Executive summary

1. Leadership Group (LG) is invited to:
   - Note the approach of the Strategy, Planning and Reporting workstream;
   - Discuss and agree the approach to refresh the Delivery Plan for April 2018;
   - Note the approach to refresh the Strategic Plan and key elements of the Delivery Plan for 2019/20 onwards.

Issues and Options

Background

2. The need to review planning and performance reporting was initiated in the 2017/18 Delivery Plan. It has been some time since we reviewed the overall approach to strategy development and delivery; in the meantime, it has developed organically, with for example the addition of the Strategic Resources Board and workforce planning. As SRO I propose we take a holistic approach to this review to ensure that the Parliament continues to progress strategic thinking and planning in a systematic way. This work has been informed by discussion with individual Leadership Group colleagues and by recent collective discussions on our remit and how we wish to develop our capability and working practices.

3. The review is being supported by a small Steering Group with additional opportunity for consultation and collaboration with a wider staff working group. As noted LG colleagues have already engaged with shaping the approach and we intend to bring forward a series of discussion papers and proposals to LG over 2018 and 2019.

4. To date we have mapped out the overall strategic planning, operational planning and reporting landscape and processes. This includes a high level overview of how various boards report to and are governed by LG. This diagram gives a high level visual of the wide range of organizational effort currently undertaken as part of the strategic planning process.

5. The Steering Group, and the wider staff working group, have already benefited from a session with the Scottish Government Leading Improvement Team. As a general approach we believe that this methodology for continuous improvement has much to recommend it; especially given the interdependencies between all aspects of the strategic planning process.

6. The feedback from Leadership Group and the staffing group on what aspects of our process work well; what could be improved and priorities for improvement have informed our approach to improving the overall process. The Steering Group have identified the following key outcomes and benefits for ongoing development:
Outcomes

- To adopt a continuous improvement approach to our strategy, planning and reporting framework and processes which is tailored to the Scottish Parliament.
- To produce a blueprint and timetable providing a holistic overview of our strategy, planning and reporting framework.
- To ensure the framework and processes are coherent, streamlined, efficient and fully integrated (e.g. integrating planning and management tools such as office, financial, workforce planning and risk management).
- To ensure all systems and processes clearly demonstrate benefits to the organisation as a whole and allows better understanding.

Benefits

- Improved use of our resources;
- Better engagement with, and line of sight for our staff on how they are contributing to the Parliament’s plan;
- Time and cost effective approach to planning and delivery, with improved monitoring and reporting of deliverables and achievements.

2018/19 Strategic and Delivery Plan

Approach

7. The Strategic Plan is a rolling plan but the Delivery Plan (refreshed every 6 months) and the Performance Report are annualised. It is proposed to remain with this methodology at present.

8. The current version of the Strategic Plan was agreed by the SPCB in June 2017. Draft Office Plans and budgets for 2018/19 were prepared on this basis. Having reviewed the key aspects of the budget submission for 2018/19 against the current strategic priorities the Steering Group recommend that the existing Strategic Plan and the priorities remain fit for purpose.

9. The objective of this work is to adopt a pragmatic approach to bringing the current Delivery Plan up-to-date as we start the new financial and reporting year. This is likely to include recommending some development of the format, utilising the ongoing work of the wider review.

10. The Steering Group will lead this work, including developing potential content - much of which is already known. A short workshop with LG is scheduled for 16 March 2018 to discuss and agree a draft plan. We propose that Group Heads are
supported to discuss the Delivery Plan refresh with their Office Heads in advance of the workshop, feeding in this engagement at the workshop.

11. Once the Delivery Plan has been approved Offices will be able to update office plans with any further details they consider necessary.

12. LG are invited to agree the approach to refreshing the Delivery Plan for the start of the financial year.

**Approach to the wider review**

13. As suggested, changes across the entire strategic planning system will take time and require incremental change. This means that it is likely that final changes in the overall process will be implemented by summer 2019 to inform the 2020/21 planning and budgeting round.

14. The Steering Group recommends a refresh of the Strategic Plan and a further evolution of the Delivery Plan to inform the Strategic Resources Board, Leadership Group and SPCB budgeting discussions for 2019/20; aligning priorities with resource allocation. The recent future Parliament discussions at LG will be helpful as part of this process.

15. A discussion paper on the governance aspects of delivery, prepared by the Head of Internal Audit, has been developed as part of this wider review and will be brought forward to Leadership Group for discussion in March.

16. Further work on office planning, performance reporting, risk etc are also in development via the Steering Group and proposals will be brought forward to Leadership Group.

**Resource Implications**

17. The review is being carried out utilising existing resources available in the organisation. Those involved are being asked to ensure they have discussed time commitments with their line manager.

**Dependencies**

18. The Steering Group will maintain a holistic overview to manage dependencies.

**Governance issues**

19. This work has an identified SRO and Steering Group to advise on proposals. Leadership Group, staff, SPCB and Audit Advisory Board, as required, will be engaged as part of the process.

**Publication Scheme**

20. This paper can be published.
21. Communication with key stakeholders has taken place and will be built into the wider review, taking advice from internal communications.

Next steps

22. Workshop to refresh the Delivery Plan for the start of the new financial year.

Decision

23. LG are asked to:

- Note the approach of the Strategy, Planning and Reporting workstream;
- Discuss and agree the approach to refresh the Delivery Plan for April 2018;
- Note the approach to refresh the Strategic Plan and key elements of the Delivery Plan for 2019/20 onwards.

Michelle Hegarty
Assistant Chief Executive
February 2018