

# The Scottish Parliamentary Delivery Plan

The Delivery Plan sets out the 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.

## AIM 1: PROVIDING MEMBERS WITH HIGH QUALITY SUPPORT AND RESOURCES TO ALLOW THEM TO EXCEL IN THEIR ROLES AS PARLIAMENTARIANS AND REPRESENTATIVES

### PRIORITY 1.1: MEMBERS EXCELLING IN THEIR PARLIAMENTARY AND REPRESENTATIVE ROLES, INCLUDING THROUGH ACCESS TO THE BEST AVAILABLE INFORMATION, DELIVERING THE HIGHEST STANDARDS OF OVERSIGHT AND SCRUTINY

#### KEY ACTIVITIES:

- Undertake an analysis of services to Members to ensure effectiveness and co-ordination by end of October 2017.
- Support Members in their committee roles to ensure committees influence and improve policy outcomes by:
  - Monitoring the extent to which changes have arisen as a result of committee influence on a quarterly basis;
  - By end of November 2017, using the results of the research into gender diversity of witnesses to put in place an action plan to increase and monitor diversity;
  - Diversifying the range of information sources available to committees by implementing the Committee Engagement Strategy and having 100% of significant scrutiny work supported by an engagement plan by December 2017.
- Support Members' oversight and scrutiny functions through the provision of delivering courses to Members including Questioning Techniques and Disability training during 2017.
- Prepare a series of briefings to help committees and individual Members understand the legislative process by end of December 2017, and develop and deliver further courses based on Members' needs as identified through the analysis of services to Members.
- Harness expertise in our higher education institutions through a Fellowship programme, a series of PhD placements and a new policy traineeship over 2017-18, and establishing and running networks and links with academics in key policy areas over 2017-18.
- Mainstream sustainable development principles to improve scrutiny across the Parliament based on a rolling workplan due for completion by July 2019, including the testing and take-up of a Sustainable Development tool, with a review planned by April 2018.

Updated: 7 June 2017

**AIM 2: 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 2.1: THE PARLIAMENT HAS THE NETWORKS, RESOURCES, EXPERTISE AND PLANS IN PLACE TO SCRUTINISE EFFECTIVELY PROPOSALS FOR BREXIT AND OTHER CONSTITUTIONAL CHANGE**

**KEY ACTIVITIES:**

- Establish a Presiding Officer-led group by end June 2017 to monitor and review the disposal of all recommendations of the Commission on Parliamentary Reform.
- Establish a small team to support the PO group and coordinate office and staff engagement by end June 2017.
- Assess, through the Constitutional Issues Board, 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. Delivery objectives will include:
  - By June 2017, establish and maintain official-level links with the Scottish Government, Westminster and Whitehall to work upstream of the introduction of legislation so contributing to effective parliamentary business plans;
  - Compile a resource assessment for the 2017-18 SPCB budget consideration by end August 2017;
  - Coordinate a Bureau/Conveners Group/SPCB summer recess contingency plan before end of June 2017 and revisit the longer term implications for scrutiny in September 2017.

**AIM 3: PROMOTING ENGAGEMENT AND PARTICIPATION TO SUPPORT AND STRENGTHEN THE WORK OF THE PARLIAMENT AND TO ENHANCE PARLIAMENTARY DEMOCRACY AT HOME AND ABROAD**

**PRIORITY 3.1: DELIVER PUBLIC ENGAGEMENT ACTIVITIES THAT IMPROVE THE QUALITY AND VISIBILITY OF THE WORK OF THE PARLIAMENT**

**KEY ACTIVITIES:**

- Deliver a refreshed Public Engagement Strategy and Delivery Plan, following the publication of the report of the Commission on Parliamentary Reform by October 2017.
- Review alignment of International Strategy with the Parliament's Strategic and Delivery Plans by end December 2017.
- Develop, deliver and implement a British Sign Language Plan by October 2018.

## **AIM 4: 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 4.1: SCOTTISH PARLIAMENTARY SERVICE STAFF WITH THE CAPACITY AND SKILLS TO MEET THE CHALLENGES OF DELIVERING PARLIAMENTARY SERVICES, IN A CHANGING ENVIRONMENT**

#### **KEY ACTIVITIES:**

- Publish a revised approach to recruitment by the end of June 2017.
- To meet the challenges ahead, review our shared values and behaviours frameworks to ensure they fit our culture, standards and expectations of service delivery by end of December 2017.
- Support Leadership Group in developing its leadership and management capabilities, both on an individual and collective basis, to support the parliamentary service in addressing future challenges by end of December 2017.
- Produce and publish an organisation-wide (including Members' staff) Learning and Development Plan covering 2018-2021 to enhance leadership and management capabilities, and digital and IT skills by end of March 2018.
- In collaboration with Leadership Group and Staff Networks, produce a Diversity and Inclusion Delivery Plan covering 2018-2019.
- Review the Apprenticeship Programme to ensure we continue to offer high quality apprenticeships across all services areas by end of June 2018.

### **PRIORITY 4.2: EFFICIENT AND EFFECTIVE DEPLOYMENT OF OUR STAFF, FINANCIAL AND PHYSICAL RESOURCES**

#### **KEY ACTIVITIES:**

- Produce and publish an organisation-wide Workforce Plan, linking service outcomes and the staffing resource required to deliver them by end of December 2017.
- Prepare the SPCB's 2018-19 budget bid, in collaboration with the Strategic Resources Board and taking account of the wider financial context, for submission to the Finance Committee by end December 2017.
- Work with SPCB sponsored officeholders to:
  - Identify accommodation which could be adapted to co-locate up to 3 officeholders by end November 2017;
  - Provide support during the phased transfer of the relevant offices up until occupation;
  - Identify opportunities for sharing services as a result of the co-location.
- Review Office Planning & Performance Reporting Processes:
  - Review the Office Planning process to inform resource allocation by the end of December 2017; and
  - Review the Performance Report format and supporting corporate Key Performance Indicators by the end of December 2017.
- Review internal communications in the organisation by October 2017 and implement findings by end December 2017.
- Measure staff satisfaction by seeking views and input to support effective delivery of the strategic aims of the organisation by end of March 2018.



## PRIORITY 4.3: A MODERN PARLIAMENT, DEMONSTRATING A SMART, CONFIDENT USE OF TECHNOLOGY AND INFORMATION TO DRIVE IMPROVEMENTS IN HOW WE COMMUNICATE AND WORK

### KEY ACTIVITIES:

- Develop and deliver Web and Online Roadmap to support the aims of the Public Engagement Strategy:
  - Submit proposal to the Digital Strategy Board by end of June 2017.
- Complete analysis of project to re-engineer the Questions and Motions system by end of August 2017.
- Plan and deliver the Digital Workplace Programme for SPS:
  - Begin migration of SPS email service to the cloud by end of August 2017;
  - Begin application compatibility testing of all applications which will be required to move from current Windows 7 and Office 2013 environment to new Windows 10 and Office 365/2016 based environment & plan in place by end of August 2017;
  - Develop roadmap for the rest of the programme by September 2017.
- Complete an options appraisal to identify future system requirements of the current Committee Agenda System (CAS) by end of September 2017.
- Commence engagement with technical partners on the replacement of telephony system by end September 2017.
- Review the Digital Strategy by end of December 2017.
- Continue to improve our corporate records management capability by implementing the agreed Document Retention policy across the SPS by April 2018; and developing and implementing processes for the transfer of historical records to the National Records of Scotland by summer 2018.
- Ensure services supplied through the IT contract are successfully transitioned to new arrangements before expiry of current contract by January 2018.
- Prepare for the introduction of the online lobbying register in advance of the commencement of the Lobbying (Scotland) Act 2016 in early 2018.
- In conjunction with partner organisations, develop a tool for drafting, amending and publishing bills and managing the legislative process, by securing and starting procurement of a live services contract by April 2018 and start test use of the product by summer 2018.

## PRIORITY 4.4: SAFE, SECURE AND RESILIENT WORKING ENVIRONMENTS FOR MEMBERS, MEMBERS STAFF, THE SCOTTISH PARLIAMENTARY SERVICE & THE PUBLIC

### KEY ACTIVITIES:

- Establish a mechanism for instigating and overseeing a strategic approach to physical and cyber security by end of August 2017.
- Develop a high-level action plan for various security works and improvements for engagement with SPCB by 29 June 2017.
- Implement improved cyber security defences including additional filtering turned on by end June 2017 and end point defences improved by end of September 2017.
- Complete replacement of chamber lighting and ancillary systems programme by September 2017.
- Approve, plan, resource and deliver a project which will ensure that the Parliament is fully compliant with EU General Data Protection Regulations by 25 May 2018.
- Oversee, through the SRB, the re-let of major contracts due between August 2017 and August 2018.