SCOTTISH PARLIAMENTARY SERVICE DELIVERY PLAN

This plan sets out how the Scottish Parliamentary Service (SPS) will deliver its main business over the next 18 months. It identifies our six key strands and sets out the objectives and key activities through which those will be achieved. This plan provides further detail on how we propose to meet our priorities for change as set out in the Strategic Plan.

The Scottish Parliament faces a number of challenges: an extensive legislative programme will run up to the dissolution in March 2016; the acquisition in April 2015 of primary tax raising powers for the first time; and the recent period of constitutional change will continue, following the outcome of the 2015 UK election. All of this takes place within continued public sector financial constraints. As well as these external factors, the SPS must respond to the strategic direction for the conduct of parliamentary business, scrutiny of the government and engagement with the people of Scotland. Parliamentary reform, with a focus on ensuring that Committees are able to operate as effectively as possible, continues to be a priority, as does the delivery of our services in a digital format. In order to take account of these challenges, this plan covers the period to the end of 2016 when the fifth Session of the Parliament should be well established. We do not expect things to stand still during that time — we will make progress towards achieving the objectives and the challenges themselves many change — this plan will therefore be updated every six months and sent out to you so that you are kept up to date.

Our people are the key to success. We will therefore continue to build capacity and capability in the SPS where staff can develop, flourish and contribute to the work of the Parliament. Our core values of **integrity, accessibility, efficiency, and respect** remain central to the way we work.

### Strand 1: work with Members to ensure that Parliamentary business is planned, supported and delivered effectively

#### Objectives:

1.1: Support work on improving the effectiveness of Parliamentary committees

1.2: Provide all advice, information and arrangements for the effective delivery and dissemination of plenary and committee business

1.3: Provide an agile response to constitutional change arising from the Smith Commission

#### Key Activities:

- **1.1:** Support work on improving the effectiveness of Parliamentary committees
  - Support the [SPPA’s inquiry into elected conveners](#) due to report in September 2015;
  - Facilitate discussion among Business Managers and the Presiding Officer on alternative structures and practices for Session 5 by end of January 2016;
  - Support the monitoring by the Conveners’ Group of its programme for change until March 2016

- **1.2:** Provide all advice, information and arrangements for the effective delivery and dissemination of plenary and committee business
  - Work with Members to ensure our legislative processes deliver robust scrutiny and meet future demand
  - Implement a new tool for legislative drafting, amending and publishing by Summer 2016

- **1.3:** Provide an agile response to constitutional change arising from the Smith Commission
  - Get cross party agreement by September 2015 to approach to decoupling future Scottish and UK elections
  - Co-ordinate parliamentary activity in representing the Parliament’s interests throughout the Bill process and beyond
Strand 2: provide Members with the advice, facilities and resources they require to be effective

Objectives:

2.1: Provide high quality support to Members in all their roles

2.2: Broaden the involvement of Members in a continuous professional development (CPD) programme

2.3: Achieve successful transition to the fifth session of the Parliament

2.4: Exchange knowledge and experience with other legislatures and organisations

Key Activities:

- Ensure the Members’ Expenses Scheme fully meets the needs of Members for the fifth session of the Parliament
- Use feedback from rolling MSP interviews - and other feedback mechanisms - to continuously improve services
- Implement a Case Management service for Members based on the current pilot by March 2016
- Define and design new local office technical environment ready for delivery post Scottish Parliament 2016 election.

- Agree fifth Session CPD programme by Dec 2015
- Secure all-party agreement to MSP induction programme by January 2016

- Establish Election Planning Board by end May 2015
- Issue Election guidance by November 2015
- Deliver a successful opening ceremony for the fifth session of the Parliament

- Implement new international strategy from April 2015
**Strand 3: Improve engagement with the work of the Parliament**

**Objectives:**

3.1: Raise awareness of the relevance of the Parliament to the people of Scotland

3.2: Promote innovative two way communications between the Parliament and the public, particularly those who have not previously engaged

3.3: Deliver engagement activities that lead to, or support, participation in the work of the Parliament

3.4: Provide an accessible building, striking the right balance between openness and security

**Key Activities:**

- Improve marketing to existing and new audiences by April 2016
- Develop the new permanent exhibition for visitors by June 2016
- Review current digital engagement channels in light of web and online strategy report and take forward recommendations
- By March 2016 develop and deliver follow-up *Inspiring Young Women* programme to promote engagement
- Implement agreed Committees Engagement strategy from April 2015
- Deliver the agreed SPCB major event and exhibitions programme for 2015/16
- Review current security measures with expert advice and make any necessary changes
Strand 4: Use Parliamentary resources effectively and efficiently

Objectives:

4.1: Ensure Parliamentary Service has adequate resources to meet future demands

4.2: Improve the productivity of the Scottish Parliamentary Service

4.3: Manage risk effectively and improve Parliament’s resilience

4.4: Provide high quality accommodation, IT and support services.

Key Activities:

- Undertake strategic review of resource requirements by December 2015
- Encourage access to the Innovation Fund taking forward any work arising from agreed projects
- Improve and streamline the staff appraisal system for the reporting year 2015/16
- Implement new business continuity strategy in response to main risks by June 2016
- Put in place enhanced strategic risk management arrangements by March 2016
- Respond quickly and positively to feedback from building users
- Prepare for re-tendering of major building related and IT contracts, in particular on building maintenance and IT support contract
Strand 5: Ensure our staff are highly skilled, motivated and informed

Objectives:

5.1: To have a staff development framework which supports change, leadership, individual responsibility and accountability

5.2: Ensure staff are well informed and seek and respond to staff feedback

Key Activities:

- Produce an organisational development plan to identify and address challenges and to support the organisation including:
  - Introduce a new learning and development system by June 2015
  - Review and simplify existing employment policies and practices to make them more user friendly by June 2016
  - Review and simplify people management policies, procedures and guidance to remove all unnecessary bureaucracy by April 2016
- Plan to improve team skills and experience to work digitally

- Review and respond to staff survey (including Group Head feedback to teams) by June 2015
- Introduce new internal communication strategy by June 2015
- Develop and implement mechanisms to enable staff to exchange knowledge and ideas and work together on a cross-cutting basis by May 2016
Strand 6: Exploit modern ways of working

Objectives:

6.1: Deliver the agreed Digital Parliament Programme by May 2016

6.2: Implement BIT strategy to support digital working across SPS and Members

6.3: Develop team plans to improve digital delivery to Members, staff and public and improve efficiency.

Key Activities:

- Hit delivery milestones within Digital Parliament Programme
- Internal audit of programme governance arrangements by April 2015
- Develop final year of programme delivery by June 2015
- Updated business case for approval at Leadership Group autumn 2015.

- Review mobile device provision for Members and SPS by March 2016
- Review mobile contract with a view to capitalising on the increasing 4G coverage available in Scotland by October 2016
- Review application development approach to consider anytime, anywhere, any device principles and accessibility standards by March 2016

- Implement existing Innovation Fund ideas for improved digital delivery
- Assess Members’ feedback with the Digital Programme Office to establish the most beneficial areas for improvement
- Review existing use of paper based products and services which could be shifted to a quicker and more efficient digital first delivery
- Consider the development of self-service options which may be quicker and more cost effective