

Management Board
Strategic Planning: Update

Paper by the Head of the Office of the Chief Executive

Purpose

1. This paper is to update the Board on progress in developing the Strategic Plan and to seek its feedback.

Actions for the Board

2. The Board is asked:
 - 2.1. to take note of the current outline strategic plan and to give its views on proposals for its further development;
 - 2.2. to give its views on the proposals for structuring the new balanced scorecard.

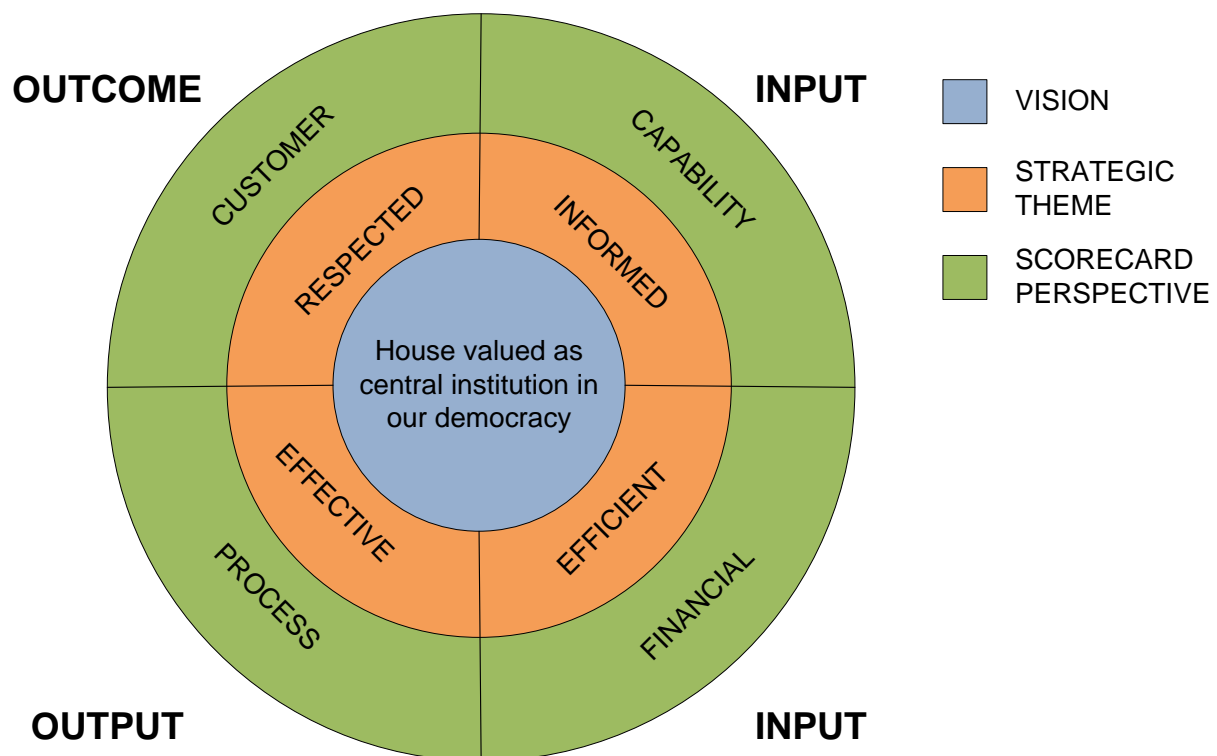
Strategic Plan

3. The Board published its Strategy for the new Parliament in June. This communicates clearly what we are seeking to achieve before the end of the Parliament, and sets out, at a high level, what we will do differently to achieve this.
4. Over the Summer, the OCE – in consultation with Departments and with the Savings Team – has been working to develop the Strategy into a Strategic Plan, which will show in more detail what we are going to do to achieve our objectives over the course of the Parliament. Our approach has been to try and identify from the Strategy a number (small enough to be manageable) of strategic objectives and to show for each (a) where we are at present, (b) where we want to get to, (c) what we need to do differently, (d) how we will know if we are succeeding (measures) and (d) what might stop us (risks). Our current thinking is shown in the form of a spreadsheet at Annex A. In order to maintain clear read-across to the Strategy, we have used the same words for the objectives, though they are not entirely “SMART”.
5. The next stage should be to develop this plan by adding a time element (what we will do in each year) and resources (what we plan to spend in each area). More work also needs to be done to ensure that the plan fully covers “business as usual” activities, as well as new developments. Our aspiration is that the emerging plan should help us in making decisions about priorities under the savings plan. However, it will require considerable effort from both OCE and Departments over coming weeks if the plan is to inform spending decisions, rather than simply reflect them.

6. Our current thinking is that we will end up with something a bit like the annual Corporate Business Plan, covering the length of the Parliament. It is for discussion whether this should be a lasting document, supplemented by annual business plans, or should be updated each year, as plans develop and change.
7. **The Board is invited to give feedback on the current draft strategic plan and the proposals for its development.**

Balanced Scorecard

8. The OCE has also been working on how our balanced scorecard should reflect the new Strategy. Our current thinking for the new structure is shown below. This equates the four themes in the strategy to the four quadrants of the scorecard. This is not a perfect fit, but it has the advantage of simplicity. (The alternative would be to apply the four strategic themes to each of the perspectives of the scorecard.)



9. Another way of presenting this is shown at the end of this paper. This could be developed further into a strategy map to demonstrate what we are doing to deliver the strategic objectives and to check whether we are missing anything.
10. **It would be helpful to have the Board's feedback.**

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September 2010

