

Delivery Plan Update 22 March 2021 Reference: LG(2021)Paper 26

Executive summary

- 1. LG is invited to discuss the next iteration of the Delivery Plan going into the start of Session 6 and Financial year 21/22.
- 2. The draft plan can be found at Annex A

Issues and options

- 3. The Delivery Plan contains the key activities that allow us to translate the ambitions of the <u>Strategic Plan</u> into reality. It also reflects the ongoing work to Run the Parliament which accounts for the majority of our day-to-day activities, as well as initiatives to deliver our Improve the Parliament objectives.
- 4. The session 6 strategy is not due for approval by the SPCB until later in year, but the plan will continue to evolve as the new strategy is defined and agreed.
- 5. The Improve the Parliament programmes, projects and initiatives in the Delivery Plan reflect the most significant activities that either mitigate risk, address a new statutory requirement, fulfil a parliamentary demand or seek to improve how we meet our goals. They are therefore a mix of mandatory and discretionary activities.
- 6. Each Key Activity has a Leadership Group member as the strategic lead. Activities are specific, measurable, achievable, relevant and time-bound (SMART). This allows us to monitor progress against our plans
- 7. Although the move into 21/22 is relatively seamless given no change to the Strategic Plan at this point, a review was undertaken against the key selection criteria for the delivery plan to ensure it remains focused on our key work. To do this the following were reviewed:-
 - The existing <u>Strategic</u> and <u>Delivery</u> Plans
 - 21/22 budget bids
 - Office plans
 - The Strategic Risk Register.

- 8. The proposed updated plan is attached at Annex A. Activities and Milestones due to complete by the end of March have been removed for clarity. The following activities are due for completion:-
 - Review of Members' Staff Cost Provision [closure report scheduled at this meeting]
 - Remote Voting
 - Deliver our Web and Online Project
 - Culture of Respect
- 9. These activities will have a final update in the Q4 performance report and, assuming successful completion, be removed from the delivery plan and a closure report to LG will be scheduled.
- 10. The following new activities are proposed to be added to the delivery plan at this time (highlighted in yellow on the Plan):-
 - Digital Workplace Programme (DWP) see LG(2021)Paper022 (addition to the delivery plan was already agreed by LG)
 - COP 26 see LG(2021)Paper018
- 11.LG will wish to note that several significant activities are due to complete in the first two quarters of the Financial Year:-
 - Election 2021 Programme
 - Implement outcomes of Members' Expenses Scheme Review & new travel and expenses system
 - Security Programme
 - Committee Agenda System Redevelopment (Commit Application)
 - Legislative Drafting Tool Project

Governance

- 12.LG will continue to receive updates via the quarterly performance report and be responsible for approval of governance arrangements for activities in the Delivery Plan.
- 13. The Head of Internal Audit will also be guided by the delivery plan when considering the upcoming audit plan.
- 14. We'd advise, as previously that milestones are updated and added for each forthcoming quarter to ensure accuracy of reporting, and that closure reports are brought to LG to close off activities, and reflect on lessons learned and recommendations, within 3 months of activity concluding.

Resource implications

15. The strategy and delivery plans set the framework for delivery across the Parliament and, together with the budget setting process, set the key foundations for resource setting in the organisation.

16. The delivery plan sets the requirements for office plans and subsequently individual staff planning and development.

Communications

- 17. Once agreed the Delivery Plan will be updated on the Intranet and Strategic Leads will be contacted regarding reporting arrangements to LG where necessary.
- 18. We will include a link to the new plan in the LG briefing for Group Heads to use in their own group comms and in a subsequent appropriate all staff message.

Publication Scheme

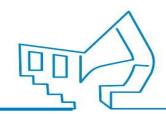
19. This paper can be published

Decision

20.LG is asked to:

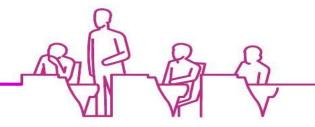
• Consider the recommend changes to the delivery plan and advise/determine any further changes

Willie Heigh Head of Strategy and Portfolio management Office of Deputy Chief Executive March 2021



Aim: Provide Members with high quality support and resources to allow them to excel in their roles as parliamentarians and representatives

'Run the Parliament' Objectives	'Improve the Parliament' Objectives	Strategic Lead
 Members are supported with high quality research, procedural and 	Alignment of SPCB services to best meet Members' evolving parliamentary and constituency needs.	
other professional advice.	Implement outcomes of Members' Expenses Scheme Review & new travel and expenses system	Sara Glass
 Members are provided with the resources and services to fulfil their role; including support for them as employers in Parliament and in their local offices 	 Roll out new travel and expenses system to SPS staff by April 2021 Implement new Members' Expenses Scheme and roll out supporting travel and expenses system to all Members and their staff by May 2021 (start of Session 6) 	
	Election 2021 Programme	Callum Thomson
	 Final detailed Election plans in place and agreed by April 2021 Mock enrolment and registration events undertaken by April 2021 Common Data environment updated when election results are known by May 2021 All Registration, Orientation and CPD activities provided by May 2021 	



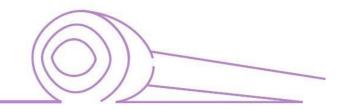
Aim: Strengthen democratic accountability through effective scrutiny and debate

	Run the Parliament' Objectives	'Improve the Parliament' Objectives	Strategic Lead
	Deliver clear, authoritative and consistent advice and high-quality services and facilities to ensure parliamentary business is well supported. Promote constructive interparliamentary and Governmental activity through connections and relationships.	scrutinise and respond to the impact of the UK's withdrawal from the EU and any other constitutional change.	David McGill
C	Drive effective engagement and participation in the Parliament's work.	 Responding to COVID 19 Emergency Review of approach to Parliament operations in light of SG roadmap – March 2021 Support internal audit of covid governance and management commencing April 2021. Advise new PO/SPCB on operating environment May 2021 Prepare SPS and Members for post-summer recess operations at Holyrood, including review of redeployment over summer 2021 	Michelle Hegarty



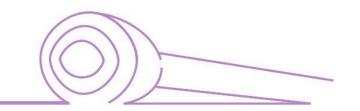
Aim: Encourage public involvement in our work through welcoming facilities and inclusive services

'Run the Parliament' Objectives	'Improve the Parliament' Objectives	Strategic Lead
 Promote awareness of the relevance and accessibility of the Parliament, particularly in underrepresented groups. Provide safe, secure and welcoming physical and online facilities and services. 	Security Programme New office and operational structure identified by June 2021, moving to implementation from July 2021 	Lynsey Hamill
Services.	Session 6 Opening o Final proposals for the Opening of Session 6 to be agreed by SPCB	Susan Duffy
	COP 26. Milestones TBC	Lynsey Hamill



Aim: Efficiently provide the Parliament with high quality, effective corporate services and good governance

"F	Run the Parliament' Objectives	'Improve the Parliament' Objectives	Strategic Lead
0	Processes, systems and resources are in place to ensure the effective use of services and facilities. Well-managed, well informed and collaborative organisation with good governance arrangements that meet all statutory requirements.	Invest in our facilities and systems to improve effectiveness, efficiency and flexibility. Sound and Voting System Replacement • Programme currently under review – Milestones will be updated. Develop and agree a Strategy for the Sixth session of Parliament that aligns and integrates our various strategies and is in line with our values.	Tracey White
		 Session 6 Strategy Development of high-level outcomes to support delivery of strategic themes by April 2021. LG to agree draft Session 6 Strategy in advance of 2021-22 budgeting by June 2021. New SPCB to agree Session 6 Strategy by September 2021. SRB to determine strategic resources to achieve delivery of strategy by October 2021 	Michelle Hegarty



'Run the Parliament' Objectives	'Improve the Parliament' Objectives	Strategic Lead
	A modern Parliament, demonstrating a smart, confident use of technology and information to drive improvements in how we communicate and work.	
	Committee Agenda System Redevelopment (Commit Application)	Callum Thomson
	 Implementation from March to June 2021 (i.e. confirmation of Session 6 Committees) 	
	Legislative Drafting Tool Project	Tracey White
	 Transition to new system to be completed by March 2021 Existing system decommissioned by March 2021 and full use of new system from start of Session 6 by May 2021 	
	Digital Workplace Programme Milestones TBC	Alan Balharrie



Aim: Develop a skilled, diverse and inclusive workforce that embeds our values in all that we do

'Run the Parliament' Objectives	'Improve the Parliament' Objectives	Strategic Lead
work. o Support and develop our staff		Susan Duffy
through effective planning, guidance, performance management, training and recruitment.	Meet the challenges of the future and drive improvement by investing in the capacity, knowledge and skills of our staff. People & Culture Group Heads actively use values-based job descriptions to set Office Head/Team Leaders objectives and provide feedback from January 2021 Produce a Colleague Engagement Strategy to encourage colleagues to get the best outcomes for Members and the public by April 2021 Managers actively use values-based job descriptions to set objectives and provide feedback from January 2022	David McGill