SCOTTISH PARLIAMENTARY SERVICE DELIVERY PLAN

This plan sets out how the Scottish Parliamentary Service (SPS) will deliver its main business over the next 12 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 until 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 — and 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:

- Support the SPPA’s inquiry on committee reform, due to report by end December 2015
- Facilitate discussion among Business Managers and the Presiding Officer on alternative structures and practices for Session 5 by end January 2016
- Support the monitoring by the Conveners Group of its programme for change until March 2016
- 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
- Co-ordinate parliamentary activity in representing the Parliament’s interests throughout the Bill process and beyond
- Provide estimates of future resources arising from further powers for consideration as part of the SPCB budget by November 2015
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 end March 2016, ready for implementation post election
- Define and design new local office technical environment ready for delivery post election
- Agree fifth Session CPD programme by January 2016
- Co-ordinate activity with the orientation programme for newly elected Members as a first step towards CPD by January 2016
- Issue election guidance by October 2015
- Deliver a successful opening ceremony for the fifth Session of the Parliament
- Prepare and secure commitment to orientation programme for newly elected Members by March 2016
- Co-ordinate activity to ensure best use made of resources across the parliament to maximise outcomes for international engagement
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 summer 2017
- Review current digital engagement channels in light of web and online strategy report and take forward recommendations
- Deliver a Communities Conference that supports local groups in understanding and influencing the Scottish Parliament by end of March 2016
- Implement the principles of the Committees Engagement Strategy and introduce committee engagement plans from the beginning of Session 5
- Deliver the agreed SPCB Major Events and Exhibitions Programme (MEEP) for 2015/16 by end March 2016 and secure approval for MEEP 2016/17 by end December 2015
- 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 the end of the Session, including finalising the 2016/17 SPCB budget bid 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
- Roll out new approach to performance management, including supporting managers to adopt a coaching style, by end December 2015
- 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 users of services provided by the Parliamentary Service
- Prepare for re-tendering of major building related and IT contracts, in particular on building maintenance and IT support contracts
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:

- Implement the agreed priorities identified in the organisational development plan to build capacity in the organisation, including:
  - roll out the new learning and development system by end December 2015
  - improve diversity in leadership by running a Women in Leadership programme by end March 2016
  - implement revised unacceptable performance procedures and probation procedures by end December 2015
  - implement revised temporary resourcing arrangements by end March 2016
  - roll out digital literacy framework to improve digital working by end March 2016

- 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 report to be submitted to the AAB
- Review of Benefits to Programme Board – October 2015
- LG Workshop of Digital Strategy for session 5 – December 2015
- Close out report and recommendations for future digital delivery by autumn 2016

- Design and build the new working environment (Windows 10, Office 365/2016, laptop, desktop, hybrid device) for SPS, Members and their Staff by March 2016 and produce high-level plan for a phased delivery beginning post-election (Phase 1 – newly elected Members and their staff; phase 2 – returning Members and their staff; phase 3 – SPS staff).
- Review mobile device provision for Members and SPS by March 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