

<b>Committee</b>	Finance and General Purposes Committee		
<b>Date paper prepared</b>	26/01/2022	<b>Date of committee meeting</b>	02/02/2022
<b>Subject</b>	Shetland UHI Innovation Process and Stage 1 Form		
<b>Author</b>	Brendan Hall, Business Development and Projects Officer		
<b>Action requested</b>	For discussion		
<b>Purpose of the paper</b>	To update FGP on the development of processes and tools to support innovation and business planning at Shetland UHI		
<b>Brief summary of the paper</b>	A covering paper is provided, explaining progress to date and highlighting key questions for FGP to consider. A 'Part 1' form to support innovation and business planning is also included for comment.		
<b>Consultation</b>	The process is being designed with input from the Chair of FGP and Head of Central Support Services. The process and forms will be shared with relevant staff committees as appropriate and tested before being adopted organisation-wide.		
<b>Resource implications</b>	This process is designed to enhance innovation and improve business planning at Shetland UHI. It is hoped that this will ultimately lead to greater efficiency, improved decision making and increased revenues.		
<b>Risk implications</b>	<p>Improved business planning and enhanced innovation should help reduce Shetland UHI's overall risk profile relating to sustainability</p> <p>Staff being encouraged to innovate could enhance staff development and improve recruitment and retention</p> <p>Without a framework to support business planning and innovation, there is a risk that key objectives will not be delivered</p>		

<b>Link with strategy</b>	Innovation and business planning will underpin all aspects of Shetland UHI's Strategic Plan 2021-25, particularly the 'Enterprise' Pillar
<a href="#">Equality, Diversity and Inclusion</a>	N/A
<b>Island Community Impact</b>	N/A
<b>Paper status</b>	<input checked="" type="checkbox"/> <b>Open</b> – The paper may be circulated to non-members of the committee and published online without restriction. <input type="checkbox"/> <b>Restricted</b> – The paper must not be circulated to non-members or published online until after the committee meeting. <input type="checkbox"/> <b>Confidential</b> - The paper must not be circulated beyond the committee members and should not be published online. [Please note papers may still be subject to Freedom of Information requests – see below].
<a href="#">Freedom of information</a>	Open If closed/ withheld, select date this will become 'open': Enter a date.

## Supporting innovation and business planning

### Background

Following discussion at the Finance and General Purposes Committee on 01 December 2021, it was agreed that a Business Plan Template should be developed for Shetland UHI to help staff articulate ideas for new activities and to underpin effective strategic planning. Following the meeting, a small working group was convened to begin developing the process. Various options have been considered; the summary below provides an overview of the proposed process as it currently stands.

### Supporting innovation

It is proposed that the business planning process be comprised of multiple stages, designed to strike a balance between providing staff with some structure whilst not being excessively detailed until necessary.

The first stage involves the use of the Stage 1 Form, included below. The form is intended to help staff shape their thoughts and provide some high-level information on key drivers and delivery. The form is designed to be as user-friendly and uncomplicated as possible, while providing a useful first step in the business planning process and the basis for constructive feedback from colleagues, teams and committees. How best to implement this feedback loop is a key question.

Following Stage 1, the process is likely to include some escalation in the level of detail if the idea cannot be implemented immediately following this first step. How best to maintain the principle of proportionality embodied by Stage 1 is another key question, but the next step is likely to include the gathering of baseline data and consideration of an outline budget.

### Key questions

The Finance and General Purposes Committee are asked to consider the questions below to help inform the continued development of the process:

- Beyond the testing and implementation of this process, how do we collectively ensure that a culture of innovation is nurtured at Shetland UHI?
- Are there any improvements that can be made to the Stage 1 Form?
- Who is most appropriate to feedback on the Stage 1 Form and how can this best be organised?
- Is a more detailed form, implemented at Stage 2 and including further detail on the Stage 1 Form content along with budget information and baseline data, sufficient to constitute a Business Plan?
- How can we ensure we capture information throughout the process to ensure all steps are recorded for future reference?

## Shetland UHI – Innovation Support: Stage 1 Form

Please provide high level information on your idea in the table below. Please keep your answers brief (ideally, less than 500 words per section).

<b>WHAT</b> do you want to do?
<b>WHY</b> do you want to do it?
<b>HOW</b> will you do it?
<b>WHEN</b> will you do it?
<b>WHO</b> will be involved?
Please include any other relevant supporting information below. You may want to think about how your idea supports the delivery of Shetland UHI's <a href="#">Strategic Plan 2021-25</a>