

Costed Corporate Plan and Budget 2020-2022 – Final Draft

Purpose of paper	The purpose of this paper is to present the final draft of the 2020-2022 Costed Corporate Plan and Budget (CCP) for Council discussion
Status	Public
Action	Review and approve the final draft of the 2020 Costed Corporate Plan and Budget as detailed in Appendix 1.
Decision Trail	<p>SLT – 5 March 2019 – SLT discussed and approved the proposed approach and timetable for the development of the 2020-2022 CCP.</p> <p>SLT – 17 June 2019 & 1 July 2019 – SLT held workshops to review, challenge and prioritise newly proposed initiatives that had emerged from the organisation wide planning rounds during Q2 2019.</p> <p>SLT – 2 July 2019 – SLT summarised the actions from the above workshops and approved the paper to be forwarded to FPC review subject to amendments agreed in the 2 July meeting.</p> <p>FPC – 17 July 2019 – FPC initial draft review and recommendations for revisions</p> <p>FPC – 21 August teleconference – FPC review revised version</p> <p>SLT – 3 September – Further review incorporating FPC actions and revisions, and strategic costings</p> <p>FPC – 10 September – Review final draft and recommend the plan to the Council for consideration and approval.</p> <p>Council 11 September – Initial review of final draft</p> <p>SLT – 24 September – Final draft consideration review of CCP and budget</p>
Next step	Pending Council approval – Delivery planning for 2020 Portfolio and Operational plans
Recommendations	<p>Council is asked to:</p> <p>Review and approve the final draft of the 2020 Costed Corporate Plan and Budget as detailed in Appendix 1.</p>

Appendices	Appendix 1 - CCP 2020-2022 Final Draft summary presentation
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1. Executive summary

- 1.1 This paper is to bring the final draft of the CCP 2020-2022 plan for Council review, following the iterative development and review meetings listed in the decision trail.
- 1.2 The CCP 2020-2022 contains a consolidated view of Budget, Headcount, Project Portfolio and Operational activity. The development has comprised iterative business planning and budget setting sessions, where resources and activity plans have been determined with the objective of the delivering the aims and objectives set out in the Corporate Strategy 2020-2022.
- 1.3 The overall CCP 2020-2022 summary of budget, headcount, portfolio and costings mapped to Corporate Strategy aims are detailed in the slides found at Appendix 1.
- 1.4 The key messages to be highlighted for the CCP are:
 - 1.4.1 The activities set out in the project portfolio plan and within operational plans have all been planned in order to deliver the Corporate Strategy 2020-2022 aims and objectives.
 - 1.4.2 The Strategy team have reviewed and confirmed that there is appropriate activity aligned to all objectives detailed within the Corporate Strategy.
 - 1.4.3 Overall budget and strategic aim cost mapping to the Corporate Strategy 2020-2022 are in line with expectations and the consultation figures.
 - 1.4.4 The project portfolio plan has been grouped into logical Programmes and directorate team Portfolios to structure the delivery plan of the portfolio.
 - 1.4.5 External communications of the Costed Corporate Plan 2020-2022 will be incorporated and aligned to the communications for the Corporate Strategy 2020-2022

2. Introduction and background

- 2.1. Following a change to the fees policy which afforded the GDC more flexibility in setting our fee related to alignment to a three-year programme of strategic activity, the CEO commissioned work to develop an internal facing tool (the CCP 2019-2021) that could support and underpin strategic costings in more detail, with reference to activity delivered over a three-year period.
- 2.2. In March 2019, SLT approved the process and timelines for the development of the CCP and budget for 2020-2022.
- 2.3. The PMO, Finance, Strategy and OD teams have worked jointly to produce the CCP, which comprises the budget and long-term financial forecast, the workforce plan, and the overall delivery plan of operational activities and key programmes and projects.
- 2.4. The CCP shows detailed costings for all activities (both change and operational), budget for team headcounts, overhead and resource costs, all aggregated to high level cost profiles and mapped to the new corporate strategy aims.

3. Process to develop the 2020-2022 CCP

- 3.1. The budget setting, workforce planning, and corporate planning process have historically happened in parallel. For the CCP these activities have been carried out as part of an holistic process with joint team working.
- 3.2. The CCP team have been facilitating joint meetings, analysis and delivery of the changes to working documents to ensure an accurate and deliverable CCP is presented to Council for approval.
- 3.3. The CCP process has been a mixture of top down and bottom up planning. A high-level summary of the steps taken to develop the first draft of the CCP are as follows:
 - March – Strategic steer for development of CCP through Workforce Planning SLT Workshop and development of new Corporate Strategy aims/objectives.
 - April – Operational development and distribution of joint CCP templates, guidance, process information and timeline. Facilitation of first planning round meetings with all stakeholders, and completion of planning templates.
 - May – Further strategic input through Corporate Strategy consultation launch and FPC presentation on strategic planning framework and fees. Feasibility analysis and development of first draft of CCP, followed second planning meeting round.
 - June – Final planning meeting round to validate all collated information within each directorate. SLT workshop to present and review the newly proposed initiatives.
 - July - SLT workshop to review, challenge and prioritise newly proposed initiatives and budget considerations. SLT review of first draft on 2 July and FPC review of first draft on 17 July.
 - August – Further budget consolidation to factor in all necessary assumptions, risks and considerations into the figures. Finalisation of all new headcount requests across directorates. Portfolio consolidation to remove operational initiatives, set all initial timelines, perform initial project team capacity analysis and ensure business case of project status is flagged. FPC Teleconference review of V1.6 on 21 August.
 - September – Completion of outstanding budget setting. Completion of Corporate Strategy costing of aims to the CCP 2020-2022 plan. Completion of finalised set of projects to submit in the portfolio plan. SLT review 3 September of V1.8, FPC review of V1.9 - 10 September and Council review of V1.9 on 11 September.

4. Next Steps and Timeframes

- 4.1. Pending Council approval – Delivery planning for 2020 Portfolio and Operational plans

5. Risks and considerations

Communications
The CCP will show detailed costings for activities (both change and operational), aggregated to high level cost profiles and related to the new corporate strategy. This will be communicated as part of the Corporate Strategy. Consideration to narrative and messaging will be required at the point of publication.
Equality and Diversity
This proposal does not impact on equality and diversity. The planning process will include the feasibility analysis of all GDC work including equality impact assessments. However, the process is a facilitator to support this.
Legal

This proposal refers to the statutory level of the GDC, in being a constituent of the strategic planning framework and the impact changes have at this level will play out at the strategic, corporate and operational level.

Policy

This proposal does not impact GDC policy decision making. The planning process will include the feasibility analysis of all GDC work including policy work. However, the process is a facilitator to support decision making and not where the decisions are made.

Resources

The resources to deliver this work are all internal resources.

National

No four nations impact.

6. Recommendations

- 6.1. Council are asked to review and approve the final draft of the 2020 Costed Corporate Plan and Budget as detailed in Appendix 1.