STRATEGY, PLANNING AND REPORTING – ANNUAL PLANNING FRAMEWORK

Executive summary

1. LG have previously agreed a continuous improvement approach to strategy, planning and reporting (Paper LG (2018) Strategy planning and reporting):

2. One of the key deliverables of the review is a timetable providing a holistic overview of our strategy, planning and reporting framework. This paper gives an update on the overall work of the Planning and reporting review, along with the proposed annual timetable.

Background

Strategic and delivery plans

3. The delivery plan is now more directly linked to the strategic plan by including ‘run the Parliament’ objectives, in addition to ‘improve the Parliament’ objectives, which collectively contribute to our strategic aims. This allows a more direct line of sight to our operational activities within the delivery plan and provides a solid base for performance reporting in the future.

4. Planning for the update to the plans for the 20/21 financial year is about to commence.

Governance, Accountability & Risk

5. LG agreed to review Governance and Accountability LG(2019) Paper 008. The first tranche of governance reviews was discussed by LG on 1st April with the second tranche being discussed on 29th April. The remainder of boards will be discussed over May and June with a summary of the overall impact due to LG in September.

6. LG reviewed the approach to risk with the Head of internal audit in March 2019 LG(2019) paper 024.

Performance Reporting

7. Recommendations on performance reporting are being put to LG in a separate paper at the meeting on 29 April 2019.

Office planning


**Issues and Options**

**Annual Planning and reporting timeline**

9. Throughout the process of the review, the steering group has been considering how the new reporting and governance arrangements should carry on once the review is completed.

10. The overall objective of the review has been to develop a timeline that ensures that the framework and processes are coherent, streamlined, efficient and fully integrated to deliver a time and cost-effective approach to planning and delivery, with improved monitoring and reporting of deliverables and achievements.

11. The proposed timetable (annexe A) has been developed reflecting on the lessons learned from the iterative changes made to date as well as the recommendations from the various workstreams mentioned above and includes elements for

   - Strategic planning
   - Budgeting
   - Finance
   - Office planning
   - Performance reporting and management

**Discussion**

12. The timeline reflects what would be expected in a ‘normal’ year. It would be expected that effort in planning will vary in accordance with the position either in a strategic cycle of indeed the position within a parliamentary session. This could reflect any new direction from the SPCB or PO after the Scottish Parliament elections, or indeed any legacy recommendations from outgoing SPCB.

13. The timeline attempts to show the interaction between the various strands, but also how the development of the overall parliament strategy and budgets is tied into the development of our other strategies as well as performance reporting and risk management. The aim is that the overall corporate strategy development drives these efforts an enables more co-ordinated planning between offices. It also shows the important link between organisational performance & risk management with the continual cycle of strategy development.
14. LG are asked to note the following in particular

- Draft strategic and delivery plans being agreed by LG in June prior to the summer to allow more effective planning and budgeting as offices have more direction and shared information to collaborate on.
- Strategic boards being asked to prioritise resources and budget bids prior to final bids being submitted for consideration by SRB, so that resources are being allocated to provide best strategic value.
- Annual meeting between LG and Office heads in September to share thinking on the draft strategy and to consider capacity and other planning issues. This will also allow for opportunistic use of this time to discuss any issues that become apparent.
- Continuous iteration of office plans is recommended, but with mandatory reviews by Office and Group Heads over the summer when budgets are being developed during the summer and then after the bids have gone to the finance committee in December.
- Major Budget reforecast exercises are shown, but all budgets should be reforecast monthly as requirements change.
- Strategic and delivery plans are planned to be finalised in November - at same time as budget submissions agreed by SPCB. This increases confidence that our plans are affordable and deliverable.

**Resource Implications**

15. There are no additional resources required to support the Strategy, Planning, Reporting workstream. The PPO role has been broadened in agreement with the Group Head to support the corporate planning process and Finance Office already provide additional support on office planning and performance reporting.

**Dependencies**

16. The Parliament’s strategy is a rolling one. Increasingly SRB is also trying to take a more ongoing approach to resource management beyond the yearly financial cycle and the helpful feedback that office plans would benefit from being rolling has led the Steering Group to consider the benefits of a rolling delivery plan.

**Governance issues**

17. The Strategic Planning Review working group continues to meet to consider the other streams of work associated with improvements in office planning, performance reporting, risk and the overall corporate timetable and approach for strategic planning and budgeting. LG will be invited to agree significant changes as this work progresses.
Publication Scheme

18. This paper can be published

Communications & Next steps

19. We will share the timeline with Office heads and it will be used to begin the 2020/21 planning exercises. In addition Group Heads are encouraged to discuss the timeline with Office Heads.

20. It is planned that the steering group will meet one further time in June 2019 to agree a closure report and how the work of the group should continue on an ongoing basis. This will then be brought to LG for agreement of any further recommendations

Decision

21. LG is invited to

- Note the overall progress of the review
- Agree the proposed annual timetable

Willie Heigh
Head of Project and Programme Office
Annex A – Annual Planning Timeline

Inputs to strategic planning:

- Digital Strategy
- Public Engagement Strategy
- D&I Strategy
- Resilience Strategy
- Other strategies
- Office Plans
- Ongoing Projects and Programmes
- Workforce planning
- Internal/External scanning

Month:
- Jan - March
- April
- May
- June
- July
- August
- September
- October
- November
- December

Strategy:
- LG Workshop on Strategy and outcomes
- LG agree draft plans & issue to Office Heads
- Draft Strategy discussed at SPCB planning day
- LG/OH jointly meet to review plans
- Strategy and delivery Plan Finalised

Budgeting:
- Budget info issued to Offices
- Offices complete budgets
- Budgets to consider & prioritise bids as required
- Budgets analysed and prioritised by SRB
- Budget agreed by LG
- Budget agreed by SPCB
- Budget to Finance Committee

Finance (in year):
- High Level Budget adjustments
- Major Reforecast
- Major Reforecast
- Major Reforecast

Office Plan:
- Mandatory Update
- Mandatory Update

Performance reporting & Risk Management:
- Q3 perf Report
- Q4 Annual Perf Report
- Q1 Perf report
- Q2 Perf report