The Delivery Plan sets out the change activities that will be undertaken by the Scottish Parliamentary Service (SPS) to allow the Parliament to deliver the priorities set out in its Strategic Plan.
Support to Members
Taic do Bhuill

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

**Priority:**
Members excelling in their parliamentary and representative roles, delivering the highest standards of oversight and scrutiny.

**Key Activities:**

**Members & Members’ Staff Learning & Development**
Explore the feasibility of a learning and development programme for Members and their staff by December 2018.

Accountable: David McGill, Assistant Chief Executive

**Review the Reimbursement of Members’ Expenses Scheme**
To identify the most appropriate, efficient and cost-effective support for Members to undertake their Parliamentary duties. We will agree the approach to reviewing the Scheme with SPCB in October 2018 and complete the review by Autumn 2019, to take effect in the next session of Parliament.

Accountable: Derek Croll, Group Head of Financial Resources
Aim:

Improving parliamentary scrutiny to ensure: effective oversight of the Scottish Government and other accountable bodies; thorough examination of legislative and policy proposals, and the development of alternative policy ideas.

Priority:

The Parliament has the networks, resources, expertise and plans in place to scrutinise effectively proposals for parliamentary reform, Brexit and other constitutional change.

Key Activities:

Commission on Parliamentary Reform

Support the Presiding Officer’s Advisory Group to consider all recommendations of the Commissions’ Report on the Scottish Parliament. We will report on the disposal and implementation of all recommendations by December 2018.

Accountable: Ken Hughes, Assistant Chief Executive

Constitutional Change

Assess and support the Parliament in meeting scrutiny demands of the United Kingdom’s withdrawal from the European Union and consequent parliamentary capacity issues as they affect Committee and Chamber Business, Members generally and the wider Parliamentary Service. During 2018-19, we will:

- Ensure support for parliamentary scrutiny of Brexit,
- Assess and co-ordinate the strategic effort across the Parliament to deliver assurance to the SPCB, Parliamentary Bureau and the Conveners Group that we are managing the impact of the emerging details of Brexit on the work of the Parliament,
- Support at a strategic level inter-parliamentary liaison as it relates to scrutiny of Brexit.

Accountable: Ken Hughes, Assistant Chief Executive
Engagement & Participation
Com-pàirteachadh

Aim:

Promoting engagement and participation to support and strengthen the work of the Parliament and to enhance parliamentary democracy at home and abroad.

Priority:

Deliver our Public Engagement Strategy to improve the quality and visibility of the work of the Parliament.

Key Activities:

Committee Engagement Unit

In order to support committees undertake more innovative and meaningful engagement, during 2018-19, we will:

- Deliver on the Committee Engagement Strategy by September 2019

Accountable: Susan Duffy, Group Head of Committees and Outreach & Callum Thomson, Group Head of Research, Communications and Public Engagement

Year of Young People

We aim to broaden our relationships with young people, developing new opportunities and strengthening existing partnerships. During 2018-19, we will:

- Work together with young people to help inform and design a series of projects that deliver the programme outcomes,
- Generate sustainable new ways of working for the future by integrating the objectives within ‘business as usual’ activities.

Accountable: Susan Duffy, Group Head of Committees and Outreach & Callum Thomson, Group Head of Research, Communications and Public Engagement

British Sign Language Plan

Ensure we are fully compliant with the British Sign Language (Scotland) Act 2015. We will publish a plan setting out key changes we will make to promote the use of British Sign Language as part of our work by October 2018.

Accountable: Callum Thomson, Group Head of Research, Communications and Public Engagement
**Aim:**

To continually improve and plan for the future by investing in our staff, delivering excellent resource management and corporate governance in line with our organisational values.

**Priority:**

Scottish Parliamentary Service staff with the capacity and skills to meet the challenges of delivering parliamentary services, in a changing environment.

**Key Activities:**

**Internal Communications Review Report**

We will improve our staffs’ understanding of what the Parliament is trying to achieve; support collaborative working, foster a greater sense of community/belonging and ensure communications reinforce and support our values. During 2018-19, we will:

- Initiate regular Leadership Group/staff feedback meetings in December, subject to agreement at LG in November,
- Deliver a staff event which will focus on our values and behaviours, celebrate our successes and provide sessions on a variety of topics related to our current priorities, by October 2018,
- Initiate work to investigate whether there is a role for a new staff body which will act as a sounding board for proposals and feedback on our internal communications by December 2018,
- Undertake a review of internal communications within operational groups by March 2019.

Accountable: Michelle Hegarty, Assistant Chief Executive

**Diversity and Inclusion**

We aim to have a diverse workforce that reflects a modern Scottish society, an inclusive working environment where all staff are valued and respected, and for the Parliament to meet the needs and expectations of the diverse groups who connect with the Parliament. During 2018-19, we will:

- Deliver the agreed recommendations for cultural change in the Parliament as a result of the Sexual Harassment and Sexist Behaviour Survey Report as outlined in the Next Steps document by December 2018,
Accountable: David McGill, Assistant Chief Executive & Susan Duffy, Group Head of Committees and Outreach

**Workforce Planning**

We are looking to build upon our high performing workforce in order to increase skills, capability, knowledge and engagement. Through the formal introduction of workforce planning we will improve our ability to project our future workforce requirements to help identify any gaps in skills or staffing and the financial impacts of this. During 2018-19, we will:

- Strengthen the linkage between business, financial and workforce planning by embedding the workforce planning tool by March 2019.
- Identify the key workforce planning issues facing the parliamentary service over the next three years, and for Leadership Group to discuss the initial plan by June 2019.

Accountable: Alan Balharrie, Group Head of Digital Services and Human Resources

**Priority:**

Efficient and effective deployment of our staff, financial and physical resources.

**Key Activities:**

**Co-Locating Commissioners**

Deliver cost savings and operational efficiencies by co-locating Scottish Public Services Ombudsman, Scottish Human Rights Commission and Scottish Children’s Commission from December 2018.

Accountable: Michelle Hegarty, Assistant Chief Executive

**Strategy, Planning and Reporting Improvement Process**

Improve use of our resources to plan, report and deliver against our strategic aims by undertaking a continuous improvement approach to all aspects of strategic planning by June 2019. During 2018-19, we will:

- Develop our approach to the annual Delivery Plan to have greater clarity on the outputs and resourcing by March 2019
- Develop the approach to office planning, ensuring it is integrated, coherent and streamlined by November 2018,
- Develop the approach to performance reporting by March 2019.

Accountable: Michelle Hegarty, Assistant Chief Executive
Priority:

Deliver our Digital Strategy to enable a modern Parliament, demonstrating a smart, confident use of technology and information to drive improvements in how we communicate and work.

Key Activities:

Web and Online Roadmap

The Web and Online Roadmap sets out how the Parliament will deliver its new online presence, creating modern online channels and services. These new channels will focus on delivering improved user experience across our different user groups. During 2018-19, we will:

- Deliver a new Beta version of the Scottish Parliament Website focussed on the key services identified through user research by March 2019,
- Develop the overarching themes which will allow us to move towards a model of continuous development for our online channels, including improved governance, content management and archiving by March 2019.

Accountable: David McGill, Assistant Chief Executive

Scottish Parliamentary Service Working Environment

Improve collaboration, productivity, flexible working and business continuity by modernising the Scottish Parliamentary Service (SPS) working environment. During 2018-19, we will:

- Refresh and update IT devices and productivity software (moving to Windows 10 and Office 365) and ensure that the SPS benefits by offering a comprehensive suite of training which builds capability by November 2018,
- Deliver new, integrated, telephony communications across Holyrood and local offices and ensure that all users have the capability to utilise the new service effectively. The project will begin with a pilot of the new technologies starting in December 2018 and running to March 2019, and then move on to replace the Holyrood telephony system by December 2019.

Accountable: Alan Balharrie, Group Head of Digital Services and Human Resources

Parliamentary Business IT Systems

Delivering projects which modernise IT systems that enable and support parliamentary and committee business in order to have relevant and impactful information created and shared securely through joined up systems for smarter working. During 2018-19, we will:

- Agree approach to options for replacing the current EditOR application by March 2019,
- Commence implementation of a new tool for drafting, amending and publishing bills and managing the legislative process with completion due by summer 2019,
- Commence implementing a replacement of the Committee Agenda System (CAS) with completion due by October 2019.
Priority:
Safe, secure and resilient working environments for Members, Members Staff, the Scottish Parliamentary Service & the Public.

Key Activities:

Security
Continuousluly develop our security approach to ensure that all those who work for and visit the Parliament remain safe. During 2018-19, we will:

- Agree any outstanding decision on the multi-year programme by May 2019
- Commence the replacement of our security systems, with completion due by May 2019.

Accountable: David McGill, Assistant Chief Executive