DELIVERY PLAN 2018/19

Executive summary

1. Leadership Group (LG) is invited to:

   - Discuss the Delivery Plan for 2018/19 so that it can be finalised for discussion with SPCB and engagement with SPS.
   - Note the next steps to review the Strategic Plan and key elements of the Delivery Plan for 2019/20 onwards.

Background

2. As LG is aware we are currently reviewing the approach to strategy, planning and reporting. LG agreed in February 2018 that the existing Strategic Plan and priorities remain broadly fit for purpose and that we would adopt a pragmatic approach to bringing the current Delivery Plan up-to-date as we start the new financial and reporting year.

3. A short workshop with LG took place on 16 March 2018 to discuss a draft plan. In addition to previous engagement on planning and budgeting for 2018/19, Group Heads were supported to discuss the Delivery Plan refresh with their Office Heads in advance of the workshop, feeding in this engagement at the session.

4. We agreed the following benefits arising from the review and this has informed some of the changes we propose to the draft Delivery Plan. Further changes are planned for discussion with LG in the coming months.

Benefits

- Improved use of our resources;
- Better engagement with, and line of sight for our staff on how they are contributing to the Parliament’s plan;
- Time and cost effective approach to planning and delivery, with improved monitoring and reporting of deliverables and achievements.

Delivery Plan 2018/19

Approach

5. The Strategic Plan is a rolling plan but the Delivery Plan (refreshed every 6 months) and the Performance Report are annualised. Leadership Group agreed to remain with this methodology at present.
6. As LG appreciate we are taking an iterative approach to development of the entire strategic planning process. In this version of the Delivery Plan we have aimed to:

- Clarify Delivery Plan outputs for the year under consideration which will support the higher level strategic aims.
- Balance the detail on key outputs required in the Delivery Plan vs the detail in the project and operational plans sitting underneath each key activity.
- Clarify accountability for key activities.

Issues for consideration

7. Overall, the plan shows a significant level of activity to be delivered in the current financial year to achieve our strategic aims and priorities. However, based on the outputs from the LG workshop, it does appear light on the aim relating to Support to Members, and it would be worth reflecting on this area in our discussions. In addition, the activity around Members & Members’ Staff Training and Development Plan would merit further consideration and clarification.

8. An obvious candidate for the Support to Members aim is the Review of the Expenses Scheme. However, it was not incorporated at this stage because it has not been formally endorsed by the SPCB. There has been reference to this with the current SPCB and a discussion paper on the review will occur before summer recess. There are handling and timing issues which LG should discuss.

9. I would also suggest that under the Corporate Governance & Resource Management aim, LG discuss the reference to the Scottish Parliamentary Service Learning & Development Plan 2018-21 and the Workforce Plan with a view to clarifying what these activities seek to achieve (and if they are distinct) with a view to clarifying outputs in 2018/19.

10. In the 2017-18 Delivery Plan, development of digital and IT skills was captured within the Learning & Development Plan Key activity, however, it is not included with the draft 2018 -19 Delivery Plan. It would be helpful to discuss and clarify the status of this activity, and for LG to determine the appropriate Key Activity, Priority and accountable LG member to take this forward along with any outputs which will be delivered in 2018/19.

11. Since the LG workshop it has been proposed that the activities relating to the Sexual Harassment and Sexist Behaviour Survey Report should be incorporated under the key activity for Diversity and Inclusion and that accountability will sit with the Diversity and Inclusion Board.

12. Considering recent discussions around leadership and empowerment of our senior managers LG is invited to discuss what is reflected in the plan in terms of accountability and/or responsibility for delivery. When we have been talking about leadership we have talked about visibility and our role in setting and delivering the strategy. In addition, this document is not only for LG but also SPCB, SPS,
Audit etc. There is merit in therefore considering including those who are accountable at LG level and recognising those who are SROs or responsible for delivery.

13. This version reflects accountability as it requires further work with LG members to clarify SROs/those leading delivery. This can easily be added following LG discussion.

14. This plan adopts a new format to improve the line of sight between aims, priorities and key activities and to make the format more engaging, along the lines of some of the strategy documents referenced and is consistent with other publications such as the Scottish Parliament Annual Report. The Steering Group also propose framing the activities in terms of the benefits we are seeking to achieve. Further iterations of the approach to the format will be necessary, especially as we review the Strategic Plan and develop the Delivery Plan to include business as usual. LG is invited to comment and make suggestions on whether this draft is sufficiently clear and engaging.

Approach to the wider review

15. LG previously agreed a refresh of the Strategic Plan and a further evolution of the Delivery Plan (at a high level) to inform the Strategic Resources Board, Leadership Group and SPCB budgeting discussions for 2019/20; aligning priorities with resource allocation. A workshop has been scheduled for the morning of 4th May. The Steering Group are finalising the approach and a paper and agenda will issue in advance.

Resource Implications

16. This version of the Delivery Plan should reflect the commitments we have budgeted for 2018/19 and SRB will continue to consider any emerging needs against contingency.

Dependencies

17. The Delivery Plan is scheduled to be presented to SPCB at its 3 May meeting. The cover paper will focus on key issues that will form SPCB agenda items over the course of the financial year, arising from the Delivery Plan.

Governance issues

18. This paper relates to a Key Activity in the 2018/19 Delivery Plan which is to implement a continuous improvement approach to strategy, planning and reporting processes to meet our identified priority of efficient and effective deployment of our staff, financial and physical resources.

Publication Scheme

19. This paper can be published once the Delivery Plan is approved by SPCB.
Communications

20. We propose that the Delivery Plan is issued from LG and Group Heads are invited to discuss the plan at team meetings. ACEs would be happy to attend these meetings as well to provide support. A briefing could be provided and LG are invited to discuss whether this would be beneficial.

Next steps

- Engagement with SPCB (3 May).
- Workshop to refresh the Strategic Plan and Delivery Plan for the start of the new financial year (4 May).
- Communication of the Delivery Plan (w/c 7 May)

Decision

21. LG is asked to:

- Discuss the Delivery Plan for 2018/19 so that it can be finalised for discussion with SPCB and engagement with SPS.
- Note the next steps to review the Strategic Plan and key elements of the Delivery Plan for 2019/20 onwards.

Michelle Hegarty
Assistant Chief Executive
February 2018