DEVELOPMENT OF THE 2011-2015 STRATEGIC PLAN AND ASSOCIATED MATTERS

Background

1. This paper has been written to enable the Strategy and Development Office to share its thinking on the development of the next Strategic Plan; to begin discussion on the 2010 revision to the current Plan and to provide an outline timetable for tackling the outcomes of the 2009 Staff Event.

Contact: Lee Bridges (ext 85253), Tom Wheeler (86134).

Discussion

Development of the next Strategic Plan

2. As SLT will be aware, the current Strategic Plan was a product of the Corporate Change Programme. Naturally, this will not be the case when we come to prepare the next iteration for sign off by the new SPCB in session 4. SDO have been giving some thought as to how SLT may wish to decide what will be included in the 2011-2015 document. Clearly, there is approximately eighteen months until the new plan needs to be written, but SDO would appreciate an initial high level discussion to allow us to develop a robust organisational mechanism for capturing future strategic priorities.

3. As a starting point we have identified the following factors which we feel will need to be taken into account in the preparation of the next strategic plan. These factors were given an initial airing as part of the “Garden Lobby of 2015” session of the staff event:

   • Services to MSPs and their staff
   • The political context
   • The economic situation
   • Public engagement & knowledge/satisfaction with the Parliament
   • Staff motivation and welfare
   • The environment

4. In addition to these content-related factors, it will also be an opportunity to review the more static elements of the Plan i.e. the statement of our purpose and the aim, deliver and value section.

5. Attached as an appendix to this paper, is a document produced by the Inter Parliamentary Union which is intended to assist parliaments in assessing how they perform against widely accepted criteria for
democratic parliaments. Whilst we are not suggesting that the Scottish Parliament should slavishly follow this toolkit, we do think that the approach included in this document is a useful basis for SLT's consideration of how we might identify those areas we need to tackle at a strategic level for the next session.

6. We are conscious that the development of the next plan has many dependencies for example, the outcome of the Members’ Needs work, other internally driven initiatives such as office reviews, extensive discussion with OMG and other stakeholders and an on-going review of strategic risk. We are keen, however, to develop an open, simple framework to bring shape to the top-level strategic planning process.

_We would appreciate SLT’s views on the factors identified above and the IPU toolkit as a possible framework for the identification of the strategic priorities for 2011-2015._

**Revision of the 2009-2011 Strategic Plan**

7. When the former Directors’ Group and subsequently SLT were considering the current strategic plan, it was agreed that although the strategic priorities would remain for the four year life of the plan, an annual revision would be made to keep the document dynamic and relevant to any developments.

8. SDO attended the OMG planning session in June, and following that discussion it would appear at the moment that the only significant revision required to the strategic plan for 2010-2011 is the inclusion of the preparations for the 2011 general election.

9. Naturally, there is still some time before the revision needs to be made and agreed by the SPCB, so this position may change, and we will continue to keep SLT fully updated with any developments and proposed significant revisions throughout the drafting process.

_SLT are asked to note that SDO will bring the revised Strategic Plan for their consideration in January 2010._

**Staff Event Follow Up**

10. As mentioned above, the issues considered at the staff event will be of direct relevance to consideration of future strategic priorities. SLT may consider it helpful if we outlined the follow up action from the staff event.
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<thead>
<tr>
<th>Action</th>
<th>Deadline</th>
<th>Comment</th>
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<tbody>
<tr>
<td>Email link to staff event intranet pages to all staff</td>
<td>Monday 14 September</td>
<td>Content to include film footage, feedback to cameras, speeches and photographs</td>
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<tr>
<td>Report of the event to be emailed to all staff</td>
<td>Monday 9 November</td>
<td>Report to include key themes, proposed actions and innovation fund process</td>
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<tr>
<td>Open SLT meeting(s) to consider report</td>
<td>w/c 23 November (tbc)</td>
<td>Seek expressions of interest when emailing report; liaise with Events team on practicalities; discuss format with SLT</td>
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<tr>
<td>Note of open SLT meeting, action plan and proposals on continued dialogue emailed to all staff</td>
<td>14 December</td>
<td>Link to strategic planning process; launch innovation fund and suggested format/content for 2011 event.</td>
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**Equalities Implications**

11. An equalities impact assessment (EQIA) will be undertaken for the new strategic planning process, the revision to the current strategic plan and staff event report/open SLT meeting.

**Publication Scheme**

12. This paper may be published.

**Decision**

13. SLT is invited to:

   (i) consider the key factors that should underpin the formulation of the next strategic plan;

   (ii) offer their views on the possible use of the IPU toolkit or other self-assessment tool;

   (iii) note that a revision to the strategic plan is due by the end of this financial year; and

   (iv) note the follow up actions from the Staff Event.