


## Strategic Narrative

For Board approval	
For Board briefing	
For Board steer	
For Board information	

**Prepared by:** Mark Harris  
Director

**Date:** 11 September 2014

## Summary

1. This paper updates the Board on progress with the development of the strategic narrative and confirms that the planned next steps for the narrative (as reported to the Board's May meeting) have been substantively completed.
2. The final version of the narrative will be circulated to the Board prior to the end of September, when the maintenance of the narrative will be absorbed within the business planning workstream.

## Background

3. The strategic narrative originated from an Executive Board awayday with Liz Mohr in November 2013. The process is not intended to create a new strategy or to revise the existing one; rather, it provides a means to record the Commission's strategy in a format which is easy to follow and which forms a simple framework for communication, both internally and externally.
4. The narrative structure has four tiers – vision, strategic objectives, sub-objectives, and goals. It was developed down to the final (goals) tier and approved by the Board in May 2014.
5. At that time, outstanding work involved:
  - Mapping the outcome performance measures against the strategic narrative;
  - connecting the narrative to activities (workstreams)
  - incorporating the National Lottery programme within the narrative
  - reflecting 'enabling' workstreams within the narrative; and
  - communicating the narrative.
6. This paper sets out how this outstanding work has been completed.

## Work undertaken since May 2014

### The narrative chart

7. To date, the narrative has taken the form of a pyramid. This was helpful for development purposes and to get across the hierarchical nature of the narrative. However, it is proving very difficult to represent the whole thing within a single document capable of easy reproduction.
8. We have addressed this by developing a schematic which is based around concentric circles (see attached). This can be presented more easily both as a single document and as an interactive (web-based) schematic, where additional detailed information can be brought forward by clicking on a particular goal etc.
9. We therefore plan to move from a pyramid format to the attached narrative chart for all representations of the narrative.

## **Relationship with the Board strategic outcome framework**

10. We have undertaken work to:
  - Confirm that the strategic narrative is consistent with, and reflects all the thinking contained in, the Board strategic outcome framework; and
  - map the outcome performance measures against the strategic narrative.

This means that the Board's regular monitoring of outcome performance measures against the strategic outcome framework will also provide assurance that progress is being made against the strategic narrative.

11. Looking forward, further development of outcome performance measures (for example, development of National Lottery outcome performance measures) will be mapped against the strategic narrative as a matter of course. This requirement is now embedded in the outcome measurement workstream (EA1.3).

## **Connection to activities (workstreams)**

12. A key purpose of the narrative is to form a link to workstreams. This has the benefit of clearly linking workstream activity to our strategy and, ultimately, the licensing objectives. It also assists in mapping key workstream milestones and outcome performance measures onto the narrative.
13. To this end, we held sessions with workstream leads across each of the 'delivery' programmes. The objective was to identify the primary goal to which each workstream relates, so constructing a link from workstreams (activities) to goals (the lowest tier of the narrative).
14. This work has been completed and validated through BPPB and Executive Group. The overall narrative chart now shows the linkage between activities and the narrative itself.
15. Inevitably, there are a few goals which do not have a workstream directly attached, and several goals which have multiple workstreams attached. This is not necessarily an issue. Goals which are not connected to a primary activity of a workstream will have secondary connections, in that many workstreams contribute to more than one goal. Equally some goals are core to our work and will be fulfilled by more than one workstream. Nevertheless, we need to test whether our current workstreams will deliver the objectives and sub-objectives in the narrative in full and without unnecessary duplication.
16. We plan (as part of proposals on programme management) to undertake a comprehensive review of workstreams over the autumn and we anticipate that the current position on workstream mapping against the narrative will be one of the inputs to that review. As existing workstreams are updated and completed, and new workstreams created, the narrative chart will be updated to reflect these changes.

## **National Lottery programme**

17. The strategic narrative initially did not cover the Commission's duties in respect of the National Lottery. We have undertaken an exercise to identify a narrative structure for the National Lottery and to identify the extent to which objectives, sub-objectives and goals are common to the two narratives. This is primarily the case for the first two over-riding duties in respect of the National Lottery (propriety and player protection). Common objectives, sub-objectives and goals are highlighted within the narrative.
18. As anticipated, parts of the National Lottery narrative do not map onto the original narrative. These primarily relate to the third over-riding duty (maximising returns) and are noted as an addendum to the main narrative.
19. We are presently finalising the wording of the National Lottery specific addendum and adding that text to the narrative chart.
20. A separate exercise is underway to breakdown National Lottery activity into more discrete workstreams and these, once identified and agreed, will also be incorporated in the narrative chart.

## **'Enabling' workstreams**

21. A number of workstreams cannot be mapped directly onto the narrative. These are the 'enabling' workstreams – those that are internally facing such as HR and finance.
22. We have reflected these workstreams as addenda to the main narrative, recording the workstreams themselves and their overall groupings. These addenda are being incorporated in the narrative chart.

## **Communication of the narrative**

### External communication

23. The narrative provides us with a useful structure for external communication of the Commission's activities – for example in the annual review. We can use it partially where appropriate – for example, based around a single strategic objective or only taken down to sub-objectives. It was applied in this way for the annual review and will be used, as appropriate, on our website.

### Internal communication

24. One benefit of the narrative is that it provides a tool for each colleague to understand how their own contribution and that of the workstream(s) they are involved in aligns to the Commission's goals and, ultimately, to the licensing objectives. It also enables them to use the relevant parts of the structure to explain what they do and what their workstream is seeking to achieve to outside audiences.
25. To this end, the narrative was rolled out in a presentation and exercise at the June employee conference and we presently plan that there will be a follow-up session at the November conference. In the meantime, the narrative has featured in colleagues communications (eg slides on the screen in the hub) and will be featured on Hive once the narrative chart is completed.

26. The narrative is increasingly used internally. For example, the CEO report is now structured around the narrative objectives.

## **Recommendations**

27. The Board is asked to note the progress with the narrative. In particular:
- The narrative chart will be completed by the end of September and circulated to Commissioners for information;
  - Maintenance of the narrative will then be absorbed within the business planning workstream.