

Management Board

Strategy and business planning 2012-15

**Strategy, Planning & Performance Manager
Office of the Chief Executive**

Purpose

This paper invites the Management Board to take decisions about its approach to strategic and business planning for 2012/13 and beyond. It builds on the discussion paper (MB2011.P.84) considered by the Board in September 2011.

Action for the Board

The Board is invited to:

Give formal agreement to the change from annual corporate business plans to rolling, three-year strategic plans (paragraph 5);

Endorse the proposed approach to engagement and communication with staff (paragraph 6);

Endorse the proposed approach to reviewing the role of supporting strategies (paragraph 7);

Confirm that it agrees to the proposed definition of its role in the planning process (paragraph 8);

Confirm that it wishes to present the rolling three-year strategic plans to the Commission (paragraph 9) and

Comment on and endorse the proposed approach to the workshop on 4 November (paragraph 10).

Consultation

The Head of OCE has been consulted in the development of this paper. The Board briefly discussed these issues at its September meeting. Feedback on the issues raised in September's discussion paper was invited from Board members and (through them) colleagues in their departments, but none has been received.

Background

The Management Board agreed in September 2011 that:

rolling three-year strategic plans would be preferable to annual corporate business plans;

business and financial planning should be further integrated;

the Board should hold a workshop in early November to consider the objectives and key milestones for 2012/13 and beyond;

the workshop would also be an opportunity to consider how the Board did its work, including what it would need to do to become a more direction-setting body.

This paper focuses on the decisions that are required to put this into effect.

Making business planning more strategic

The Board has indicated that rolling, multi-year strategic plans would be preferable to annual corporate business plans. The Board is invited to give formal agreement to this change. It is further invited to confirm that three years is the most appropriate horizon on which to base plans.

Improving engagement and communication with staff

The Strategy & Planning Team in OCE will ensure that colleagues in departments who need to contribute to the planning process are appropriately briefed and involved in discussions (particularly about departmental business planning). There is also a need to communicate the House Service's strategic goals and the plans in place to deliver them to staff in general. The OCE already promotes awareness and understanding of business plans through a range of channels: features in *CAPS News*, news items on the intranet and via departmental communications. This work will continue, but will in future be more closely co-ordinated with the work of the Central Communications Team. The Board is invited to endorse this approach.

Role of supporting strategies

There are several supporting or thematic strategies, including an Estates strategy, an ICT strategy and a public engagement strategy. These have an important role to play in articulating the House Service's intentions in these areas. OCE proposes that the Board devote some time at the 4 November workshop to exploring the range, coverage and timeframes of supporting strategies and whether any others are needed, e.g. a human resources strategy. To support this discussion, OCE could undertake a brief review of existing strategies. The Board is invited to endorse this approach.

Role of the Management Board

The Internal Audit report on business planning made the following observations / recommendations about the Board's role. The Board should: Own, champion and demonstrably lead by example in the planning process and continuing review of the strategy leaving others to collate the detail. Undertake periodic analysis of internal and external drivers influencing the House Service's planning process. Consider including an element of scenario planning. This could be used to model the more significant uncertainties facing the House Service.

Provide a strategic view and link investment decisions to the four strategic goals. This strategic link can be made explicit by integrating the business planning and business case approval processes.

Formally incorporate strategy and planning into its future programme so that the Board's involvement in key stages is linked to the planning timetable and planned well in advance. This will include defining specific points at which Board decisions are required.

The Board is invited to confirm that it agrees to this definition of its role in business planning.

Engagement with Member bodies

The Board is invited to confirm that it wishes to present the rolling three-year strategic plans to the Commission for formal endorsement in the same way as annual business plans have been previously.

Board workshop

A half-day workshop has been arranged for Friday 4 November. OCE will facilitate the workshop and is currently working on the agenda and supporting material for it. We propose that the workshop should be in three parts:

1430: Part one: review of progress so far
What progress have we made in implementing the 2010-15 strategy?
How are we doing in terms of meeting the objectives set out in the 2011/12 Corporate Business Plan?
1500: Part two: review of the current environment
“PESTLE” analysis¹
Supporting strategies currently in place: overlaps, gaps etc
1545: Part three: priorities and milestones for 2012/13 and beyond
What are the big ticket items the Board wishes to achieve by 2015 and beyond?
How can the Board be more of a direction-setting body in order to achieve its aims?

The Board is invited to comment on and endorse this approach to the workshop.

Jane Hough

¹ PESTLE (Political, Economic, Social, Technological, Legislative and Environmental) analysis is a tool for examining the external factors an organisation needs to take into account in developing its strategy.

MB2011.P.89

October 2011