Plan;
  - Ensuring that all the work carried out by departments, including projects and development plans, contributes to delivery of the outcomes in the refreshed Corporate Plan, is included in their departmental business plans and can be measured in terms of impact on the outcomes;
  - Enhancing the “golden thread”, such that everything we do and develop is guided by the Corporate Plan and captured within appropriate departmental business plans, team plans and individual work plans, and
  - Developing a culture of innovation, collaboration and continuous improvement, challenging ourselves about the economy, efficiency and effectiveness of what we do and the value we add.
3. This report updates Members on progress since the last meeting, and includes the key milestones for the next few months.

### **Development of the Corporate Plan 2018-23**

4. The refreshed Corporate Plan being developed for 2018-23 will include: a vision statement which is specific and relevant to the City Corporation; ambitious long-term outcomes against which we can measure our performance, an outline of our top-level strategies for achieving our outcomes and indicators against which we will measure our performance. The refreshed plan will replace the current Corporate Plan, which runs until 2019. The aim is to produce a plan which sets out one set of overarching strategic goals for the organisation, for everyone within it to work towards, and which will allow us to prioritise those areas of activity on which to focus our attention over the medium term and thereby achieve more in the context of reducing budgets.
5. Draft 15-year ambitions developed by Chief Officers in the People, Place and Prosperity Strategic Steering Groups have been edited into three broad strategic objectives, aligned with a draft mission. Twelve draft outcomes are grouped under these objectives to form the basis of the refreshed plan. To support the development of this plan, departments have been working on their business plans to provide the golden thread, and a new Corporate Strategy Network of senior officers is mapping activities listed in departmental business plans to the draft outcomes in the Corporate Plan. This will enable us to see where our efforts are currently being directed and the impact we are having on our priority areas

and will provide information to help inform better decisions in future about how to use our resources.

6. Informal consultation has taken place with current Service Committee Chairmen and Deputy Chairmen, in advance of the draft Corporate Plan being presented for comment to all Service Committees and Boards of Governors during May and June. The presentation used for this informal consultation is attached as Appendix 1. A number of proposals for revising the wording were made, along with helpful suggestions in respect of future consultation and engagement.
7. The draft Corporate Plan is attached as Appendix 2. This draft is primarily an engagement tool which is being used to check the shape and sense of the plan so that it can be used to guide its onward development. The draft mission, strategic objectives and grouped outcomes are on the first page of the draft plan. The second page describes the strategic principles, competencies and commitments that underpin how we will go about delivering the outcomes. All of the outcomes will be supported by strategic workstreams and measures, which will be monitored and reported annually.
8. This draft will also be discussed at two sessions to which all Members have been invited as part of the Member Induction and Refresher Programme in May. A further draft of the Corporate Plan will be discussed at the informal meeting of the Resource Allocation Sub Committee (away day) in June. This will take into account the balance of all comments made by Members to date.
9. Further consultation is being planned to take place with Members, Chief Officers and staff from September, and with external stakeholders and partners thereafter.
10. Officers are aiming to seek full Member approval of the Corporate Plan 2018-23 from the Court of Common Council prior to publication before the start of the 2018/19 financial year. Once the refreshed Corporate Plan has been approved, there will be closer alignment between the Corporate Plan and departmental business plans; for example, from 2018/19 departmental plans will explicitly refer to the relevant outcomes from the approved Corporate Plan, and all departmental activity, as set out in business plans, will be assessed to see how well it supports delivery of the Corporate Plan.

## **Departmental Business Planning**

11. In parallel with the development of the refreshed Corporate Plan, officers have been working on a new framework for business planning which will support the aims of closer alignment and enhancing the golden thread.
12. In response to comments from Members regarding the length and complexity of existing business plans a new high-level 2-page departmental plan template has been developed. This shows Service Committees more clearly what each department has in terms of resources, what it does and how its work contributes to the achievement of the Corporate Plan outcomes. These standardised plans

will also allow corporate Committees and Sub Committees to see what is being proposed and delivered across the organisation as a whole.<sup>1</sup>

13. Prior to the March Common Council elections, Chief Officers presented draft high-level plans to their Service Committees, or sent them to the Chairmen and Deputy Chairmen, for discussion. Service Committees were supportive of the new format and the overall approach being taken. Following this feedback, no significant changes were made to the standard format, which captures key information on ambitions, budget and objectives, as well as work on corporate projects and programmes, development plans, and a horizon-scan of developing workstreams.
14. During May and June, Chief Officers are submitting their high-level plans to Service Committees for approval, supported by detailed business plans where appropriate. For this year, those detailed plans will be in the same format as used last year, but include the additional detail noted above. Where the remit of departments and Committees do not align, Members will be directed towards the information in the departmental plan that is relevant to their Committee. The draft Corporate Plan is being circulated to Committees for comment as part of the same report. As the draft Corporate Plan is still taking shape, it has not been possible to align business plan activities with it this year.
15. Further work will be done on standardising the format of the detailed plans in preparation for the 2018/19 cycle of departmental business planning. This is planned to start in September 2017, with the aim of improving the alignment of business planning and priority outcomes with budget setting.
16. Further work will also take place on performance monitoring and reporting frameworks and processes, leading to the development of an enhanced process that is fit-for-purpose, aligns with the governance arrangements, and enables reporting against the agreed outcomes at both corporate and departmental levels. This will also respond to Members' demands for more focussed and meaningful performance measures which concentrate on outcomes and impact rather than just outputs and activity and will thereby help us use our resources more effectively.
17. As part of this work, consideration will be given to ways in which reporting can become more streamlined, with performance information provided through the website for external audiences and in more detail for Members and officers through the intranet. This approach is consistent with good practice observed elsewhere, for example Scotland (<http://www.gov.scot/About/Performance/scotPerforms>) and New York City (<https://onenyc.cityofnewyork.us/>).

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<sup>1</sup> NB: This business planning process does not currently cover the City of London Police, GSMD, and the three independent schools, who have their own arrangements.

## Key Milestones and future updates

18. The following key activities will take place over the next few months:

May/June	Service Committees receive high-level and detailed 2017/18 Business Plans for approval
May (10 and 17)	Member Induction and Refresher Programme – “Developing the new Corporate Plan – Strategy and Performance”
June (23/ 24)	Resource Allocation Sub Committee away day
tbc	Further Member consultation and engagement
September	Senior Officer meetings – start of general staff engagement
Autumn	External partner and stakeholder engagement
January 2018	Corporate Plan 2018-23 to Policy and Resources Committee for endorsement
March 2018	Corporate Plan 2018-23 to Court of Common Council for approval
April 2018	Start of engagement with external stakeholders and partners as part of building the Corporate Plan over year one

19. Further updates will be submitted to this Sub Committee as the work programme progresses, including updated proposals for monitoring and reporting corporate and departmental performance measures against the agreed outcomes.

## Conclusion

20. Good progress is being made on the development of proposals for the revised corporate and business planning process. Since the last meeting the draft high-level departmental plans have been positively received by Service Committees and Chairmen, the format of those plans has been agreed, and Chief Officers have begun the process of presenting their business plans to Service Committees for approval. A draft Corporate Plan has been developed, with assistance from Chief Officers, business planners and a new Corporate Strategy Network. Briefings have been offered to Committee Chairmen and Deputy Chairmen in April and all Members during May, and the draft Corporate Plan is being presented for comment to all Grand Committees and Boards of Governors. Further consultation and engagement is being planned for Members, officers, external partners and stakeholders. Regular updates will be provided to this Sub Committee as work progresses.

## Appendices

- Appendix 1 – Presentation for Service Committee Chairmen and Deputy Chairmen; April 2017
- Appendix 2 – Draft Corporate Plan; April 2017

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