DELIVERY PLAN – 19/20 REVISION

Executive summary

1. On 4th June LG reaffirmed its desire to ensure that the Delivery Plan should include 'run the business' activities. The purpose of this paper is to set out how the Steering Group proposes to go about establishing those activities in the next version of the Delivery Plan.

Issues and Options

Background

2. As part of the initial analysis work, looking at revising the Strategic and Delivery Plans, a consistent message received was the desire to better reflect operational activities in the plans, including the balance of effort of all staff in the Parliament in achieving our strategic goals. It is generally felt that the existing plans focus overly on strategic developmental work to the exclusion of what is probably around 80% of our staff effort in 'running the business'.

3. One of the outcomes for the review of strategic planning as agreed by LG is that there should be a clear line of sight for staff from their day job and individual objectives to how this contributes to the overall strategy. This work is one way in which this can be achieved.

Run the business

4. It is important to acknowledge the link between strategic change activities and what we understand as 'run the business'. This was covered in the portfolio management discussion with LG on 1st September last year and can be summarised as below:
5. As ever there are shades of grey between ‘run the business’ activities and ‘change the business’ and the extent of what we mean by change. Following the LG discussion on 4th June there was a consensus that by ‘run the business’ we mean those activities that an office carries out in order to fulfil its core purpose plus those activities that an office undertakes in order to pursue continuous improvement in those core activities.

**Change the business**

6. In the context of the Parliament, by ‘change the business’ we mean changing how we do something not what we do as a Parliament. In our strategy this is reflected by a range of significant organisational activities: such as introducing or withdrawing services; strategic changes in order to respond to external pressures; change agreed in pursuit of a particular outcome as agreed by LG/SPCB.

**Defining run the business activities**

7. For the next development of the Delivery Plan we want to agree high level descriptions of ‘run the business’ in relation to our 4 strategic aims. Office Plans would capture more detail and specific business area activities, as they do currently.

8. By defining ‘run the business’ in the Delivery Plan we seek to strengthen the ‘golden thread’ of operations from the Strategic Plan, to the Delivery Plan, Office Plans and ultimately individual job roles. This enables everyone working in the organisation to see how they contribute to our strategy at the highest level.
9. In addition, by better defining and capturing high level ‘run the business’ activities in our next Delivery Plan, we can improve our quarterly performance reporting against the 4 strategic aims.

2018/19 Strategic and Delivery Plan

Approach

10. Previously some members of LG have reflected that it would be better to engage Business Areas in helping define these high level run the business activities. The Steering Group has discussed and agreed that it’s a good basis for introducing this step change into our Delivery Plan and we have a good lead in time to do this well.

11. The key documentation that offices use to identify ‘run the business’ activities are the Office Plans that are completed annually. The intention of the Steering Group is to use the information in existing Office Plans for a workshop with the wider Strategic Planning Working Group (representing a range of different organisational business areas) to establish high level ‘run the business’ activities.

12. Prior to this exercise, we propose to write to all Group Heads asking them to invite their offices/teams to review their Office Plans to ensure that they are content that they include all ‘run the business activities’ and that the descriptions continue to be accurate. Once the Steering Group has completed this exercise then we will put forward the suggested ‘run the business’ activities for sign off by LG.

Timings

13. We are inviting Group Heads to complete the exercise of verifying the ‘run the business’ activities in their Office Plans by 6 July 2018. Over the summer recess the Steering Group will carry out the exercise and will come back to LG in September 2018.

14. A timeline showing this activity and how it fits in with the Strategy Improvement work generally is attached at Annex A

15. LG are invited to agree the approach to incorporating run the business activities into the next version of the delivery plan.

Resource Implications

16. We already have a wider organisational working group representing different parts of the business that we can engage for this exercise. In recognition of the fact that it’s summer recess and that not everyone will necessarily be available we will seek additional input if we feel an area is under represented. The exercise is likely to take no more than a morning or afternoon.

Dependencies
17. The Steering Group will maintain a holistic overview to manage dependencies. Once defined, we will use the run the business activities as the basis for revising our performance measurement KPIs. The activities will also be shared with the working group looking at office planning and the working group looking at performance reporting.

**Governance issues**

18. LG has previously agreed the project, its governance and outcomes.

**Publication Scheme**

19. This paper can be published.

**Communications**

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

**Next steps**

21. To invite office heads, via their Group Head, to verify their run the business services or activities as already set out in their office plans by the 6 July at latest.

**Decision**

22. LG are asked to:

   - Agree the approach to incorporating operational activities in the next version of the delivery plan.
   - Note the overall timeline of the Strategy Planning and Reporting development work at Annex A

Michelle Hegarty  
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Annexe A – Strategy Planning and Reporting timeline