DELIVERY PLAN IMPROVEMENT ACTIVITIES – ASSESSMENT OF STAFF RESOURCE

Executive summary

1. Based on recent discussions at Leadership Group on capacity, resources, embedding change, and feedback from Grade 6s/office heads, it was agreed to assess staff resource required to support improvement activities in the delivery plan. This paper provides a high-level overview of returns for discussion with Leadership Group before it is made available to office heads for their office planning discussions. Summary overview for offices [here](#).

Issues and Options

2. Good planning should attempt to understand capacity, resources and impact. This is the first time in recent years that we have attempted to collectively understand the improvement activities in the delivery plan in terms of business area involvement.

3. This exercise has highlighted:

- Varying levels of planning in respect of the delivery plan. This is to be expected. Some projects are multiyear and so the resources, impact and change are better understood. Some have not commenced delivery yet and some are not scoped. As a result, not all delivery plan change/impact can be known or anticipated at this stage.

- For those activities currently in delivery mode, we broadly have a planning horizon until the summer, as in there are plans and resource requirements understood within project teams. However, discussions with other offices on resource requirements are generally still to happen. Resource and capacity are less well understood for the latter half of the year.

- Most of our improvement activities are discretionary in terms of timescale and scope. This is beneficial as Leadership Group has the option to reprioritise at any point should the capacity and/or the resources of the organisation be squeezed. Similarly, it should mean that there is flexibility on when change happens and how.

- Not all delivery plan improvement activities will start from April – there is a phased approach. This is helpful in managing capacity and resources and in future it would be good practice to stagger improvement activities.

- We have started to shift towards Leadership Group having earlier scoping discussions to inform improvement activities so that we can provide a much earlier steer.

- Where pressures could arise for certain business areas, which can now be discussed further with strategic leads to manage this.
4. A shorter planning horizon can be managed. However, it may have an impact on business areas if this isn’t done well. Reflecting on the feedback we have had from grade 6s and office heads this may contribute to why offices sometimes feel that change is parachuted on to them on top of the day job and that there isn’t enough discussion on capacity and resources for change.

5. We have committed to a rolling delivery plan which will be updated throughout the year. Time and thinking has moved on. With the benefit of this exercise on impact/resources Leadership Group is invited to reflect on SPS capacity and the improvement activities set out in the plan. Before we share this analysis with office heads, and start quarterly reporting against the new plan, Leadership Group is invited to:

- note that the project to integrate the Solicitor’s Office as part of the parliamentary service has now been added to the delivery plan
- consider whether the committee unit engagement plan should be a run the parliament activity (business as usual now?)
- consider whether the inter parliamentary and governmental relations workstream is separate from the constitutional issues board or part of its work (can be subsumed within this?)
- agree that strategic planning and budgeting is an ongoing run the parliament activity (business as usual now?)
- amend the broadcast infrastructure programme to focus on the sound and voting system; rest of the changes are operational for the business area to govern.
- consider whether any other “improvement activities” in the delivery plan can be removed into business as usual; deferred to future years or halted at this stage? Equally are we satisfied that all significant improvement activities requiring staff resource and budget are captured?

6. Leadership Group is invited to consider the summary overview and the info graphics at Annex A which show change effort by aim and comparatively by project. We should consider whether further updates on any of the significant improvement activities would be useful at future meetings; especially in the context of managing change.

**Resource Implications**

7. Budget has already been set for the financial year to support the delivery plan. This exercise starts to look at the resource implications in terms of staff involvement and capacity.

**Dependencies**

8. This exercise has not scoped dependencies between activities or projects. Strategic leads are responsible for this as part of their forward planning.
**Governance issues**

9. Leadership Group will scrutinise and agree the outcomes and governance etc for all improvement activities from its April meeting onwards throughout the year.

10. Responsibility for other governance issues, such as Equalities Impact Assessment and risk assessments sits with strategic leads.

**Publication Scheme**

11. This paper can be published.

**Communications**

12. This analysis will be provided to office heads directly from Leadership Group once it has been discussed.

**Next steps**

13. Dissemination of this analysis to help office heads with their office planning which is concurrent.

14. Leadership Group will have the opportunity to monitor delivery and any proposed changes as part of the quarterly performance reporting.

15. Strategic leads will develop planning, considering availability of staff resource from other business areas.

**Decision**

16. Leadership Group is invited to:

   • consider the key findings from this analysis of our improvement activities
   
   • consider whether there are any improvement activities we should consider for future Leadership Group briefings
   
   • discuss and determine any changes to the delivery plan before the start of the reporting year
   
   • agree the dissemination of this material to office heads for their office planning

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Michelle Hegarty, Assistant Chief Executive

March 2019
Annex A - Infographics

Analysis of Change Effort by Strategic Aim

Aim 1 - 4%
Provide Members with high quality support and resources to allow them to excel in their roles as parliamentarians and representatives.

Aim 2 - 14%
Strengthen democratic accountability through effective scrutiny and debate

Aim 3 - 20%
Encourage public involvement in our work through welcoming facilities and inclusive services

Aim 4 - 46%
Encourage public involvement in our work through welcoming facilities and inclusive services

Aim 5 - 15%
Develop a skilled, diverse and inclusive workforce that embeds our values in all that we do
## Comparative Analysis of Change Effort by Delivery Plan Activity

<table>
<thead>
<tr>
<th>Activity</th>
<th>Change Effort</th>
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<tbody>
<tr>
<td>20th Anniversary 5.0%</td>
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<tr>
<td>Committee Engagement 7.8%</td>
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<tr>
<td>Expenses review 3.1%</td>
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<tr>
<td>Election 0.6%</td>
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<tr>
<td>Recruit. 3.8%</td>
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<tr>
<td>Security 11.0%</td>
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<tr>
<td>Sound &amp; Voting 4.6%</td>
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<tr>
<td>Strategic Planning 4.4%</td>
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<tr>
<td>BSL 4.5%</td>
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<tr>
<td>Culture of respect 9.9%</td>
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<tr>
<td>Legislative drafting 2.7%</td>
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<td>Telephony 13.8%</td>
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<td>Witness Diversity 5.3%</td>
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<tr>
<td>Broadcasting 2.5%</td>
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<td>Diversity &amp; Inclusion 4.0%</td>
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<td>OSSP+ H19:25 review 1.8%</td>
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<td>Workforce 0.6%</td>
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