

SFJPSG2.3.2

Establish strategic direction in line with political priorities for the public sector



Overview

This unit is about shaping and setting the long-term vision and direction for your organisation, taking into account political priorities.

For the purposes of this unit, 'organisation' can mean a self contained entity, such as a department within central government, a private sector organisation, a charity, a local authority, or a significant operating unit with a relative degree of autonomy within a larger organisation.

This unit should be used in conjunction with your organisation's own leadership behaviours.

This standard reflects best practice within the PSG in relation to aspects of the Strategic Thinking Core Skill.

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Performance criteria

You must be able to:

- P1 identify government priorities and delivery systems that impact upon your organisation's direction
- P2 establish a clear, achievable and compelling vision which sets out the direction for your organisation, in line with government priorities
- P3 identify and prioritise strategic objectives which are consistent with the vision for your organisation
- P4 identify any tensions, and trade-offs, between policy areas and timescales that may affect your strategy
- P5 identify and review with key stakeholders evidence-based options towards achieving the strategic objectives, working with stakeholders to influence and shape strategic agendas
- P6 balance risk with desired outcomes
- P7 balance innovation with tried and tested options
- P8 agree the preferred strategic option and plan towards achieving the objectives
- P9 ensure that your plan is flexible and open to change
- P10 work with relevant internal and external experts in developing the strategic plan
- P11 use a range of strategic analysis tools effectively

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Knowledge and understanding

You need to know and understand:

- K1 the structure of government and the civil service, and the principal differences between these, and the different structures across westminster, the scottish parliament, the welsh assembly and greater london assembly
- K2 parliamentary procedures and protocols
- K3 the workings of parliament and government, and effective ways of exercising influence
- K4 your organisation's key partners and stakeholders, including relevant ministers, and their interests and requirements relating to your organisation
- K5 your organisation's priorities, and those of the wider political environment
- K6 the importance of long and medium-term planning to the success of an organisation
- K7 the principles of strategic management and planning, and available analysis tools to assist in strategic planning
- K8 what a written strategic plan should cover
- K9 the importance of creativity and innovation in strategic management
- K10 how to identify potential risks in relation to the achievement of objectives
- K11 how to develop strategic objectives which are specific, measurable, achievable, realistic, and time-bound
- K12 how to delegate responsibility and allocate resources to support a strategic plan
- K13 the importance of consulting with colleagues and other stakeholders during the development of the plan and how to do this effectively
- K14 how to develop measures and methods for monitoring and evaluating performance against the strategic business plan

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Additional Information

Behaviours

- 1 You champion the role of strategic thinking in your organisation
- 2 You constantly seek to improve performance
- 3 You balance risk against the benefits that may arise from taking risks
- 4 You balance agendas and build consensus
- 5 You show sensitivity to stakeholders' needs and interests and manage these effectively

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