



National School
of Government

Strategic Planning and Stakeholder Engagement – an overview

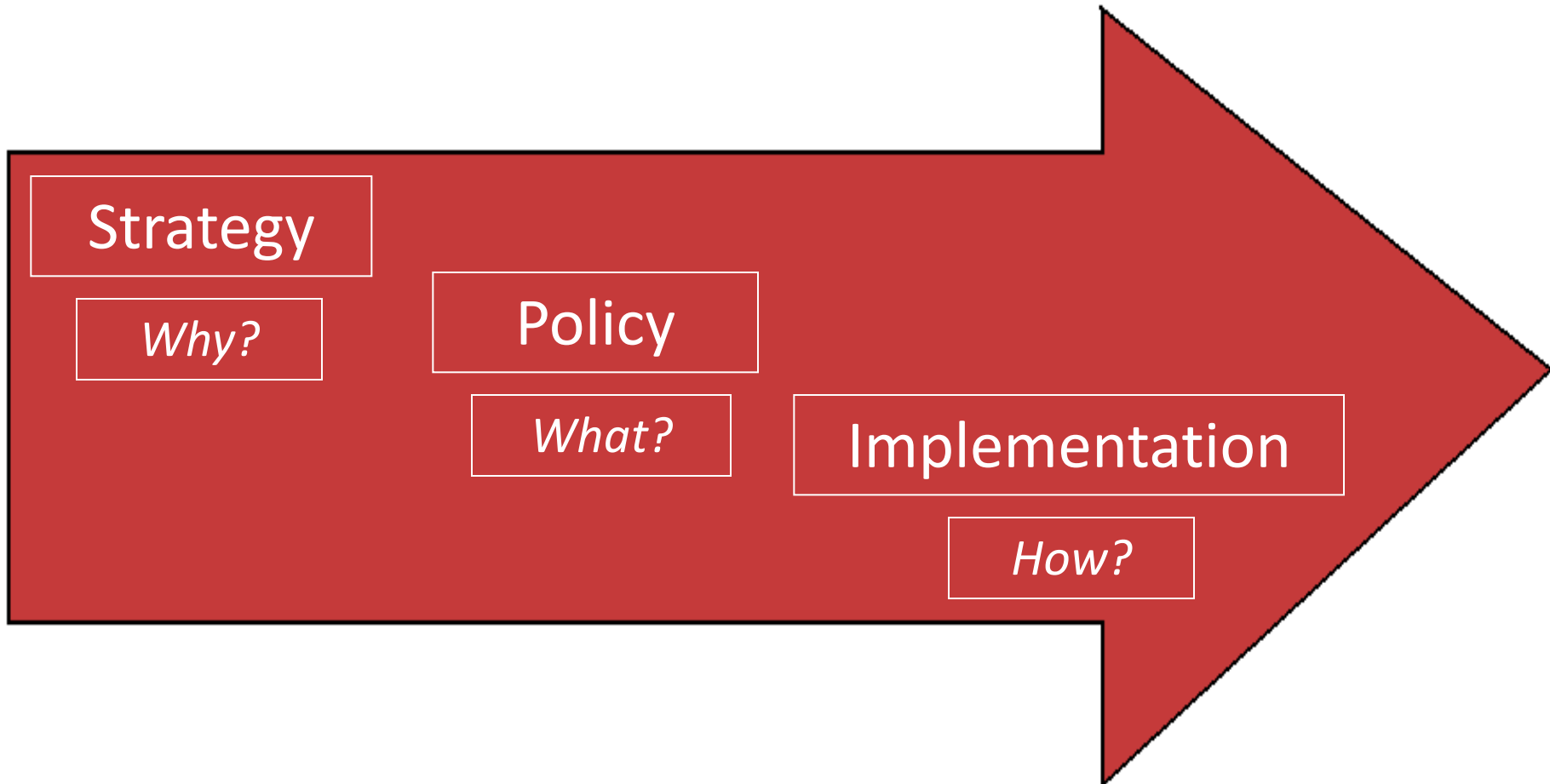
Turkish Government - *Involve* Programme

7 December 2010

Sean Lusk

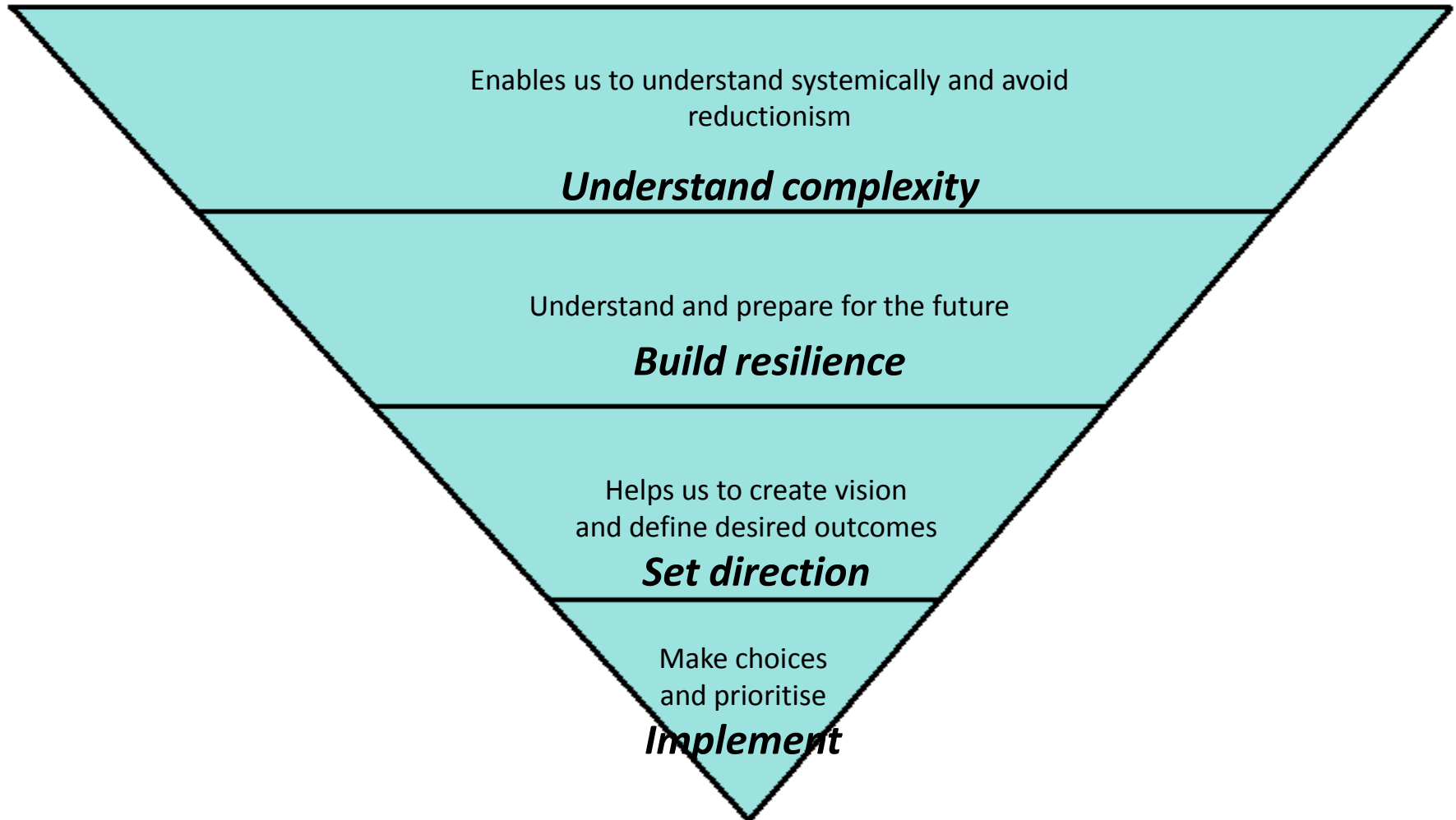
sean.lusk@nationalschool.gsi.gov.uk

- Why be strategic?
- Three forms of engagement:
 - Inside the organisation
 - Across the delivery system
 - Out to citizens and wider society



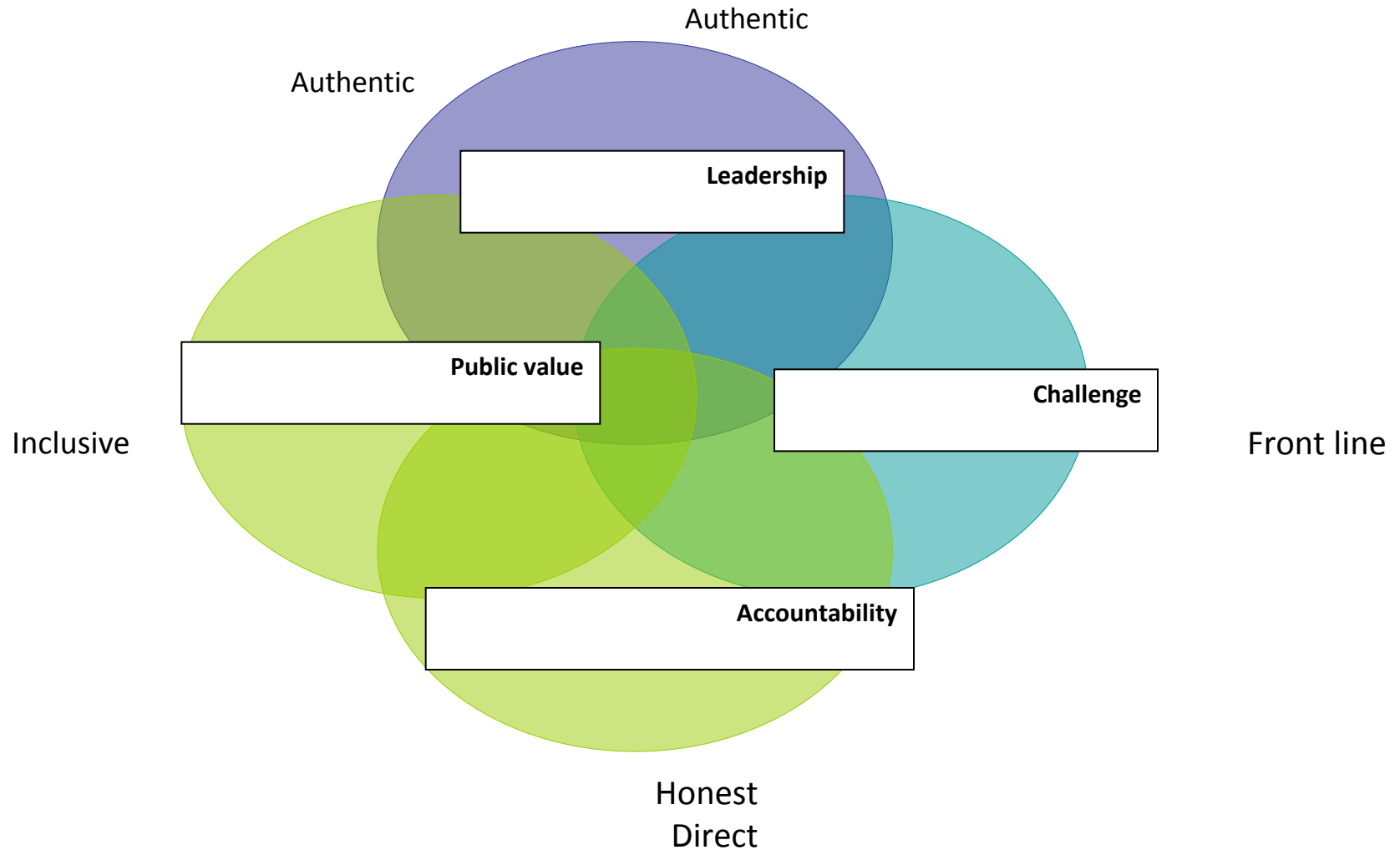
- Strategy gives us the **‘why’** – the overarching purpose and outcomes for our actions.
- Policy is the **‘what’** – what is the course of action we are going to take to achieve this purpose.
- Implementation Strategy comes in again at the **‘how’** phase – strategy as the means of implementing policy

Why be strategic?





Building engagement inside the organisation

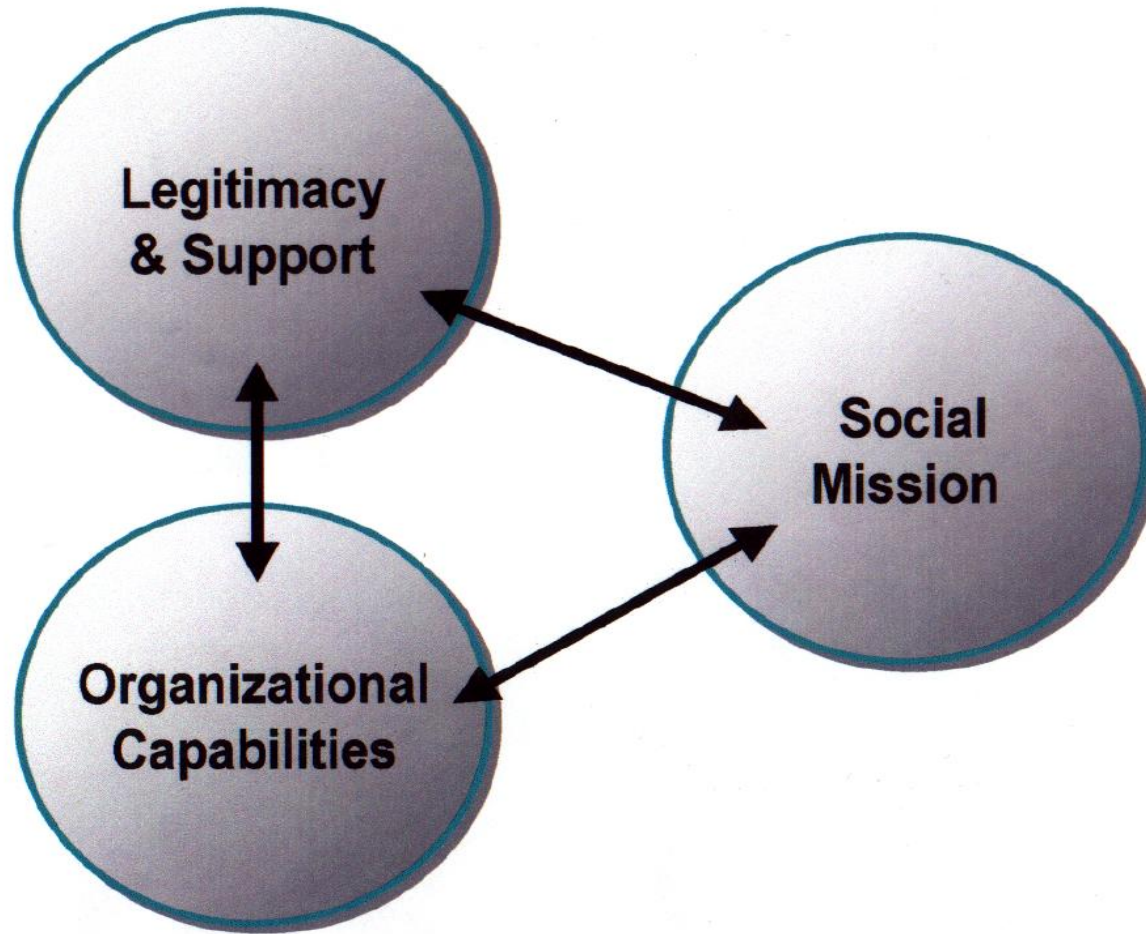




Mark Moore's Theory of Public Value

Engagement: Inside
the organisation

Strategic Triangle





04.2010

SCORECARD AT A GLANCE

Virginia Performs VISION
FOCUS
RESULTS

"Measuring what matters to Virginians."

Economy

Goal: Be a national leader in the preservation and enhancement of our economy.

Business Climate	↑
Business Startups	→
Employment Growth	→
Personal Income	↓
Poverty	↓
Unemployment	↓
Workforce Quality	↑

Public Safety

Goal: Protect the public's safety and security, ensure a fair and effective system of justice, and provide a prepared response to emergencies and disasters of all kinds.

Crime	↑
Emergency Preparedness	↑
Juvenile Intakes	↑
Recidivism	↑
Traffic Fatalities	↑

Education

Goal: Elevate the levels of educational preparedness and attainment of our citizens.

School Readiness	↑
3rd Grade Reading	↑
4th Grade Reading/Math	↑
High School Graduation	↑
High School Dropout	↑
College Graduation	↑
Educational Attainment	↑
Lifelong Learning	→

Natural Resources

Goal: Protect, conserve and wisely develop our natural, cultural and historic resources.

Air Quality	↑
Energy	→
Historic Resources	→
Land Preservation	↑
Solid Waste and Recycling	→
Water Quality	↑

Health and Family

Goal: Inspire and support Virginians toward healthy lives and strong and resilient families.

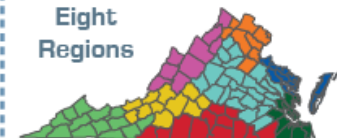
Adoption	↑
Cancer	↑
Cardiovascular Disease	↑
Child Abuse and Neglect	↑
Foster Care	↑
Health Insurance	↓
Immunization	↑
Infant Mortality	↑
Life Expectancy	↑
Obesity	↓
Smoking	↑
Suicide	↓
Teen Pregnancy	↑

Transportation

Goal: Ensure Virginia has a transportation system that is safe, enables the easy movement of people and goods, enhances the economy, and improves our quality of life.

Infrastructure Condition	↓
Land Use	↑
Traffic Congestion	↓

Virginia's Eight Regions



- Valley Region
- Northern Region
- Central Region
- Eastern Region
- West Central Region
- Southwest Region
- Southern Region
- Hampton Roads Region

Government & Citizens

Goal: Be recognized as the best-managed state in the nation.

Bond Rating	↑
Civic Engagement	→
Consumer Protection	↓
Government Operations	↑
Internet Access	↑
Taxation	→
Voter Registration & Turnout	→

Performance
Trend

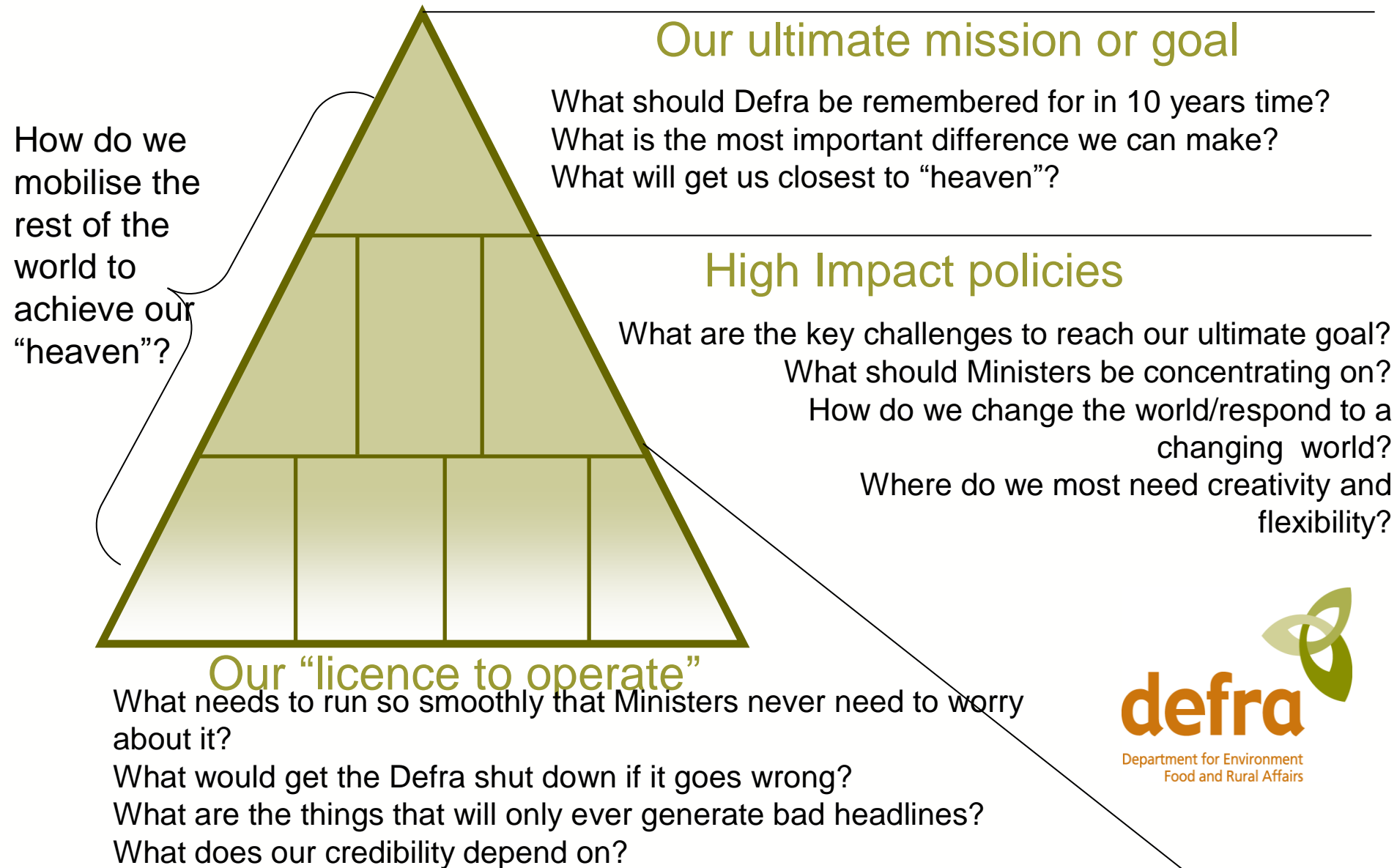
Improving ↑
Maintaining →
Worsening ↓



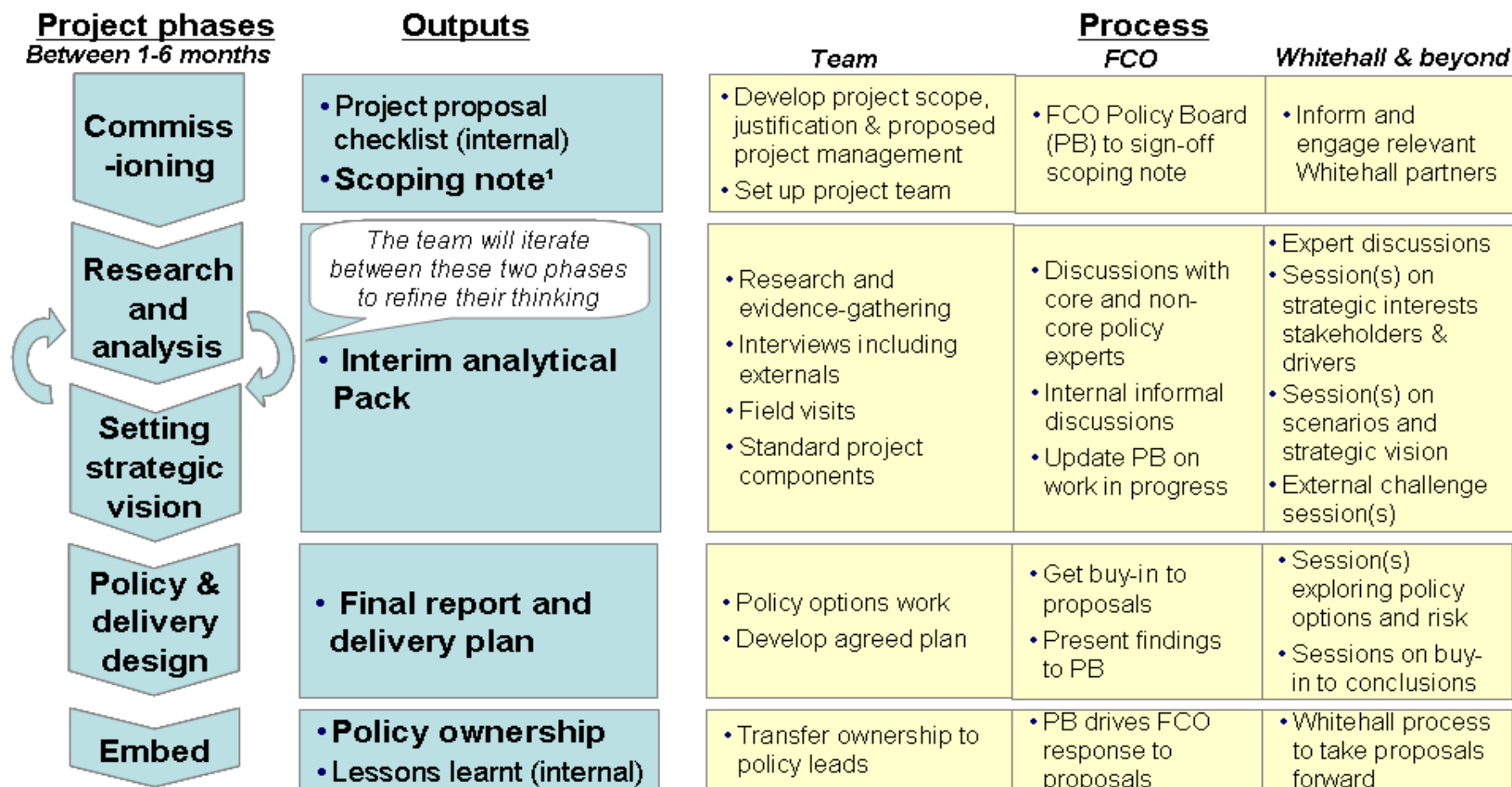
Defra's Strategy

Engagement: Inside
the organisation

Questions to ask yourself.



FCO Policy Planners – the Project Process

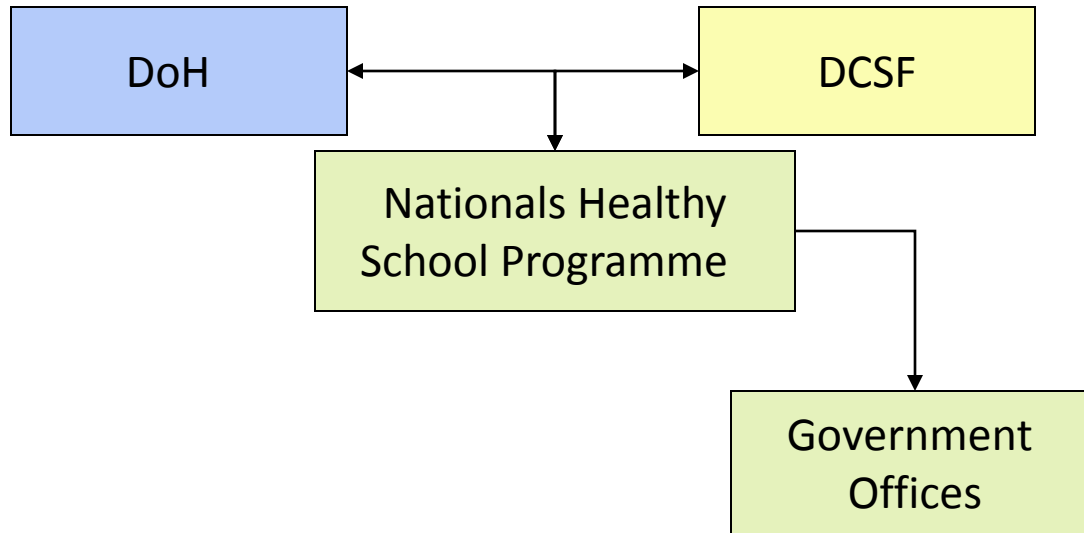


Engagement: Across the Delivery System



National Healthy Schools Programme

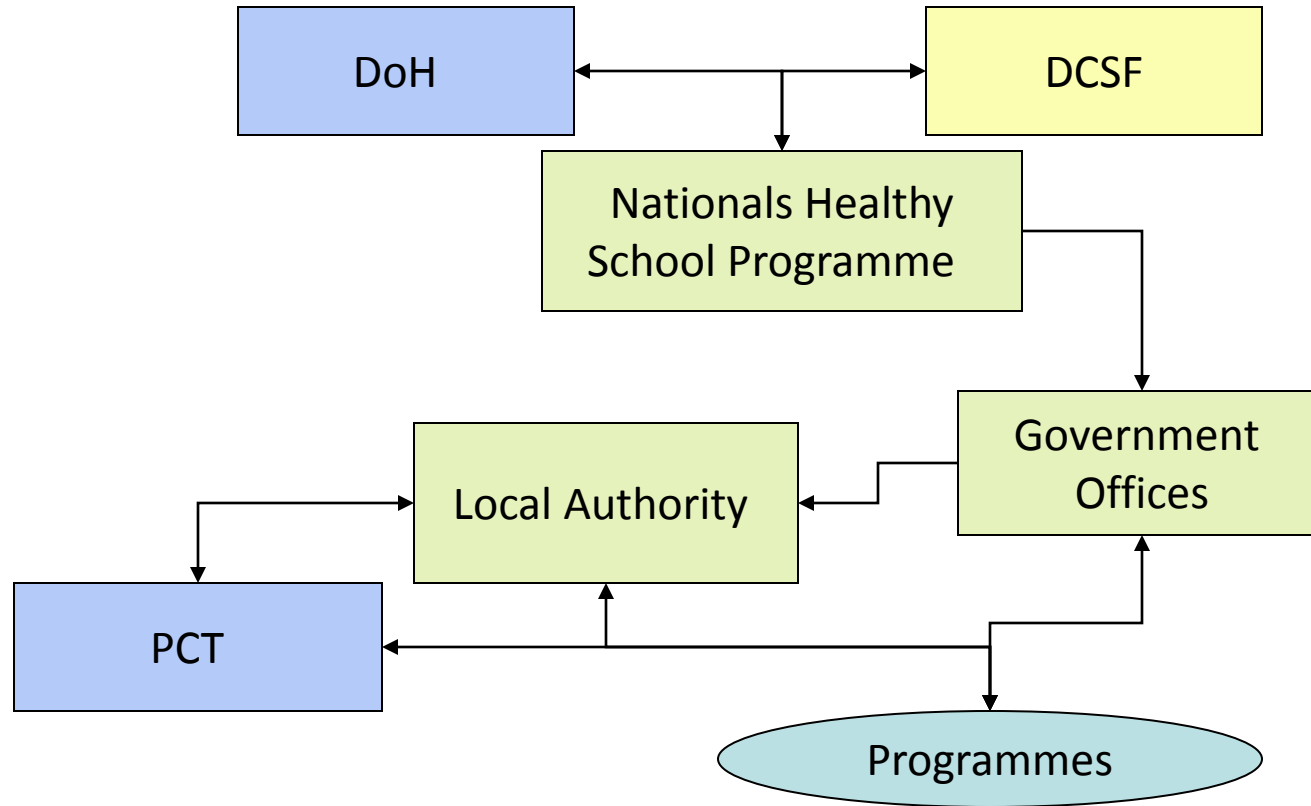
Engagement: Across
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National Healthy Schools Programme

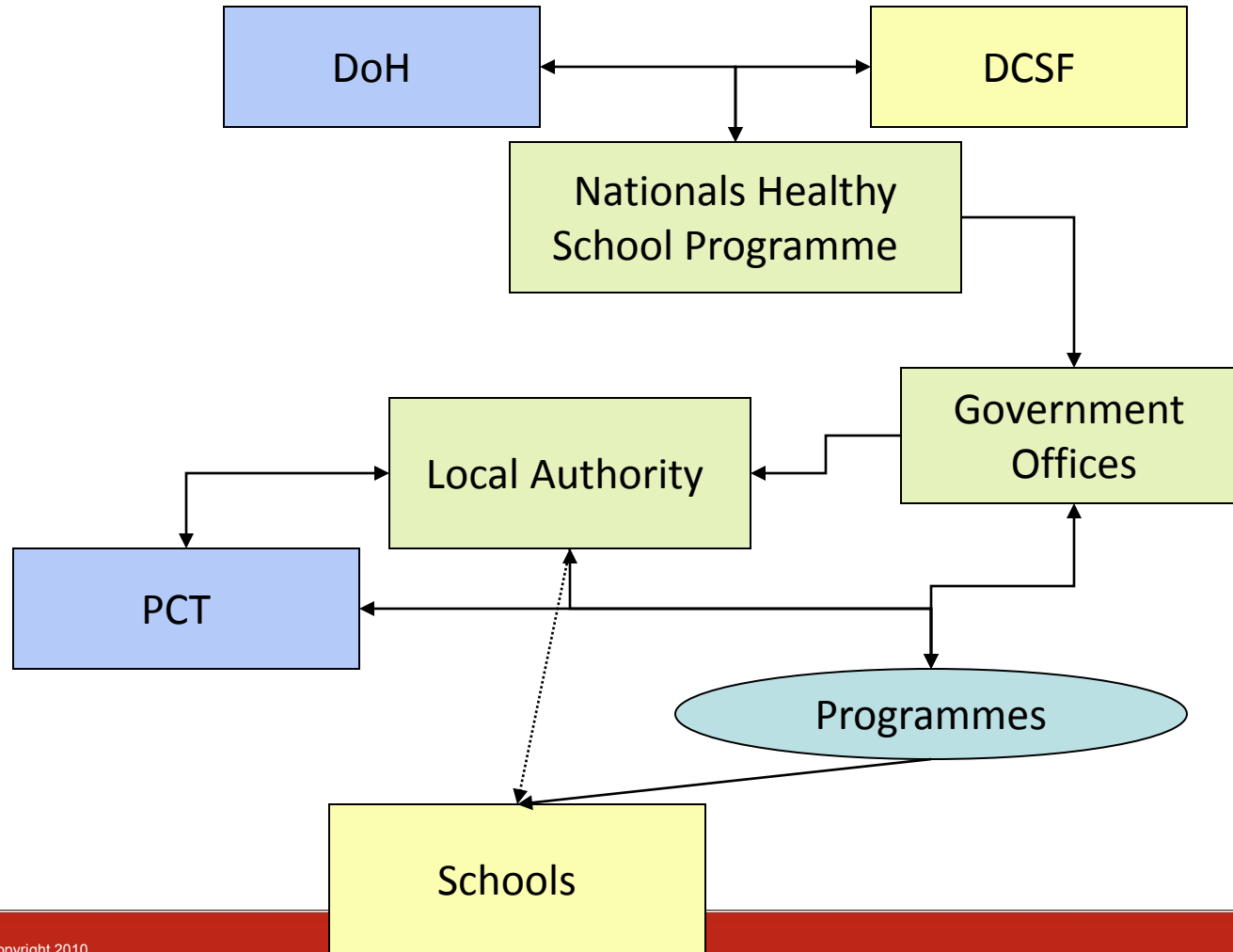
Engagement: Across
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National Healthy Schools Programme

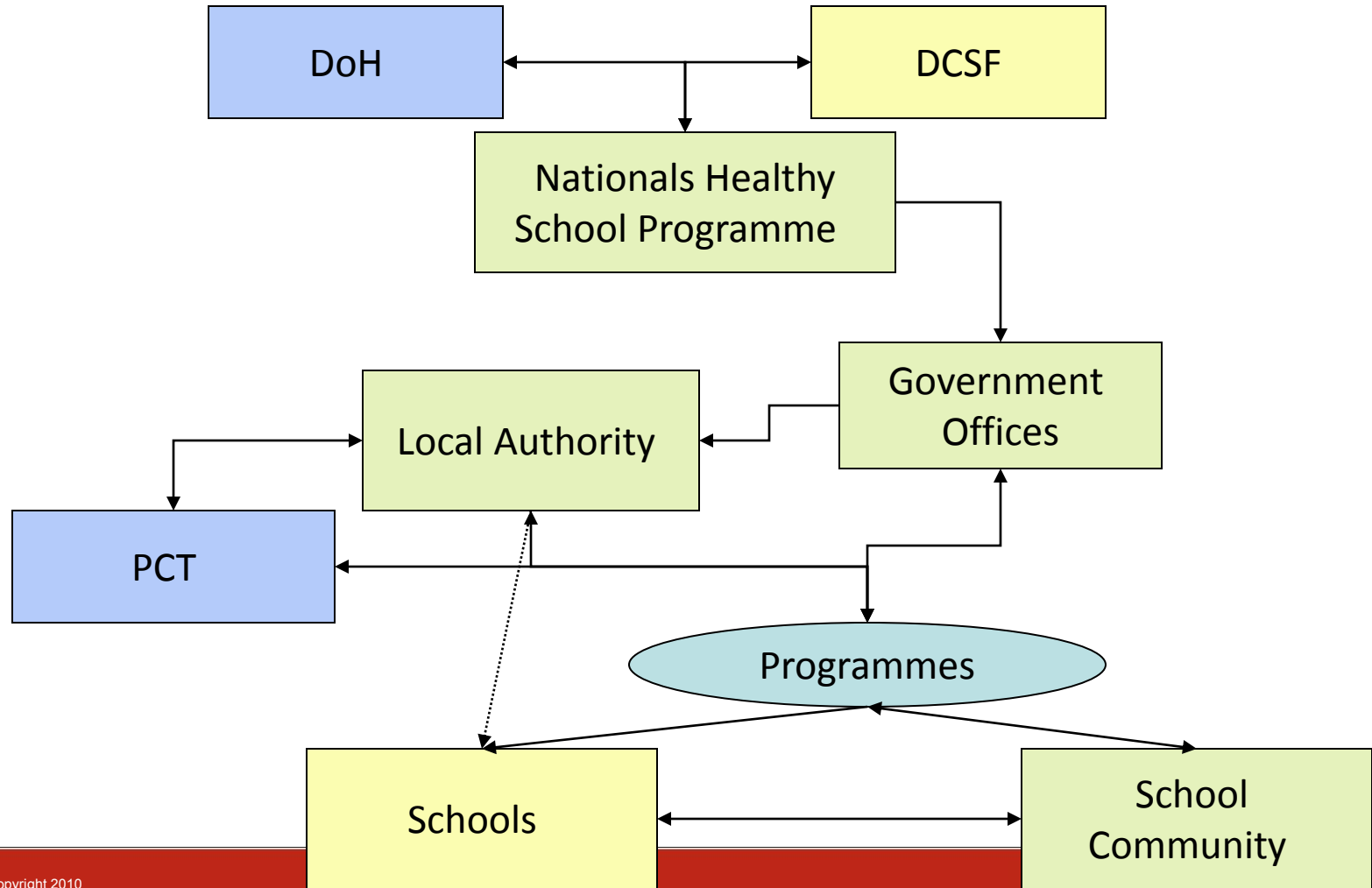
Engagement: Across
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National Healthy Schools Programme

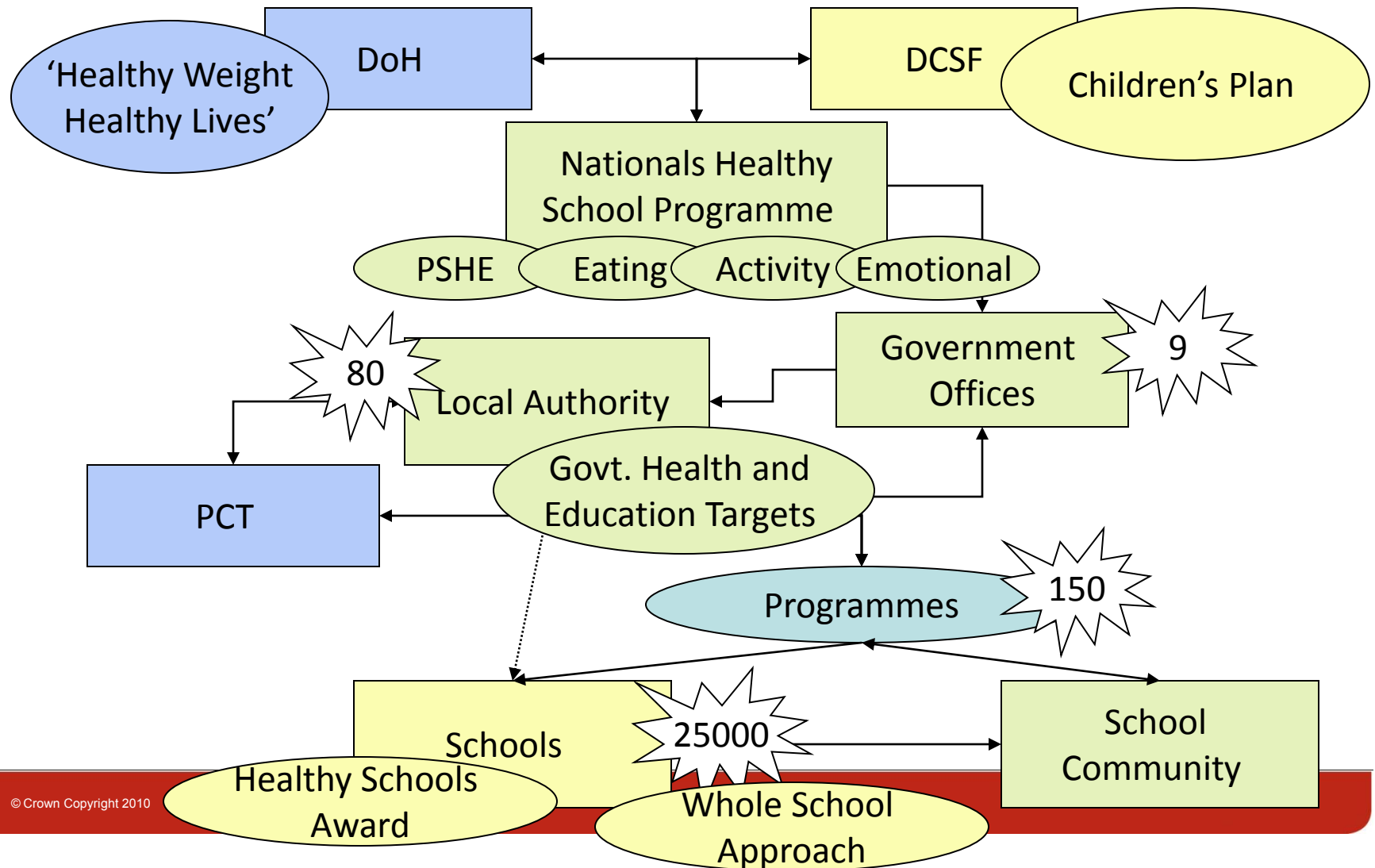
Engagement: Across
the Delivery System





National Healthy Schools Programme

Engagement: Across
the Delivery System



Links

- NAO has identified four types of links
 1. Internal Links
 2. Contractual or Regulatory Links
 3. Links of common purpose
 4. Links to wider community

Three Theoretical Concepts

- **Street Level Bureaucrats** (Michael Lipsky)
 - Unresolved dilemmas are passed down
 - Decisions on implementation (ie policy) made at street level
- **Public Value** (Mark Moore)
 - Authorising Environment
 - Individuals are co-producers of the outcomes
 - What value does each player add?
- **Risk of Delivery** (Aaron Wildavsky)
 - Distortion of policy intent – 10%+ loss at each stage



Picture ref. - Fisheries 2027 – A long term vision for sustainable fisheries. Defra, October 2007

Engagement: Out to citizens and wider society

‘This, then is our new role for the state.

Galvanising, catalysing, prompting, encouraging and agitating for community engagement and social renewal. It must help families, individuals, charities and communities come together to solve problems.’

David Cameron , Big Society Speech Nov 09

Policy Levers

Fund/contract

Legislate/regulate

Influence



What can we do to influence?

Policy Levers

Fund

Legislate

Regulate

Contract

Influence



Enable
Promote
Engage
Connect
Norm
Open up
Empower
Mobilise
Support
Incentivise
Inspire
Scale up
Invest
Learn

Enable
Promote
Engage
Connect
Norm
Open up
Empower
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Support
Incentivise
Inspire
Scale up
Invest
Learn



?????

Who is involved in achieving outcome?

Who is involved in achieving the outcome?

- **Do you know what your delivery system looks like?**
- **What value do they add?**
- **How do we find out about the user, customer, citizens, their families, communities ?**
- **Using evidence from the front line**
- **Inviting challenge**



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Title	Published Date	Description
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 **Defra**
A case study looking at the strategy 'refresh' undertaken during 2006-2007, and the impact it had on the Department.



Scotland
A case study exploring the move to an outcomes based system of government in Scotland



HMRC
A case study looking at how scenario planning has influenced strategy in HMRC in 2005 & 2009.

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