

28 September 2011

SPS STRATEGIC PLAN 2011-2016

Executive summary

1. This paper invites the SPCB to discuss and agree the Scottish Parliamentary Service (SPS)' new approach to strategic planning for 2011-16.
2. Contact: Stewart Gilfillan, extension 85163; Callum Thomson, extension 85253

Issues and Options

3. In 2008, arrangements were introduced for an SPS strategic plan to be put in place for each Parliamentary session, with annual revisions throughout that session. Aiming to continuously improve, a new approach to SPS strategic planning has been developed for the fourth Parliamentary session, covering the period 2011-2016.
4. Following extensive consultation and debate with SPS staff a concise, focussed high level Strategic Plan has been produced, to replace the previous, more detailed, SPS strategic plan. This Plan is not intended to be a comprehensive list of the services and support provided by the SPS, rather it intends to provide a clear strategic vision and direction of travel for the SPS over the next four years, during a period of significant transition and a challenging economic environment. It is designed to provide a framework within which the SPS will operate and develop as an organisation, using language with which Members, staff and the public can understand and identify.
5. The new Strategic Plan clearly sets out:
 - The Statutory Position of the SPCB in relation to the Parliament
 - The Leadership Group's vision for the SPS going forward
 - The overarching purpose of the SPS
 - The SPS' core values
 - The SPS' main stakeholders and what successful outcomes for these groups are, in terms of SPS service provision
 - Key plans and strategies to deliver this these outcomes
6. The Plan will be monitored and revised on an annual basis (although we do not envisage that the vision, values, stakeholders or successful outcomes will change over the period; any revisions are most likely to be to the plans and strategies to deliver the plan). It is intended that all office and operational plans, SPS activities and behaviours will be clearly aligned to this Plan.

7. Key changes from the previous iteration of the strategic plan are:

- A simplified framework, with less detail of specific SPS activities (as these will be found in operational/office plans), concentrating on the key outcomes required by the SPS' main stakeholders and the main plans and strategies the SPS will use to deliver these outcomes
- Changes to the core values of the SPS to reflect the current challenging environment, where efficiency and corporate agility will be crucial going forward as an organisation, in order to continue to deliver services at a high standard with less resource. (The previous values of "integrity, impartiality, professionalism and equality" all still apply but are subsumed within the new values of "accessibility, respect, integrity, efficiency and agility".)
- The related development of high level strategic performance indicators, to improve the accountability of the SPS undertaking strategic activities. These strategic indicators will be used to monitor the SPS' performance against its intended outcomes, to report to the SPCB and to respond to any issues or concerns arising.

Resource Implications

8. There are no resource implications specific to this paper. Resource implications for the activities listed in the Plan and the development and monitoring of strategic performance indicators have been factored into local operational planning.

Governance issues

9. The Strategic Plan is the core document underpinning strategic management and governance of the SPS. This new iteration of the SPS strategic plan has been agreed by the Leadership Group, with input from all business areas of the Scottish Parliamentary Service.

10. Further specific governance activities (such as Equalities Impact Assessments, health and safety assessments, environmental and legal assessments) are undertaken as required by the various business areas taking forward the strategic activities detailed in the Plan.

Publication Scheme

11. Once agreed, the Plan and, in due course, the accompanying information on high level strategic performance indicators will be published on the Scottish Parliament website.

12. This cover paper can be published as part of the SPCB Publication Scheme

Next steps

13. Subject to SPCB approval of the draft Strategic Plan, it will be published on the Scottish Parliament website, replacing the 2010-11 iteration of the previous SPS strategic plan.
14. Again, subject to SPCB approval of this approach, high level strategic performance indicators will be established for each of the strategic outcomes by the end of November, with the intention of reporting to the SPCB on SPS strategic performance quarterly, commencing from the beginning of next year.
15. Finally, Group Heads will be providing plans for all business areas in line with the Strategic Plan. These will be discussed with portfolio members and presented to the full Corporate Body at the next planning day.

Decision

16. The SPCB is invited to agree the new approach to SPS strategic planning and to agree the attached Strategic Plan for the period 2011-16.

Clerk/Chief Executive
September 2011