

## Report – Policy and Resources Committee

### Corporate Plan 2018-23

*To be presented on Thursday 8<sup>th</sup> March 2018*

*To the Right Honourable The Lord Mayor, Aldermen and Commons  
of the City of London in Common Council.*

#### **SUMMARY**

The Policy and Resources Committee has considered and approved a refreshed Corporate Plan for 2018-23. The Plan is to be used as a strategic framework to guide the City Corporation's thinking and decision-making over the next five years. It will also help to ensure that everything the City Corporation does takes it closer to achieving its stated aims and objectives.

Work to refresh the Plan has been led by the Head of Corporate Strategy and Performance, on behalf of the Town Clerk and Chief Executive, since September 2016. It takes into account the outcome of detailed consultation with Members and officers and includes relevant feedback.

#### **RECOMMENDATIONS**

It is recommended that the refreshed Corporate Plan, 2018-23, be approved as set out in **Appendix 1** and that the following be noted:

- further alignment of departmental Business Plans for 2018-19 with the Corporate Plan, 2018-23, will be presented to committees through use of the revised two-page, high-level summary Business Plan template as set out in **Appendix 2**; and
- 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**

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 to ensure that everything we do takes us closer to achieving our corporate aims. All Members and officers have been consulted and presented with opportunities to contribute as the Plan has unfolded.

##### **The Refresh Process**

2. 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. It was set in the context of the City

Corporation's ambitions for the next fifteen years, before being extrapolated to refer specifically to 2018-23 and then mapped to business plan activities.

3. At that time, all Members were given the opportunity to comment on the two-page draft both formally and informally. Service committees and Boards of Governors were also asked for initial feedback during May, June and July 2017. To highlight the need and opportunity for better alignment between the two and between service, team and individual performance plans (often referred to as the 'golden thread'), the two-page draft was presented alongside new two-page, high-level summary departmental Business Plans. This excluded the City of London Police, Guildhall School of Music and Drama and the independent schools, as they currently sit outside of the corporate business planning framework. Informal opportunities to contribute 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.
4. The 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.
5. 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.
6. 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 team and cross-departmental meetings, upon request.
7. The resultant six-page draft Corporate Plan was the subject of one of the Chairman of Policy's briefing meetings which took place on 7<sup>th</sup> February 2018 and further amendments have been incorporated as a result. The final draft for approval can be found at **Appendix 1**.

#### **How the Corporate Plan will be used**

8. If approved by the Court today, during 2018-19, the Plan will be used to develop the City Corporation's strategic priorities, to decide how best to go about delivering them, to focus efforts towards pursuing them and to understand the impact we are having. Over the five-year term of the plan it will be used to identify where the City Corporation needs 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 that are important to us as an organisation. This does not mean we will abandon existing strategies, but rather, that we can evaluate their achievements against the Corporate Plan and make any improvements needed to ensure we are getting the most possible out of them.

9. This will require streamlining of officer governance processes, a review of our 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**

10. In November 2017, the 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 draft Corporate Plan, 2018-23. Finalised two-page, high-level summary departmental Business Plans presented to Committees for approval during February and March 2018 refer explicitly to the draft Corporate Plan by use of the amended template shown at **Appendix 2**.
11. The Corporate Plan, 2018-23, is now being presented to the Court of Common Council alongside the Budget report elsewhere on your agenda, so that the City Corporation's corporate aims and resources are considered with reference to each other. From March 2019, and annually thereafter, the Corporate Plan annual review, corporate priorities for the coming year and Budget will be presented in the same document to give Members further assurance of their full alignment.

#### **Appendices**

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

All of which we submit to the judgement of this Honourable Court.

DATED this 18<sup>th</sup> day of January 2018.

SIGNED on behalf of the Committee.

**Catherine McGuinness, Deputy**  
Chairman, Policy and Resources Committee