

Management Board

Developing a strategic plan

A paper by the Head of the Office of the Chief Executive

1. Purpose

- 1.1 The purpose of this paper is to clarify the next steps in the development and communication of the strategy for 2010-15.

2. Actions for the Board

- 2.1 The Board is invited to consider the proposals set out below and agree a response to the questions posed.

3. The new strategy

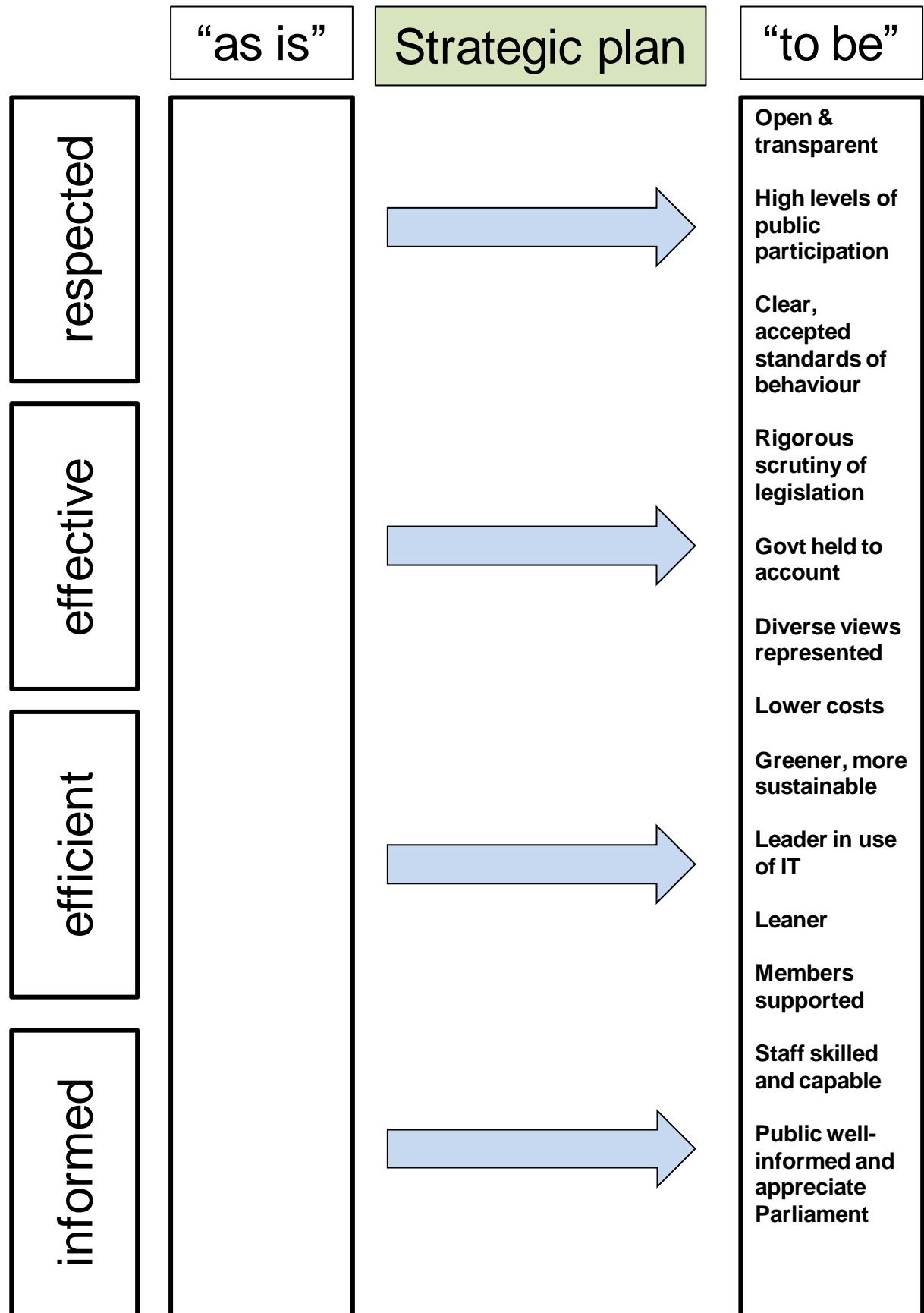
- 3.1 The strategy for the new Parliament was agreed by correspondence and was approved by the Commission on 7 June.
- 3.2 The next stage is to develop a strategic plan, which will flesh out the high-level strategy in more detail – it needs to articulate where we are now (“as is”); where exactly we want to get to (“to be”), and how we intend to get there. We are working on the idea of structuring the strategic plan around the four themes of respected, effective, efficient and well-informed, but this may not work as there is some overlap between them.
- 3.3 An example of what this approach might look like is shown at Annex A. **Does the Board support this approach?**

4. Leadership workshop, Friday 25 June

- 4.1 OCE is currently planning the leadership workshop on 25 June. It is intended that the majority of this session should focus on strategy, but part of the time should be devoted to the Savings Programme.
- 4.2 It is proposed to use the group work section of the workshop to help populate the strategic plan, along the lines set out in 3.2 and 3.3 above.
- 4.3 An outline agenda is attached at Annex B. **Is the Board content with this approach?**

Philippa Helme
Head of the Office of the Chief Executive
11 June 2010

Annex A: possible approach to developing a strategic plan



Strategic theme	Objective	Where are we now?	What needs to be done?	How will we know when we are there?	
Respected	Open and transparent way of doing business	Presumption of confidentiality in many areas	Confidentiality by exception		
		Many FOI requests to deal with	Broaden coverage of FOI publications scheme	Fewer FOI requests received (set target with reference to current level?)	
	Encouraging public participation in parliamentary business	Pilots ...?			
	Clear and accepted standards of behaviour for Members and staff	Standards for staff not adequately enforced	More robust approach to enforcing standards	Use of indicators from HoC staff survey	
		Standards for Members not in place	Standards regime for Members	Results from surveys (e.g. Hansard Society Annual Survey of Public Engagement)	
			Invite House to implement proposals for recall system for Members		
	Engaging proactively with the media	Media briefing often only when our hand is forced	Develop media strategy for greater engagement		
			Routine briefing only in limited areas (e.g. select committee reports)	Increased media briefing across a wider range of areas	Media briefing is routine across many parts of House Service
Briefing by written statement only		Briefing on camera	Regular briefing through variety of different channels (written, on-camera, internet, Tweeting etc)		
Effective	Supporting the House in implementing reforms to holding the Government to account and strengthening scrutiny of legislation	Some parts of Wright Report implemented, others outstanding			
	Developing new ways to represent diverse views of the electorate				
	Influencing decisions on constitutional reform, and responding to outcomes				

Strategic theme	Objective	Where are we now?	What needs to be done?	How will we know when we are there?
Efficient	Cutting our costs	2009/10 out-turn £243.8 million before revaluation losses	Savings Programme to reduce costs by 9%	Target Estimate for 2014/15?
			Further cost reductions?	
	Supporting and learning from other parliaments			
	Becoming a greener, more sustainable Parliament	Benchmarks for CO ₂ output; electricity, gas & water consumption; recycling / waste		Specify interim targets for 2015 (targets in environmental strategy are for 2020)
	Being ready to take decisions on long-term future of Palace of Westminster	Uncertainty over need to decant		Decision on whether to decant taken
	Making Parliament a leader in use of IT			
	Speeding up administrative decision- making, simplifying processes			
Well-informed	Giving Members support and access to information they require			
	Ensuring staff have skills and capability to play their part			
	Giving public the information they need to understand and appreciate the work of the House and its Members			

Annex B

House of Commons Leadership Cadre Meeting Jubilee Room 25 June 2010		“Our Strategy 2010-15”	
Time	Activity	Notes	Led by
9.00	Tea and coffee/pastries available in Jubilee Room		
9.30	Introduction from the Chief Executive and Clerk of the House		Malcolm Jack
9.35	Introduction to the strategy; overview Short introductions to each section of the strategy by each member of the MB		MB
10.10	Group work – developing a strategic plan For each of the four strategic themes: <ul style="list-style-type: none"> • What are the big things that we need to deliver in the next 5 years? • What are the risks that might prevent us achieving them? Write outputs on flipcharts		MB to facilitate group work (one assigned to each table)
11.00	Tea break and informal review of flipcharts	From 11.10 to 11.50 OCE staff will work through the flip charts to provide the MB with themes / patterns to discuss in the plenary	
11.10	An outside perspective: experience in the Oireachtas (Ireland)	(via video link)	Conan McKenna
11.30	Q&A		TBC + MB
11.50	Plenary – making sense of outputs: what are the themes/patterns/inconsistencies?	Plenary	MB
12.05	Next steps re: strategy development		???
12.15	Next steps re: cost savings programme		EH
12.30	Review and close – Malcolm Jack and the MB		Malcolm Jack and the MB