



The Scottish Parliament  
Pàrlamaid na h-Alba

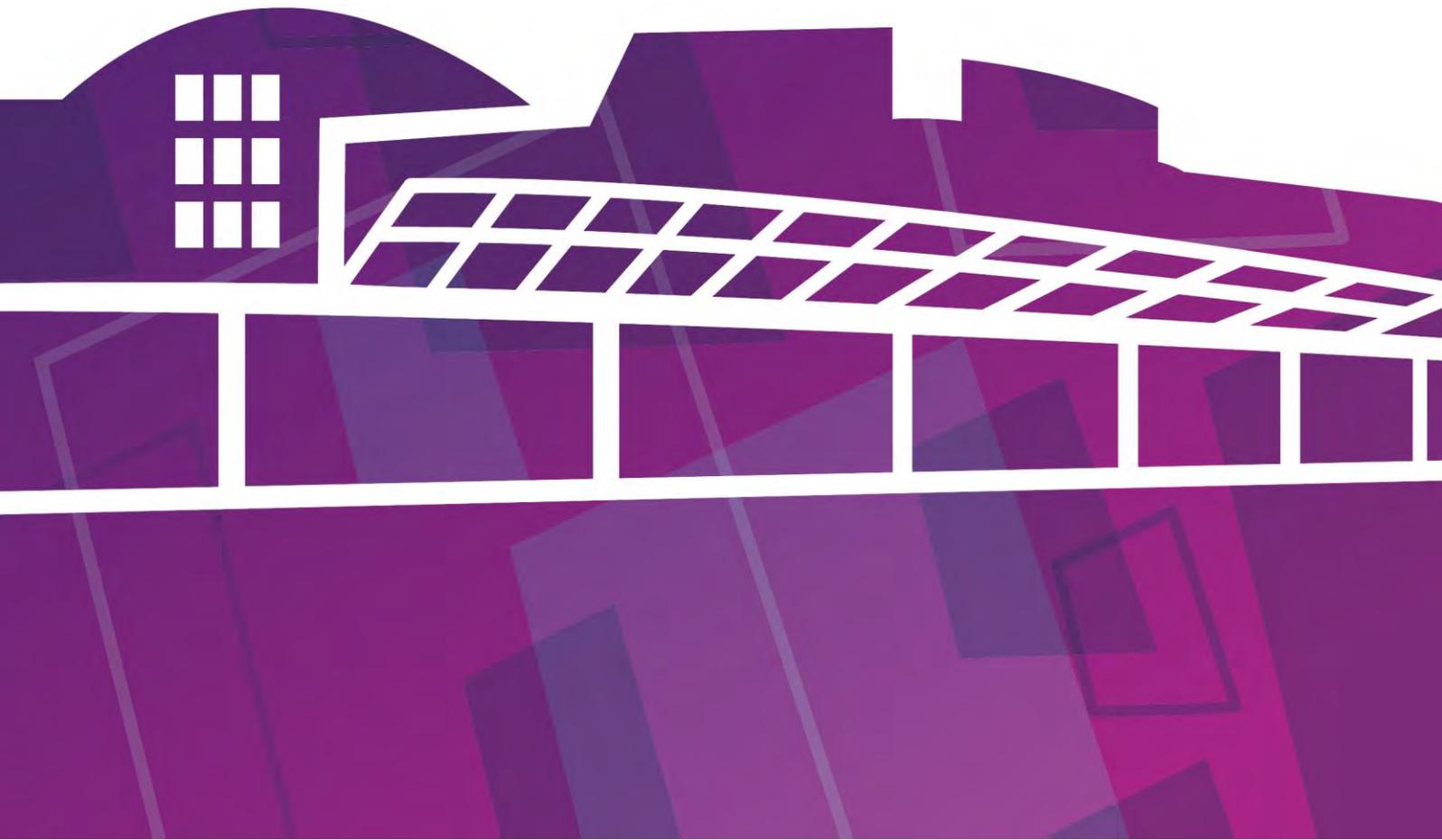
# Session 6

# Strategic Plan

Plana Ro-innleachdail  
airson Seisean 6

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Published September 2021



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# Introduction

## Foreword by Presiding Officer

Making a positive difference to the lives of the people of Scotland is the Scottish Parliamentary Corporate Body's strategic vision for the Parliament. Our Members and everyone who works for them and for the Parliament have a crucial role to play in making sure that this is at the heart of all we do.

Our Parliament is a major feature of public life in Scotland. It is rightly at the centre of debate and of national discourse. It provides the vital function of scrutinising legislation and holding the Scottish Government to account. This scrutiny function is key to ensuring that the people of Scotland are well-served by their Parliament and that their voices are heard. Inspiringly, Session 6 sees a more diverse group of Members than ever before. Building on these achievements, we must strive to have a Parliament that even better represents the people. This is how we will strengthen Scotland's place as a modern, dynamic Parliamentary democracy.

The Parliament is playing a central role in the national response to the Covid-19 pandemic. We now have an important role in addressing the ongoing and increasingly challenging climate and nature emergencies. We must think not only about how Parliament conducts its business, but the way we engage with these twin crises. In today's connected world we must employ grand and bold thinking as others look to us for leadership. As well as looking inward to strive to be the best we can at Holyrood, we will also take a world perspective. We must take our place with other legislatures in leading debate on global matters that affect us all.

We have shaped this ambitious strategy with colleagues across the Scottish Parliamentary Service, drawing in their experience of engaging with Members, their staff and the public. It sets out how we will work over the Session to fulfil our commitment to make that positive difference for the people of Scotland.

## Ro-ràdh an Oifigeir Riaghlaidh

Is e lèirsinn Buidheann Chorporra Pàrlamaid na h-Alba piseach a thoirt air beatha muinntir na h-Alba. Tha pàirt dheatamach aig na Buill agus a h-uile duine a tha ag obair dhaibh agus airson na Pàrlamaid ann a bhith a' dèanamh cinnteach gu bheil seo aig cridhe a h-uile rud a nì sinn.

Tha ar Pàrlamaid aig teis meadhan beatha phoblach na h-Alba. Agus mar sin, tha e aig teis meadhan deasbad nàiseanta. Tha obair dheatamach aice a' sgrùdadh reachdas agus a' cumail Riaghaltas na h-Alba cunntachail. Tha an sgrùdadh seo do-sheachanta gus dèanamh cinnteach gu faigh am poball deagh sheirbheis bhon Phàrlamaid aca agus gun cluinnear na guthan aca. Rud a tha brosnachail, cha robh buidheann Bhall cho eadar-mheasgte againn riamh. A' cur ris na choileanadh roimhe, feumar strì gus Pàrlamaid a bhith againn a tha nas fheàrr buileach air an sluagh a riochdachadh. Sin mar a neartaicheas sinn Alba mar dheamocrasaidh pàrlamaideach beothail, ùr-nodha.

Tha prìomh àite aig a' Phàrlamaid anns an fhreagairt nàiseanta ri Covid-19. Tha obair chudromach againn a-nis gus dèiligeadh ri èiginn cliomaid agus nàdair a tha a' sìor fhàs nas dùbhланаich. Feumar smaoineachadh, chan ann a-mhàin air mar a nì a' Phàrlamaid a chuid obrach, ach mar a dhèiligeas sinn ris an èiginn sin. Ann an saoghal eadar-cheangailte feumaidh sinn smuaintean dàna a chur an sàs agus càch a' sireadh ceannas bhuiainn. Cho math ri strì a bhith cho math 's as urrainn dhuinn aig Taigh an Ròid, seallaidh sinn a-mach air an t-saoghal is gabhaidh sinn ar n-àite le reachdadaireachdan eile a' stiùireadh deasbad air cùisean cruinneil a bheir buaidh oirnn uile.

Rinn sinn an ro-innleachd àrd-mhiannach seo le co-obraichean thar Seirbheis Phàrlamaideach na h-Alba, a' cleachdadh an eòlais aca air conaltradh le Buill, luchd-obrach is am poball. Tha e a' mineachadh mar a dh'obraicheas sinn san t-Seisean gus ar dealas a choileanadh gus piseach a thoirt air beatha muinntir na h-Alba.



**Alison Johnstone BPA**  
**Oifigear Riaghlaidh**

### Foreword by Chief Executive

People are at the heart of the Scottish Parliament. Our vision and our strategy are ambitious and guide us towards making the Parliament the best it can be. A key aspect of our Session 6 Strategic Plan is how the Scottish Parliamentary Service – our own people - will continue to support the Parliament in the successful delivery of its purpose, vision and mission. We will achieve this through our drive and commitment to deliver excellence in our parliamentary services. During Session 6, the Parliament will – as always - be focussed on scrutinising the Government and debating and legislating on a wide range of constitutional and societal issues. Every one of our colleagues has a role to play in this. Parliament operates as a collective, collaborative effort. The way in which we worked together safely and sustainably throughout the pandemic has made us stronger, bolder and more resilient. This positions us well for tackling future challenges for the Parliament.

If there is one constant about working in a Parliament, it is change. We must flex and adapt so we can continue to deliver the services that Members and the people of Scotland need. We must look to how we transform our services and the way we work in a post pandemic world. We must ensure that we play our part in responding to the climate emergency. We know the way in which the public wish to engage with politics, politicians and the Parliament itself changes over time. We must respond to that too. In planning to meet these challenges, we have worked with staff across the Parliament, drawing on their knowledge of our services. Together, we have identified four strategic change objectives for Session 6 :

- A dynamic, modern parliamentary democracy
- New ways of working
- A values-driven culture
- Operational excellence

These objectives will guide all of our decision making so that we have clarity of purpose as we work to make a positive difference to the lives of the people of Scotland.

### Ro-ràdh a' Chlàirc

Tha daoine aig cridhe Pàrlamaid na h-Alba. Tha ar lèirsinn is ro-innleachd àrd-amasach, gar stiùireadh gus a' Phàrlamaid a dhèanamh cho math 's a ghabhas.

Is e prìomh phàirt den Phlana Ro-innleachdail airson Seisean 6 mar a chumas Seirbheis Phàrlamaideach na h-Alba – na daoine againn fhèin – a' toirt taic don Phàrlamaid ann a bhith a' libhrigeadh adhbhar, a lèirsinn agus a rùn gu soirbheachail. Nì sinn seo tro oidhirp agus dealas airson feabhas sna seirbheisean pàrlamaideach againn. Rè Seisein 6, bidh a' Phàrlamaid – mar a bha a-riamh – a' sgrùdadh an Riaghaltais, a' deasbad is a' dèanamh reachdas air raon mòr de chùisean bun-reachd is sòisealta. Tha pàirt aig gach co-obraiche an seo. Tha a' Phàrlamaid na oidhirp cho-obrachail. Tha mar a dh'obraich sinn còmhla gu sàbhailte, seasmhach tron ghalar lèir-sgaoilte air ar neartachadh agus ar dèanamh nas calma is nas foghaintich. Suidheachadh math airson dèiligeadh ri dùbhlain san àm ri teachd.

Ma tha aon rud cinnteach mu obair Pàrlamaid, 's e gum bi sìor atharrachadh ann. Feumaidh sinn freagradh is atharrachadh gus cumail oirnn a' frithealadh ri Buill agus muinntir na h-Alba. Feumar beachdachadh air ar seirbheisean agus an dòigh a dh'obraicheas sinn às dèidh Covid atharrachadh. Feumar pàirt a ghabhail ann an strì na h-èiginn cliomaid. Tha fios gum bi mar a tha an sluagh airson a dhol an sàs le poilitigs, luchd-poilitigs is a' Phàrlamaid ag atharrachadh thar ùine. Feumar freagairt ri sin cuideachd. A' dealbhadh gus coinneachadh ris na dùbhlain sin, dh'obraich sinn le luchd-obrach air feadh na Pàrlamaid, a' tarraing air an eòlas air na seirbheisean againn. Còmhla, chomharraich sinn ceithir amasan atharrachadh ro-innleachdail airson Seisean 6:

- Deamocrasaidh pàrlamaideach spionnmhor, ùr-nodha
- Dòighean obrach ùra
- Cultar stèidhichte air ar luachan
- Feabhas obrachaidh

Stiùiridh na h-amasan sin ar co-dhùnaidhean uile a dh'ionnsaigh soilleireachd rùin agus sinn ag obair gus piseach a thoirt air beatha muinntir na h-Alba.



**David McGill**  
**Clàrc/Àrd-oifigear**

## What we do ...

The Parliament exists to represent the people of Scotland by debating issues of national importance, passing legislation and holding the Scottish Government to account.

The Scottish Parliamentary Corporate Body (SPCB) was established in May 1999 under Section 21 of The Scotland Act 1998 (the Act). The SPCB comprises the Presiding Officer and four other Members of the Scottish Parliament elected by the Parliament. The SPCB has appointed a Clerk (who is also the Chief Executive) in accordance with Section 20 of the Act, and other staff of the Parliament. The SPCB is independent of the Scottish Government.

The SPCB has a duty to provide the Parliament, with the property, staff and services required for this purpose. The Parliament may also give general or specific directions for the purpose of, or in connection with, the SPCB's functions.

The SPCB provides the infrastructure (including the Holyrood Building), pays the salaries of Members and reimburses the expenses which enable them to undertake their duties both at the Parliament and in their local offices. It provides the facilities and staff - Scottish Parliamentary Service (SPS) - to allow the Parliament and its Committees to meet and to encourage public awareness of and engagement with the parliamentary process.

**In our Strategic Plan we set out how the SPS contributes to the strategic vision, mission and purpose of the Parliament. We will achieve this through our drive and commitment to deliver excellence in our parliamentary services. We also seek to improve how we deliver those services through our strategic change objectives.**

# Our Strategic Plan

## Purpose

Representing the people of Scotland by debating issues of national importance, passing legislation and holding the Scottish Government to account

## Vision

Making a positive difference to the lives of the people of Scotland

## Mission

- Informing, involving and being accountable to the people of Scotland
- Creating good quality, effective and accessible legislation
- Undertaking rigorous scrutiny of the Scottish Government and bodies accountable to the Parliament

## SPS support this by excellence in our parliamentary services

1. Providing Members with high quality support and resources to allow them to excel in their roles as parliamentarians and representatives
2. Delivering democratic accountability through effective scrutiny and debate
3. Encouraging public involvement in our work through welcoming and inclusive facilities and services
4. Providing the Parliament with efficient, high quality and effective corporate services and governance
5. Promoting a respectful and inclusive working environment that inspires excellence, where people and performance thrive

## We will transform our services through our strategic change objectives



Our values of **stewardship, excellence, respect, and inclusiveness** drive everything we do

# Strategic Change Objectives and Outcomes

The strategic change objectives are about the significant areas of work required to change and improve how we deliver against our purpose as a Parliament. We must continue to adapt and change in order to deliver the excellent services that our Members and the people of Scotland need. This will enable us to overcome the challenges ahead. We have identified four strategic change objectives for Session 6. These cover the key areas we have determined we need to shape, influence and respond to. Delivering our strategic change objectives will involve transformational change. Our strategic change objectives are:



## A dynamic, modern parliamentary democracy

We will develop a modern, dynamic parliamentary democracy through enhancing the scrutiny function of Parliament, including promoting citizen participation, to enable our legislature and its Members to perform their constitutional role. In doing so, we will help strengthen the authority of Parliament and improve its reputation as a relevant and trusted institution.

## New ways of working



We will learn from our pandemic response to imaginatively shape the future of how we will adapt and support Members in how they work, create a more diverse, hybrid workforce supported by smarter use of our workspaces and technologies and in so doing embed sustainability and deliver on our ambitious climate change goals.

## Strategic Change Objectives



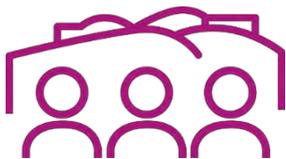
## A values-driven culture

We will develop a culture that brings us together around our vision and values, creating a clear sense of connection, and allowing us to excel in all that we do.

## Operational excellence



To excel in our unique role as a parliamentary service, we will ensure our longer-term financial stability by strengthening our financial planning and decision making. We will drive end-to-end efficiency and effectiveness in our structures, systems and processes, and enable flexible deployment of our staff.



## **A modern, dynamic parliamentary democracy** Deamocrasaidh pàrlamaideach spionnmhor, ùr-nodha

**We will develop a modern, dynamic parliamentary democracy through enhancing the scrutiny function of Parliament, including promoting citizen participation, to enable our legislature and its Members to perform their constitutional role. In doing so, we will strengthen the authority of Parliament and improve its reputation as a relevant and trusted institution.**

### **Why a modern, dynamic parliamentary democracy is important**

We are operating against a background of changing political demands; growing recognition of the benefits derived by greater participation of the public in shaping public policy; the climate crisis and the complexities of the post-Brexit policy landscape. Parliament has also faced questions about its effectiveness at holding the Scottish Government to account, its relevance to our citizens and its reputation as a trusted institution.

As a response, in Session 6 we will develop a more modern, dynamic parliamentary democracy by enhancing the scrutiny function to enable our legislature and its Members to perform their constitutional role. We will improve Parliament's readiness to perform effectively whatever the political context and challenges. We need to ensure people are connected to their Parliament and parliamentarians. So, our engagement focus will be on increasing the reach of the Parliament's engagement to bring about meaningful participation and influence on policy debate.

By doing this, we will help strengthen the authority of Parliament and improve its reputation as a relevant and trusted institution.

### **To meet this strategic objective, we will ...**

- Support committees to enable them to be more responsive, innovative and impactful, to deliver better public services and outcomes for our citizens
- Invest in our staff so they have capacity, feel supported, are skilled and have the expertise to deliver excellent services to Members against the changing needs of a modern legislature
- Develop and deliver a strategic Scrutiny Improvement Programme to bring about better legislation; policy and post-legislative scrutiny; public accountability and quality of debate, within Parliament's new ways of working including embedding deliberative democracy in the work of Parliament
- Focus our engagement strategy on removing barriers to increase the diversity of the people engaging with us
- Develop and deliver a continuing programme of opportunities for Members to develop their role as parliamentarians



## New ways of working

### Dòighean obrach ùra

**We will learn from our pandemic response to imaginatively shape the future of how we will adapt and support Members in their work, create a more diverse, hybrid workforce supported by smarter use of our workspaces and technologies. In so doing, we will embed sustainability and deliver on our ambitious climate change goals.**

## Why new ways of working are important

Our response to the Covid-19 pandemic introduced innovative adaptations in how we worked. As we recover from the pandemic, we need to assess the learning from our response. Whilst, some of these changes have brought challenges, others have opened the possibility of imaginatively re-envisioning how we support people to do their work. We will consider how the long-term approach for innovations such as hybrid and remote parliamentary business will support a modern parliamentary democracy and how they help build a more inclusive and diverse workplace and Parliament.

The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 imposes legal duties on us for climate action. So, when considering the shape of our services in future, we must factor in how to meet these ambitious targets. This will involve significant change. We will need our staff and leaders to be prepared for these changes and to support new ways of working with a smarter and more sustainable use of our workspaces.

## To meet this strategic change objective, we will ...

- Implement changes to parliamentary systems and processes to enable flexibility for Members in how and where they work. This will include an effective and efficient means for remote participation in parliamentary business
- Investment in the parliamentary estate to achieve reductions in carbon emissions.
- Provide opportunities to enhance flexibility in how and where people work. A digital-first approach will support the hybrid workforce of the future with a more flexible working style and less reliance on geographical location.
- Build sustainable development considerations into our scrutiny processes
- Embed Sustainable Development thinking across the organisation



## A values-driven culture

### Cultar stèidhichte air ar luachan

**We will develop a culture that brings us together around our vision and values, creating a clear sense of connection and allowing us to excel in all that we do.**

### Why a values-driven culture is important

In delivering our vision of ‘making a positive difference to the lives of the people of Scotland’, we must also focus our efforts on *how* we do this. Responding to our unique and complex requirements, this objective offers a single approach to workforce and workplace development. Through people we will realise our vision and shared ambitions. Building on our commitment to making our working environment as positive as it can be, so we can all flourish and feel respected for our contributions. It also recognises there is work that we will need to do together to support the changing needs of a modern legislature – Members, their staff and SPS staff. Achieving better outcomes for the people of Scotland depends on how we support each other to deliver these.

SPS staff – as stewards of the Parliament – must lead this change. This means combining our personal qualities, skills and experience to deliver better outcomes. To do that we need the very best people, who have the opportunities and environment to achieve the highest standards. [Values-led behaviour](#) will be encouraged and modelled by leaders and colleagues alike. This will drive motivation and high performance.

For our Members, it means providing opportunities to develop them in their role as parliamentarians, taking the respect agenda on by adopting values-led behaviour. As employers, it helps them to attract, recruit and retain staff who are skilled, motivated and engaged to support them in their role. For their staff, it recognises the contributions and skills they bring and supports a positive workplace culture. This inclusive approach can be achieved without undermining the employment relationship between Members and their staff.

Taken together, this objective supports the creation of a positive workplace culture of engagement, learning, wellbeing, dignity and respect across the whole Parliament.

### To meet this strategic objective, we will ...

- Act to address negative impacts of power imbalances and ensure all colleagues are treated with dignity and respect
- Work together to shape our future direction, decisions, and embrace change
- Use positive action to increase the diversity of the parliamentary service alongside the growing diversity of our Members and their staff
- Build confidence and skills to achieve our shared objectives, enhance our use of technology and adopting behaviours to make the most of the digital environment and hybrid working
- Remove barriers and embrace new ways of working to promote diversity and inclusion
- Nurture talent to make sure all colleagues have the chance to reach their potential



## Operational excellence

### Feabhas obrachaidh

**To excel in our unique role as a parliamentary service, we will ensure our longer-term financial stability by strengthening our financial planning and decision making. We will drive end-to-end efficiency and effectiveness in our structures, systems and processes, and enable flexible deployment of our staff.**

## Why operational excellence is important

As we move into Session 6, it is critically important that we are appropriately resourced to successfully deliver a modern, dynamic parliamentary democracy and support the demands of new ways of working. But, in response to the pandemic, we must also anticipate and plan for a squeeze on public sector budgets at some point in the session. We must be confident, and able to demonstrate, that our resourcing appropriately supports delivery. We must be equally assured that our operations are focused on the right priorities and areas of delivery.

Improving the effectiveness and efficiency of our core processes will yield benefits for the quality of the services we provide and ensure we make best use of the (staffing and financial) resources tied up in the provision of these services.

Increasing our financial maturity and financial governance will support our ability to demonstrate: that our resourcing provides the public value for money; that our investment decision making is robust and completely aligned with our strategic priorities; and that medium-term financial plans are robust and stable.

## To meet this strategic change objective, we will ...

- Establish financial stability and greater flexibility in our resourcing by creating a robust baseline Session 6 resource model and medium-term financial plan for the session
- Improve the effectiveness and efficiency of our processes and systems. This will include increased automation of work and use of enabling technologies and consideration of digital first approaches that both support efficiency and our environmental targets
- Promote a shared understanding of what financial stewardship means in practice by building financial literacy and investment decision-making capabilities
- Enhance our digital literacy to enable early identification of automation opportunities and better use of work-enabling technologies thereby freeing up resources to concentrate on more complex high value activities
- Drive a mindset of continuous improvement and cross-organisation collaboration