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| Meeting | Date |
| Efficiency & Performance Sub Committee | 30 January 2018 |
| Subject Corporate and Business Planning update | Public |
| Report of The Town Clerk and Chief Executive | |
| Report Author Kate Smith, Head of Corporate Strategy and Performance | For information |

Summary

This paper provides an update on progress with refreshing the Corporate Plan for 2018-23 and sets out the next steps for bringing together corporate performance, business planning and budget-setting processes.

Recommendations

That Efficiency and Performance Sub Committee:

- Notes the refreshed Corporate Plan, 2018-23, shown at **Appendix 1**, which was endorsed by Policy and Resources Committee on 18 January 2018 and will be presented to the Court of Common Council for formal approval in March 2018 alongside the budget;
- Notes that Member Committees will see reference to outcomes set out in the Corporate Plan, 2018-23, within high-level summary departmental Business Plans for 2018-19, through use of the revised two-page template shown at **Appendix 2**.
- Notes that from March 2019, and annually thereafter, the Corporate Plan annual performance review, the strategic priorities for the coming year and the 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 Corporate Plan 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, the draft was presented 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'. The two-page Business Plans presented were also used to inform the next draft of the Corporate Plan.
5. Informal opportunities to comment 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.
6. 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 Members' Briefing.
7. Officer consultation ran from 6th September 2017 until 8th November 2017 and consisted of:
 - Two Senior Leaders' Forums;
 - 21 staff feedback sessions, mainly at non-Guildhall locations;
 - Two meetings with the informal Corporate Strategy Network;
 - An anonymous online survey; and
 - A dedicated email inbox.
8. 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 external stakeholders and partners, at the recommendation of Members, and a small number of existing team and cross-departmental meetings, upon request.
9. Following a small number of comments from Summit and Chief Officers Groups, the six-page version shown at **Appendix 1** was endorsed by Policy and Resources Committee on 18 January 2018.

Next steps for the Corporate Plan

10. The new Corporate Plan will be presented to the Court of Common Council for approval in March 2018 alongside the Budget report, after which designers will be commissioned to produce a simple and inviting document that can be printed and accessed freely online.
11. 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.
12. Over the five-year term of the plan we will use it to help us 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.

Implications for departmental business planning and budget-setting

13. This year, the Corporate Plan will be presented alongside the budget for the first time. Next year, the budget report will include information on performance against the outcomes in the Corporate Plan. Set out below are the steps taken so far and the next steps needed for this to happen.
14. As stated above, during 2016, two-page, high level summary business plans were produced by each department and taken to Service Committees alongside the initial draft Corporate Plan. For the first time, this gave Members the opportunity to see and question how all departmental activities would contribute towards desired corporate outcomes, against which we will be able to monitor our impact. As mentioned previously this did not include the City Police, GSMD or the independent schools, but the opportunity has been taken nonetheless to begin to align their strategic and operational plans with the draft Corporate Plan, and to use them to shape the Corporate Plan.
15. Between September and December 2017, the previous, five-page draft Corporate Plan was used by officers to shape their draft two-page, high-level summary departmental Business Plans for 2018-19. During November and December 2017, these drafts were presented to Service Committees alongside departmental Budget Estimate Reports. This, again for the first time, gave Members the opportunity to see and question how budget allocation within a department is being used to support delivery of departmental, and thereby corporate, outcomes.
16. In November 2017, Policy and Resources Committee endorsed the call for better alignment between business planning and the Corporate Plan and for these to be brought in line with budget-setting. 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.
17. To that end, from January 2018, the two-page, high-level summary Business Plans for 2018-19 will refer explicitly to outcomes set out in the six-page draft Corporate Plan at **Appendix 1** and state what will be measured to evidence

impact achieved. To enable this, revisions have been made to the headings used in the two-page Business Plan template. The revised template is shown at **Appendix 2**.

18. Finalised departmental Business Plans will be presented to Committees for approval during February and March 2018. The next step will be to produce a structure for the detailed Business Plans which will enable corporate performance monitoring to take place alongside budget monitoring.
19. The aim is for officers and Members to be able to scrutinise the money spent on, and impact achieved by, Business Plan activities at the same time so that a view can be taken on where we need to try new approaches and where we might focus our departmental resources – what we should stop, start and continue – to maximise our impact.
20. Once such effort and impact information is available consistently at a departmental level, Members will be much better able to target resource allocation, and therefore budgets, corporately to support delivery of corporate priorities and officers will be able to ensure that the work needed to support these is identified, scoped, prioritised and included in all relevant Business Plans and budgeting proposals.
21. Work is already underway to design and deliver a single corporate process for officers to propose, scope, resource, manage and track programmes and projects and to bring value for money statements (required within our Efficiency Plan), workforce planning, property planning and IT planning within the business planning process so that the necessary support can be prioritised appropriately across the City Corporation.
22. This requires 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 across Town Clerk's and Chamberlain's 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.

Conclusion

23. The Corporate Plan has been refreshed over the past 16 months. This has involved extensive consultation with internal stakeholders and a small number of external stakeholders and partners. The approach to business planning is evolving alongside this to ensure full alignment of departmental activities with corporate priorities. Both are being brought together with budget-setting and monitoring to enable input and impact to be assessed simultaneously and

used to inform resource allocation. Members are asked to note the positive progress so far and the steps planned to achieve this overall goal.

Appendices

1. The draft Corporate Plan, 2018-23
2. The revised two-page, high-level summary Business Plan template