

<b>Meeting</b>	<b>Date</b>
Resource Allocation Sub Committee (for information) Policy & Resources Committee (for decision) (Court of Common Council)	18 January 2018 18 January 2018 (8 March 2018)
<b>Subject</b> Corporate Plan 2018-23	<b>Public</b>
<b>Report of</b> The Town Clerk and Chief Executive	
<b>Report Author</b> Kate Smith, Head of Corporate Strategy and Performance	<b>For Decision</b>

## Summary

This paper presents the refreshed Corporate Plan, 2018-23, following extensive Member and officer consultation, and seeks approval for this version to be submitted to the Court of Common Council for formal endorsement in March 2018.

## Recommendations

That Policy and Resources Committee:

- Approves the refreshed Corporate Plan, 2018-23, shown at **Appendix 1** for presentation to the Court of Common Council for formal endorsement in March 2018;
- Notes that Committees will see further alignment of departmental Business Plans for 2018-19 with the Corporate Plan, 2018-23, through use of the revised two-page, high-level summary Business Plan template shown at **Appendix 2**.
- Notes that from March 2019, and annually thereafter, the Corporate Plan annual review, priorities for the coming year and Budget will be presented in the same document.

## Main Report

### Background

1. The Corporate Plan has been refreshed so that it can be used as a strategic framework to guide our thinking and decision-making over the next five years and help ensure that everything we do takes us closer to achieving our corporate aims.
2. The refresh has been led by the Head of Corporate Strategy and Performance on behalf of the Town Clerk and Chief Executive since September 2016. All Members and officers have had the chance to contribute as the plan has unfolded.

## The refresh process

3. The initial two-page draft was compiled in collaboration with Chief Officers and a small number of senior officers in strategic, policy and business planning roles from across the organisation and set in the context of our ambitions for the next fifteen years, before being extrapolated back to refer specially to 2018-23 and then mapped to business plan activities.
4. All Members were then provided with multiple opportunities to comment on the two-page draft both formally and informally. All Service Committees and Boards of Governors were asked for initial feedback during May, June and July 2017. For all departments except the City of London Police, Guildhall School of Music and Drama (GSMD) and the independent schools, which are currently outside of the corporate business planning framework, this was alongside new two-page, high-level summary departmental Business Plans. This was to highlight the need and opportunity for better alignment between the two and through to service, team and individual performance plans, referred to as the 'golden thread'. Informal opportunities consisted of a series of briefings, for Chairmen and Deputy Chairmen and as part of the all Member Induction and Refresh Programme that followed the Court of Common Council elections in March 2017.
5. This first round of consultation resulted in amendments and the expansion of the draft Plan to five-pages to include the high-level activities that would provide the golden thread to business planning activities. In July 2017, all Members were invited to comment on the new five-page draft before Summit Group, later in the same month, gave approval to 'freeze' this draft for wider consultation. The 'frozen' draft was shared with Members pre-recess via the Member Briefing.
6. Officer consultation ran from 6<sup>th</sup> September 2017 until 8<sup>th</sup> November 2017 and consisted of:
  - Two Senior Leaders' Forums;
  - 21 staff feedback sessions, the majority of which were held at non-Guildhall locations;
  - Two meetings with the informal Corporate Strategy Network;
  - An anonymous online survey; and
  - A dedicated email inbox.
7. Feedback received was shared verbally at an informal Members' breakfast briefing early in November 2017. Informal feedback on the draft Plan was also sought from a small number of stakeholders and partners, at the recommendation of Members, and a small number of existing team and cross-departmental meetings, upon request.
8. The six-page version presented herein has been amended accordingly and with a small number of comments made by the Summit and Chief Officers Groups.

## Next steps for the Corporate Plan

9. An update was provided in December's Members' Briefing and Members were asked to notify officers if they would like a further briefing on the purpose, content or use of the Corporate Plan. At the time of drafting this paper, no requests had been made. However, as these offers are sometimes missed it is proposed that an item on the Corporate Plan be included in the Chairman of Policy and Resources' Breakfast Briefing on 7<sup>th</sup> February 2018, so that any queries raised can be addressed before Court is asked to approve the Plan for design and publication.
10. As stated in the draft Plan, during 2018-19, it will be used to develop our strategic priorities, to decide how best to go about delivering them, to focus our efforts towards pursuing them and to find out what effect we are having as a result. Over the five-year term of the plan we will use it to identify where we need to innovate, with whom we can collaborate and how we can align and drive all our activities to achieve the greatest possible impact on the things we feel are important. This does not mean we will scrap existing strategies, but rather, as they come up for renewal we will be better able to check that they fit with the Corporate Plan and then judge them explicitly against it.
11. This will require streamlining of officer governance processes, a different organisational skills profile, behaviour change and the conscious effort of officers at all levels. To support this change, officers are working together to deliver a co-ordinated set of guidance, tools, policies and processes (including project and programme management and medium-term planning) and an engagement programme to help officers and teams across the organisation rise to the challenge. Part of the objective will be to break down silos and instead take a whole organisation approach. Additionally, by setting out what we aim to achieve and how, it is hoped that we will be better able to work with external partners who have complementary agendas and abilities. Partner feedback received to date has been very positive in this regard.

## Implications for Departmental Business Planning and Budget-Setting

12. In November 2017, Policy and Resources Committee endorsed Members' requests for better alignment between Business Planning and the Corporate Plan and for these to be brought in line with budget-setting as soon as possible. As a starting point the Committee asked that all Business Plans currently being drafted for approval demonstrate how they align to the Corporate Plan. Finalised two-page, high-level summary departmental Business Plans presented to Committees for approval during February and March 2018 will refer explicitly to the version of the Corporate Plan shown at **Appendix 1** by use of the amended template shown at **Appendix 2**.
13. In March 2018 the Corporate Plan will be presented to the Court of Common Council alongside the Budget report, bringing consideration of our corporate aims and corporate resources into the same discussion. From March 2019, and annually thereafter, it is recommended that the Corporate Plan annual review, corporate priorities for the coming year and Budget be presented in the same document so that Members can be assured of their full alignment.

## **Appendices**

1. The Corporate Plan, 2018-23 (for approval)
2. The revised two-page, high-level summary Business Plan template