

Committee(s)	Dated:
Establishment Committee	19 June 2017
Subject: Departmental Business Plans 2017/18	Public
Report of: Town Clerk, Comptroller and City Solicitor, and Director of Human Resources	For Decision
Report author: Kate Smith, Head of Corporate Strategy and Performance	

Summary

This report presents, for approval, the business plans for 2017/18 for the Departments that provide services for which this Committee is responsible: Town Clerk's Department (Corporate and Member Services); Corporate Human Resources, and the Comptroller and City Solicitor's Department. Drafts of the high-level plans were presented to your Committee in February.

This report also presents an early draft of the Corporate Plan 2018-23 to give Members an opportunity to provide initial feedback before wider consultation on the plan takes place in the autumn with staff, partners and other external stakeholders.

Recommendation(s)

Members are asked to:

- Approve the high-level and detailed departmental business plans from:
 - Town Clerk's Department (Corporate and Member Services)
 - Corporate Human Resources
 - Comptroller and City Solicitor's Department
- Note the draft Corporate Plan 2018-23 and provide initial feedback on the content.

Main Report

Background

1. A new framework for corporate and business planning is currently being developed, led by the City Corporation's Head of Corporate Strategy and Performance. The aim is for all the work carried out by or supported by the City Corporation to contribute to one overarching goal. This will be achieved by:
 - 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, and is included in their business plans;

- Enhancing the “golden thread”, such that everything we do and develop is captured within appropriate departmental business plans, team plans, and individual work plans;
 - Measuring and monitoring performance at every level against the outcomes in the Corporate Plan to support innovation and improved value for money.
2. As this new approach involves parallel changes to a number of high-level processes, it will take 2-3 years to be fully implemented, so how plans are presented to Members is likely to develop during this time.

Departmental Business Plans

3. Revised departmental business planning documentation is being introduced in response to Member requests for consistency of presentation across the organisation, and a desire to see a succinct statement of key ambitions and objectives for every department. For this year, we have introduced new standardised high-level summary departmental plans. These will also allow corporate Committees and Sub Committees to see what is being proposed and delivered across the organisation as a whole.
4. Prior to the March Common Council elections, where meeting dates permitted, departments presented draft high-level departmental plans for discussion with their Service Committees. Following feedback from Members and Chief Officers, the standard template for and content of these high-level plans has been finalised. As well as key information on ambitions, budget and planned outcomes, the template requires departments to include information on their plans for cross-departmental and departmental projects, development of the department’s capabilities, and a horizon-scan of future opportunities and challenges.
5. This report presents at Appendices 1, 3 and 5 the high-level plans for the departments that provide services for which this Committee is responsible:
- Town Clerk’s Department (Corporate and Member Services)
 - Corporate Human Resources
 - Comptroller and City Solicitor’s Department
6. The high-level plans are supported by more detailed plans for 2017/18, in the format used in previous years (Appendices 2, 4 and 6). These provide more information on the items highlighted in the high-level plan. During 2017/18, development work will take place on the format of the detailed business plans, with a view to a standard format being introduced for 2018/19 onwards, which will align more closely with the high-level plans.
7. Further work will also take place on monitoring and reporting against the agreed outcomes at both corporate and departmental levels. This responds to Members’ demands for more focussed and meaningful performance measures which demonstrate impact on outcomes rather than just outputs and activity. Ways in which reporting can become streamlined will also be considered.

Town Clerk (Corporate and Member Services)

8. The high level plan (Appendix 1) and the detailed business plan (Appendix 2) have been produced following consultation with senior managers and their teams.
9. As part of the development of the plan three service ambitions were identified, which tie closely to the draft Corporate Plan. The service ambitions are:
 - The City of London Corporation is known to be relevant, reliable, responsible and radical in how it goes about governing a thriving City, supporting a strong and diverse London, within a globally successful UK.
 - The City's communities live and work in a safe and resilient place.
 - The City Corporation optimises the quality of and access to its cutting edge cultural offer.

Corporate Human Resources

10. Many sources of feedback, data and information were explored to inform the deliverables and objectives included in the high level HR Business Plan for 2017/18. The Organisation Development project undertaken in 2016 provided extensive feedback from Chief Officers, senior manager and analysis. Summit Group provided insight from the People, Place and Prosperity groups. Data analysis was also undertaken from the content of the departmental 2015/16 workforce plans and the HR Dashboard. The whole HR team were involved in an away day in August 2016 and in a detailed planning session in January 2017 to contribute to the content. In addition regular reports are considered by the Establishment Committee to set and monitor the HR strategies and priorities. Feedback gained in the development of the plan has also ensured that the plan is clear in linking how the actions listed link to the achievement of the ambitions and the mission statement, with associated measures.
11. The HR service intends to revise the HR Strategy and accompanying HR Business Plan over the course of 2017/18 to align to and support the delivery of the 2018-2023 Corporate Plan. This will include a revised Workforce Planning process that will help guide corporate organisation development activity. One of the departmental objectives is to refresh the HR structure to align to the delivery of the Business Plan. There is no intention to further reduce staffing levels at this stage but to redirect resource as required. Increased resource will be allocated to the Learning and Development and Organisation Development teams.
12. The HR service feels confident that in achieving the objectives and deliverables within the HR Business Plan the mission of enabling a skilled and committed workforce to work together to excel in delivering high quality, accessible and responsive services will start to be realised.

13. Comptroller and City Solicitor (C&CS)

14. The approach taken to developing the C&CS high level and detailed departmental business plans was to align the departmental ambitions and objectives with those of the Corporate Plan. This was achieved using a 'middle-up-down' approach whereby the C&CS Senior Management Team developed

high level objectives which were further developed, refined and expanded following consultation with C&CS staff and more generally with stakeholders across the organisation. Individual employee performance targets will be aligned to the departmental business plan. Both the high level and detailed business plans are live documents and will be further developed as new service priorities, corporate initiatives and statutory requirements emerge.

15. In relation to the C&CS departmental business objective number 3 'Complete a transformational information management project' (Appendix 6 page 5) the key risk to the delivery of this objective is the need to secure carryover funding from 2016/17 local risk budget underspend which has yet to be formally agreed.

Corporate Plan 2018-23

16. In parallel with the development of the high-level departmental plans, work has continued on developing a refreshed Corporate Plan for 2018-23. This will include a mission statement which is specific and relevant to the City Corporation; ambitious long-term outcomes against which we can measure our performance.
17. 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 a new Corporate Strategy Network of senior officers has been established. As a first task, this network is mapping activities listed in departmental business plans to draft outcomes in the Corporate Plan so that we can see where our efforts are currently being directed, and use this information to help inform future decisions.
18. A draft of the Corporate Plan is presented at Appendix 7 to give Members an opportunity to provide feedback on the plan before it is discussed at the informal meeting of the Resource Allocation Sub Committee in June. 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.
19. Members will have further chances to comment on the Corporate Plan in July as part of the all-Member refresh programme, and at Service Committees and other working groups in the autumn. Engagement will also take place with staff from September.
20. 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 departmental plans will explicitly refer to the relevant outcomes from the Corporate Plan.

Conclusion

21. This report presents the business plans for the Town Clerk (Corporate and Member Services), Corporate Human Resources, and Comptroller and City Solicitor's Department for approval, and an early draft of the Corporate Plan 2018-23, to give Members an opportunity to provide informal feedback before it is discussed at the informal meeting of the Resource Allocation Sub Committee in June and opened out to staff engagement in the autumn.

Appendices

For Approval:

1. High level departmental plan – Town Clerk (Corporate and Member Services)
2. Detailed Business Plan – Town Clerk (Corporate and Member Services)
3. High level departmental plan – Corporate Human Resources
4. Detailed Business Plan – Corporate Human Resources
5. High level departmental plan – Comptroller and City Solicitor
6. Detailed Draft Business Plan – Comptroller and City Solicitor

For Information

7. Draft Corporate Plan 2018-23

Background Papers

- February 2017: Corporate Human Resources High Level Business Plan
- February 2017: Draft High Level Business Plan for Town Clerk's Corporate and Member Services

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