

## **2016 ELECTION PLANNING PROGRAMME CLOSURE REPORT**

### **Executive summary**

1. The SPCB is asked to note the Closure Report for the 2016 Election Planning Programme (attached as an Annex) and to agree the recommendations arising from the programme review.

2. As with previous parliamentary sessions, a programme was established by the Leadership Group to manage all aspects of the transition to Session 5. The main focus of the programme was on assisting Members, whether standing down before the election or seeking re-election with managing their responsibilities before, during and after the election period. Following the election, the emphasis switched to supporting those Members elected for the first time in adjusting to their new roles.

3. This support marked a significant change from support provided at previous election times. Previously, support provided by the Parliament was largely limited to accommodation and IT issues and assistance with parliamentary duties was left largely to political parties or was provided on an ad hoc basis. As research had shown that parties struggled to provide induction training in the immediate aftermath of an election, at this year's election the Parliament took responsibility for inducting Members on their parliamentary roles, with a full programme of events taking place in the first two weeks after the election in May.

4. The Closure Report sets out the work undertaken to design and deliver this support and contains feedback from around half of the newly elected Members (Annex C to the report).

### **Issues and Options**

5. The programme was overseen by a board which was established by the Leadership Group around a year before the election. The board met monthly from September 2015 and more frequently as dissolution and the election approached. It reported regularly to both Leadership Group and SPCB in line with its governance arrangements. Its remit, as agreed by LG, was:

- to co-ordinate pre- and post-election planning and communications with Members on all matters and events related to the election on 5 May 2016, and
- to ensure a smooth transition from Session 4 to Session 5. This includes co-ordinating all activity relating to the election covering Members standing down, Members returned after the election (with particular focus on those returned for the first time) and those unsuccessful in being returned.

6. Given the new strong focus on newly elected Members, Business Managers were engaged early on the shape and content of the induction programme. The outgoing Presiding Officer's agreement to exercise her (limited) discretion to call the first meeting of the Parliament after the election a day later than normal, thereby providing an additional day for orientation activities, was also an important factor in the success of the programme.

7. Induction training was provided on a cross-party basis. This was designed to create a sense of common purpose among new Members in acting as parliamentarians and to create networking opportunities from day one. Plans were therefore designed around the key parliamentary duties of acting as legislators and holding the Government to account.

8. Regular communications with Business Managers ensured that candidates at the election were made aware of the opportunities that were being provided post-election. The success of those opportunities relied on capturing new Members as soon after their election as possible, before the demands on their time and attention multiplied. The following initiatives were therefore devised and implemented:

- Members were called at home by a senior member of parliamentary staff (an Assistant Chief Executive) 24-48 hours from their election. This consisted of a welcome to their new role, a brief summary of what was being provided to them in the coming weeks and an opportunity to raise initial questions;
- Registration was scheduled from 9am on the Monday following the election. This included the issue of security passes and initial security advice, the conveying of personal information for payroll purposes, signing an allowances declaration and the taking of their official photograph;
- The allocation of an "Orientation Guide" to assist new Members through registration, orientation and any matters arising in the first days and weeks of the Session. Guides were recruited from all parts of the Parliament and were given basic training in customer service and various aspects of parliamentary procedure and practice in order to provide a good quality service to Members;
- A lunch hosted by the Presiding Officer on the day of registration to mark a formal welcome to newly elected Members and to allow those Members to meet and mix with others from different parties. LG colleagues also attended in order to provide an introduction to the parliamentary staff with responsibility for the day-to-day running of the organisation;
- A three-day orientation programme (Annex D to the Report) on the Monday, Tuesday and Wednesday afternoons following the election providing introductions to various aspects of parliamentary procedure and practice as well as practical information on employing staff, setting up a local office and securing accommodation;
- An evening reception on day one to round off the first day of introductions and to cement the connections established during the course of the day.

9. In order to support Members in attending these events, accommodation was provided in local hotels from the Sunday evening. Uptake was high, demonstrating the enthusiasm for taking part in the programme. Each afternoon session was attended by over 90% of the new intake.

## Feedback

10. As can be seen from Annex C to the report, the feedback from newly elected Members was overwhelmingly positive. Areas of particular note included:

- Members were satisfied with the structure and format of the first day. It was acknowledged that it was a long day for most, starting around 9am and running until 8pm, but there was unanimous agreement that every element of the day was required and Members were comfortable with the overall experience.
- The cross-party nature of the programme was particularly welcomed, again unanimously. Various Members reported making connections that day that they have maintained, and one Member stated that she has taken this cross-party approach and applied it to her work in committees. Another Member remarked that he was not aware of what the etiquette was in interacting with Members of other parties and was grateful for the clarity right from the outset.

11. While stressing their strong appreciation and approval of the programme, most Members interviewed identified one or two areas where they felt support could have been improved. Very few trends emerged, but areas raised by more than three Members included:

- **Allowances:** Members felt that the initial introduction to the Members' Expenses Scheme did not give them a full understanding of what was permitted (and not permitted) under the scheme or prepare them sufficiently for submitting claims. It was suggested that Allowances Office staff should offer refresher training after the first few weeks or conduct floorwalking (in the manner of BIT/FM) to assist with greater familiarization with the scheme;
- **Accommodation:** several Members suggested that additional support with securing accommodation would have been helpful. Suggestions included the provisions of briefings on the local rental market and even access to advice from professional letting companies;
- **Employing staff:** it was suggested that although the new job outlines were helpful, more support could have been provided on the overall make-up of a typical MSP staff group. It was accepted that final decisions were for Members alone, but the availability of different profiles within the Staff Cost Provision would have given Members a better understanding of the mix best suited to their needs.

12. Feedback has also been sought from Business Managers who reported an overwhelmingly positive experience amongst their new Members.

## CPD for Members

13. In order to take advantage of the momentum created by the programme, the Parliament's Continuous Professional Development (CPD) initiative for Members started the week following the induction programme. The first course was on parliamentary speechwriting in order to assist Members with their maiden speeches; the second was on interacting with the media as a parliamentarian; and the third was

a PO-led session on 'being a parliamentarian'. Forty of the 51 new MSPs attended at least one of the sessions and the feedback was hugely encouraging.

14. The CPD initiative is aimed at all Members and a recent session on understanding the budget process saw a mixture of new and returned MSPs taking part. Other work planned include a questioning techniques course for committees (this was previously run in sessions 3 and 4) and disability training which stems from work being done by the One in Five Campaign. As the aim of the CPD programme is to ensure that everything offered is timely and relevant, courses will continue throughout the session.

### **Recommendations**

15. Given the strength of the positive feedback received, the board strongly recommends that the same broad approach is applied to the next Scottish elections as was implemented this year. It is also recommended that those responsible for planning the transition to Session 6 be referred to the issues raised in paragraph 13 and the recommendations listed in the summary to the Closure Report (p 3-4).

### **Resource Implications**

16. There are no resource implications from this report. The Election Planning Board did not itself hold a budget and election services to Members were met from planned office expenditure. This included the overnight accommodation costs referred to in paragraph 10 which were met from the Events and Exhibitions Team budget.

### **Dependencies**

17. The entire programme relied on close collaboration across the Parliament. The board – which included representatives from offices providing election services - was instrumental in setting priorities and facilitating co-operation between business areas. Also critical to the success of the programme was early and ongoing engagement with Business Managers and the support of the Presiding Officer and SPCB.

### **Governance issues**

18. The board was established by Leadership Group and accountable to it for performance. Regular reports, both oral and written, were issued during the lifetime of the programme. The SPCB was also kept informed of planning arrangements and its consent was sought in relation to a number of matters concerning the use of parliamentary resources.

### **Publication Scheme**

19. This paper can be published.

## **Decision**

20. The SPCB is asked to consider the Session 5 Election Planning Closure Report and agree the recommendations made in that report.

**David McGill**  
**December 2016**



The Scottish Parliament  
Pàrlamaid na h-Alba

## 2016 Election Planning Programme

### Closure Report



October 2016

# 2016 Election Planning Programme

## Closure Report

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**Annex A – Office Milestones Achieved**

**Annex B – Orientation Guide Feedback**

**Annex C – New Member Feedback**

**Annex D – Orientation Programme**

***“How a national Parliament should operate, spectacular display of efficiency, cross party approach” – new SNP MSP***

## **Summary**

The Scottish Parliament 2016 Election Programme was a programme of work to manage successfully the transition to the fifth session of the Parliament, ensuring it was well placed to excel. The role of the Programme Board was to co-ordinate effectively pre- and post-election planning and communications with Members on all matters and events related to the Scottish Parliament election on 5 May 2016. The Parliament’s Leadership Group established a board to oversee arrangements for the election and support to Members.

The 2016 Election Programme Board was convened in May 2015, headed by an Assistant Chief Executive as Senior Responsible Officer (SRO) and included representatives from a range of offices across the Parliament involved in all aspects of planning and delivering the programme. The Board was supported by a Programme Manager, John Paterson, and a Programme Secretary, Mary Ann Masson. It also included a member from the Continuous Professional Development Working Group in order to provide a link between initial orientation and ongoing development for Members.

The remit and the responsibilities of the board were:

- to co-ordinate pre- and post-election planning and communications with Members on all matters and events related to the election on 5 May 2016, and
- to ensure a smooth transition from Session 4 to Session 5. This includes co-ordinating all activity relating to the election covering Members standing down, Members returned after the election (with particular focus on those returned for the first time) and those unsuccessful in being returned.

The programme represented a radical departure from previous programmes. It managed the transitions between parliamentary sessions, with the Parliament taking responsibility for all aspects of supporting newly elected Members in their parliamentary and representative roles. This innovative approach involved the Parliament in taking a direct role in providing necessary information and support to new Members with the aim of allowing them to hit the ground running.

The programme achieved and exceeded its goals, despite the record high number of new Members returned at the election. This success was reflected in feedback from Members, senior Parliament officials and staff involved directly in the delivery of the programme.

The programme board's main role was to advise the SRO on all aspects of the programme. The board met monthly throughout the programme to review progress and provide assurance to the SRO that the programme goals and milestones were met. In line with the Communication Plan, the SRO reported progress to LG on a monthly basis and on a regular basis to the SPCB.

The programme adopted a robust governance framework, in accordance with the SPCB's policy on project governance, including preparation of a business case, stakeholder and communication planning, programme management and the management of risk.

During the initial stages of the programme, offices were asked to review and update their office plans. The key activities within each office plan allowed the development of an overall programme setting out critical paths and the key milestones. Offices were also asked to identify cross-office activities with these tasks managed by the Programme Manager. Both office-based activities and cross-office activities were delivered in accordance with the overall programme.

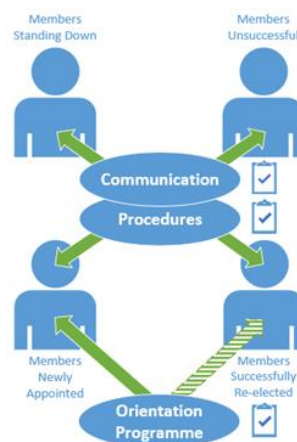


Fig.1 – Programme Benefit Realisation

## Recommendations

1. Future election planning programmes should largely follow the format established by the 2016 Election Programme (section 1).
2. Scenario-planning should be carried out for key programme events, including the use of pre-mortem risk event and mock exercise for registration at around three months and three weeks from the election date respectively (section 2).
3. Review induction programme for new Members who have been Members in a previous Session of Parliament (section 2).

4. The feedback from Members should be reviewed with a view to improving support in the following areas (Annex C and Annex D):
  - Information on and support in managing the Members Expenses Scheme
  - support with the operation of committees once they are about to meet for the first time
  - the purpose of motions and parliamentary questions, including examples of different types and what is trying to be achieved.
5. Consideration should also be given to running refresher sessions in the evenings once parliamentary business is fully up and running (Annex C)
6. Orientation Guides should continue to be issued with written guidance on their roles (section 2)
7. More support should be given to Guides on post-registration with Members (section 2)
8. Tour guides should be briefed on the purpose of the tour for Orientation Guides in order to allow the latter to tailor their subsequent support for Members more effectively (section 2)
9. The board should improve internal communications, working with those responsible for such policies to ensure the those offices not represented on the board are fully aware of plans and that those offices on the board are sharing information as fully as possible (section 1).

## 1. Election Planning Strategy

***“Loved it! Cross-party nature a great idea. Has fed in to my Committee work” new SNP MSP***

### 1.1 Programme Outcomes

#### Communications

The board drafted and agreed a Communications Plan which identified the key internal and external stakeholders, together with a strategy for ensuring that all of those involved in the project or affected by its outcomes received the appropriate level of information. The following principles underpinned the communications plan:

- Overall responsibility for leading communications rested with the SRO. The programme manager, with the assistance of the programme secretary, was responsible for co-ordinating communications from the different projects to the SPCB, Members and Parliament staff. Programme board members were responsible for feeding communications from their business areas through the programme board.
- Communications inside the programme team were conducted formally through programme board meetings and informally as required between meetings.
- Informal soundings of Members, including SPCB members and Business Managers, were undertaken as necessary. Formal consultation of the SPCB was required for certain projects, including election guidance, Kirking and the Session 5 event, and registration and induction.
- Communication with Members was routed through the programme board to ensure consistency and accuracy of messages and to streamline communications.
- Communication with the Parliament’s Leadership Group (LG) took the form of regular briefings on the programme’s progress and individual briefings on certain projects and policy decisions.
- LG was expected to pass on information as necessary to staff in their groups and offices. That communication with staff was augmented by general pre- and post-election updates from the Clerk/Chief Executive Office produced by the programme board.
- Communication with the public and media was through the Parliament’s established channels. The public received information via the Public Information Service, the Scottish Parliament’s website and social media channels. The Media Relations Office co-ordinated communication with the media.

- SPICe was the main link to the returning officers, while all offices shared information with colleagues in other UK legislatures.

### Timeline

The programme had to ensure that, before the election, existing Members were fully aware of, and able to meet, their responsibilities whether standing down or seeking re-election. The board ensured that key procedural events were planned for and delivered on time both before and after the election, including;

- Publication of election guidance to all Members prior to dissolution
- Formal notice to Members Standing down
- Staff employment procedures enacted by Members standing down to ensure redundancy notice provided to staff
- Winding up of Session 4 Allowance scheme
- Election result confirmation including the collation and distribution of information following court declarations
- Issue of Chief Executive letter to elected Members
- Registration event and orientation programme
- Signing the declaration for Session 5 Allowances Scheme
- Session 5 Oath Taking Ceremony
- Kirking of the Parliament
- Session 5 – First Meeting of Parliament
- Appointment of Presiding Officer, Deputy Presiding Officers, First Minister and SCPB members
- Session 5 – Official Opening of Parliament

### Orientation Programme

***“Good example of how Parliaments should introduce Members” – new Scottish Conservatives MSP***

The orientation programme placed the focus on supporting newly elected Members, delivering a programme of events specifically tailored towards their needs during the initial days and weeks following the election. The key aims of the programme were;

- to provide a high quality service to new Members, welcoming them to the Scottish Parliament
- early registration (issue of Security Pass, transfer of pay details and allocation of interim office and IT accounts and equipment)
- induction sessions in the chamber setting out the key communications regarding the functions of Parliament to ensure that Members had

sufficient basic knowledge of their roles in their early days (the orientation programme was also designed to foster cross party relationships allowing newly elected Members to establish new contacts across recognised party lines and develop new valuable networks)

## 2. Approach and Key Deliverables Achieved

**“A good mix of information plus a friendly reception” – New Liberal Democrat MSP**

### 2.1 Pre-dissolution

Prior to Dissolution of the Parliament on 24 March 2016, offices put arrangements in place to support Members who were either standing down at the end of the Session or standing for re-election. The key roles undertaken by offices during this stage of the programme was to commence implementation of office plans, including contributing to guidance issued to Members. That guidance aimed to ensure that Members understood what was required of them in the run up to and beyond the election.

Communications were issued in the name of the Chief Executive Office. In keeping with the Digital Parliament Programme, all communications were also posted on the Members' Portal.

#### *Risk Management*

The management of risk was key to the overall success of the programme. Whilst this was captured through the programme using a traditional risk register, the pre-mortem and mock registration exercise (see below) planned prior to the election, allowed the programme board to consider all the risks which could impact on the programme events and timing. These exercises assisted in sufficiently identifying and mitigating risks ahead of programme delivery.

The programme pre-mortem event asked the team to imagine a post-election scenario in which the programme had failed spectacularly and ended in fiasco. Board members imagined those events that had contributed to the 'failure', before consolidating each risk into categories, allocating associated risks to named individuals and planning detailed strategies to mitigate each of those risks.

This prospective hindsight approach successfully identified significant risks that would not been generated by traditional methods of risk management and proved critical to the successful delivery of the programme's aims.

#### *Orientation Guide Training*

The Board had agreed that each newly elected Member would be assigned an 'Orientation Guide' who would meet them on arrival and be available to provide support and answer questions during the first days and weeks of the new session. A training course was devised for the 54 staff who volunteered to act as Orientation Guides. The course was run in April by the Board Secretariat and, given the large number of volunteers, was run twice with 27 staff at each session. The purpose of the training was to:

- run through what would be expected from them in their role;
- improve parliamentary and political awareness in order to enable them, within reason, to respond to questions from new Members beyond their current knowledge levels;
- provide an opportunity for questions and to clarify understanding; and
- give guides a chance to meet and talk with each other.

The training covered:

- an overview of the registration and orientation programmes;
- the parameters of the role;
- a 30 minute guided tour of the Parliament (to help guides in preparing to take their Member on a tour);
- a 30 minute overview of the Microsoft Surface Pro devices which new Members would receive on their first day;
- a briefing from HR Office staff on what they required from new Members; and
- a briefing from Security on security issues and passes.

An information pack was compiled for guides to use. This was a large document which contained information from across the Parliament and included a list of answers to questions it was likely the guides would be asked.

Feedback on the training was mainly positive and most guides found the information pack useful. Some commented that the pack was too long and, in fact, most staff were aware of most of the information that it held. However, it was indexed and bookmarked and intended as a reference guide (ideally to be accessed electronically) and not to be read cover to cover. **It is recommended that a written guide be used again in the future as part of a ‘belt and braces’ approach.**

Most guides were happy to have had a short tour of the Parliament as part of the training. **It is recommended that if this is run again that the tour guides be properly briefed on the purpose of the tour so they can tailor it as they see fit and be comfortable leading a tour for staff.**

Pre-dissolution key deliverables achieved

May 2015 -	Setting up of Project Board
June 2015 -	Initial Newsletter to Members
	LG Sign off Programme Initiation Document
September 2015 -	Review and submission of Office Election Plans
	Programme Update to SPCB
October 2015 -	Election Guidance issued to Members
November 2015 -	HR meeting with all Members prior to dissolution
	Redundancy Guidance issued to Members
December 2016 -	Dissolution Guidance issued to Members

January 2016 -	FM arrangements for packing and vacating offices issued to Members Development of candidates information for election night and first days
February 2016 -	Allowances Guidance issued to Members Programme Risk Management event Request for Orientation Guides issued Media Access Policy Guidance issued
March 2016 -	CEO letter to non-returning Members

## 2.2 Dissolution

During the period when the Parliament was dissolved, arrangements were made firstly to ensure the process of vacating offices by Members was complete and, secondly, to finalise arrangements for the election and post-election period.

### *Rehearsal Event*

A mock registration event was held during dissolution to provide offices and orientation guides with an opportunity to have a walk-through the planned registration process, with 25 members of staff playing the part of new Members visiting each planned registration stage. Each office involved in administering the registration event carried out their roles and the event was monitored by the board secretariat. Subsequent feedback revealed that offices and orientation guides found this event extremely helpful as it helped identify areas that required attention before the actual event, as well as clarifying the role of orientation guides.

### Dissolution key deliverables achieved

March 2016 -	Dissolution Policy Implemented ensuring that arrangements for (now former) Members being followed, including the handling of casework
	Business Bulletin Announcement of election arrangements and first day of Session 5 published
published	Final list of Members not standing for re-election
	Web-site status changed
	Social Media sites changed
	Security Passes disabled and return of office keys
	Maintenance and deep clean of Members Offices
	Prepare Session 5 Members ID
	Election Night systems testing
	Request and collate candidate Session 5 campaign photos from Political Parties

## 2.3 Election Night

During the night of the election, staff from a number of offices worked overnight to ensure election information was collected, verified and distributed to the offices which needed information immediately. Information from counts for each constituency and the share of the regional votes were confirmed and made available on a dedicated SPShare site.

### Election Night key deliverables achieved

- election results confirmed and published on Scottish Parliament website
- formal letter from Chief Executive prepared and issued to new and returning Members
- Chief Executive e-mail to all new and returning Members issued
- Chief Executive letter to non-returned Members prepared and issued
- Letters collected by Royal Mail and issued by recorded delivery to Members' preferred home addresses
- Database updated with new and returning Member information
- MSP Biographies published
- Key Election factsheets published
- State of the Parties published
- Passes enabled for returning Members
- New Members' SPShare site confirmed and updated

## 2.4 Post – Election

For the first time the programme centred its focus of the first days post-election towards the 51 new members who had been elected, whilst arrangements were made for re-elected Members to return to Holyrood.

### Post-Election key deliverables achieved

Friday 6 May -	Returning Members returned to previous office on an interim basis. Security passes reactivated SPICe enquiry desk, BIT & FM Helpdesks open for returning Members' enquiries ACEs commenced introductory telephone calls to newly elected Members
Monday 9 May -	Orientation Programme commenced for new Members including; Formal Registration Lunch hosted by Presiding Officer New Members Group Photograph Orientation Programme – Session 1

	Evening Reception
Tuesday 10 May -	Orientation Programme – Session 2 Parliament FAIR commences
Wednesday 11 May -	Orientation Programme – Session 3 Kirking of the Parliament
Thursday 12 May -	First meeting of the Parliament Oath Taking Session 5 - Official Photograph Election of Presiding Officer Election of Deputy Presiding Officers
May 2016 -	Election of First Minister Election of SPCB Members Publish MSP Photo booklet Establish and support non-returning Session 4
Members	HR meetings with new Members Provision of Allowances advice Local Office fit-outs Update MSP Biographies Feedback from Orientation Guides
July 2016 -	Official Opening Ceremony
October 2016 -	Feedback from New Members of their experience

### 3. Outcomes

***“So smooth, first day was brilliant – the cross party basis worked well, I still speak to others now. Orientation Guides were spot on – having a ‘go-to’ person in the first weeks was brilliant!” – New Scottish Conservatives MSP***

#### 3.1 Outcomes Strategy

The outcomes set by the Board and endorsed by LG and SPCB at the outset of the programme were to successfully ensure a smooth transition to the new parliamentary Session. The programme undertook extensive consultation with existing Members a year before the election in order to ensure its plans were customer-focussed and fully evidence-based. This ensured that Members were able to undertake their new responsibilities swiftly, providing immediate benefits to the electorate and to parliamentary business. The Programme was deliberately designed on a cross-party basis in order to generate longer-term benefits in relation to consensus and network building, with Members reporting that this has, for example, fed in to their subsequent work on committees.

This section of the report sets out how the vision and outcomes were achieved and the benefit realisation of the programme outcomes and highlights key successes.

The outcomes delivered were:

- Co-ordinated communications to Members and others from October 2015;
- Improved Member experience in the pre- and post-election periods;
- Smooth transition to Session 5, with all statutory and procedural deadlines met;
- An integrated process for registration and orientation for newly elected Members;
- Wider engagement with and involvement of staff from across the Parliament in election-related services.

Specific outcomes are considered below.

#### 3.2 Communications

##### Programme Board

Internal communication was constant throughout the lifetime of the programme. Regular programme board meetings provided an opportunity for formal consultation and communication, while staff meetings within and between business areas provided an opportunity for informal discussion and communication. The first board meeting took place in June 2015 at the outset of the programme, with further meetings being held monthly between then and the end of 2015. The frequency of

meetings increased in 2016 as some projects started to deliver, with several meetings of the board in the lead up to and around the election in May 2016 and a final board meeting in October 2016 to formally close the project.

### Members

Communications for Members focused on their needs depending on their status in the programme. Members standing down after Session 4 were contacted about winding up their affairs on dissolution and those standing again were issued with election guidance prior to dissolution. Communication to returning Members were geared to allowing them to return to work as quickly as possible whilst those who were not returned received communications to assist with winding up their parliamentary affairs quickly and efficiently. For new Members, initial communications were provided as part of the orientation programme. Guidance documents and newsletters were issued from the Chief Executive's Office by e-mail and posted on the Members Portal.

Individuals office successfully contacted Members formally by e-mail and held face-to-face meetings at key programme stages to discuss office and programme related issues.

### External Stakeholders

Communications for external stakeholders was carried out by the web team, MRO and SPICe. The web team were the main publishers of communication to the general public using social media from the dissolution period through the election and concluding with the opening ceremony. MRO successfully managed the media organisations throughout the programme and were involved in co-ordinating media information and requests in line with agreed election planning policy.

## **3.3 Orientation Programme**

The main innovation undertaken by the programme was the provision of a formal orientation programme. Following previous Scottish Parliament elections, the focus of official support to newly elected and returning Members had fallen on ensuring that Members had all of the facilities they require to operate, such as a parliamentary office, IT provision and support with employing staff. The Parliament had previously left support and induction on parliamentary and political aspects of a Member's role to political parties. Feedback from Members demonstrated that this was not always delivered due to the numerous pressures on parties in the aftermath of an election. A formal programme was therefore designed to take place immediately following registration.

### Registration Event

Following previous elections, Members were free to return to the building when they wished and Parliament staff were on hand to issue security passes and allocate

offices on an ad hoc basis from the time of individual declarations. Working closely with the parties, it was agreed that newly elected Members were asked to attend for formal registration from 9am on Monday 11 May. This worked extremely well with all but 3 of the 52 new Members arriving that morning, with the remainder being registered the end of the following day. Registration consisted of:

- issuing security passes and security advice,
- providing key personnel information to ensure Members could be added to the pay roll,
- allocation of an interim office and associated IT equipment, including parliamentary e-mail account
- a tour of the building by Orientation Guides
- official portrait taken and
- an introduction to SPICe.

A number of offices co-ordinated the various aspects of registration, ensuring that information and services were provided efficiently on the Monday morning. Feedback highlighted that Members found the experience very slick and smooth and it served as an excellent first impression of the Parliament and parliamentary staff.

### Induction Process

Early engagement with Business Managers was undertaken well in advance of the election, securing cross-party support for the registration and orientation plans. In order to maximise the time available for orientation, the Presiding Officer decided to call the first meeting of the Parliament on Thursday, 13 May, the latest day after the election allowed by statute.

It was recognised by the Board that there was a balance to be struck in relation to the volume of information issued to newly elected Members, given the demands on their time following the election. The board's approach was to identify information that Members (a) needed in order to operate immediately and (b) would expect as an introduction to their lives as parliamentarians. In relation to the latter, sessions were held in the debating chamber over three afternoons in the first week and covered chamber business, standards and interests, Committees, legislation, SPICe and the budget process. These sessions were attended by over 90% of new Members who reported that they found the subject matters helpful and informative.

### Orientation Guides

Alongside the formal orientation programme, the Election Board offered additional support to new Members through a parliamentary official ("an orientation guide") who was allocated to a Member to provide ongoing support over the first weeks and months of the new parliamentary Session.

The introduction of guides for new Members was a significant success in the overall orientation process. They were the first member of SPS the new Members met on arrival at Holyrood and their welcoming approach to assist Members in the initial days, a time described by one new Member as 'a whirlwind week', was highlighted for praise by Members. The guides, who all volunteered for the role, came from all areas of the business and from all grades, provided Members with support from the moment they. From assisting through the registration event to being a point of contact in the following days, the feedback from Members was impressive, with universal praise for the role they played in the success of the first days.

### Events – PO Lunch and Evening Reception

Alongside the central aim of the programme, the Board recognised the need to provide new Members with opportunities to establish new contacts across party lines and to begin to build networks with other Members and parliamentary officials. The inclusion of lunch hosted by the out-going Presiding Officer, a group photo and an evening reception in the programme were designed to provide these opportunities.

The lunch and the evening reception were both well received by Members who were able to network and form new cross party relationships on the basis of a shared experience. The inclusion of Leadership Group staff at these events allowed new Members to meet senior Parliamentary staff in an informal setting.

### First Days Accommodation

In order to ensure high participation levels in the programme and to further enhance the benefits of taking a collegiate approach to the new Members, overnight accommodation was offered for the duration of the programme to those who required it. As Members were unable at that point to access the Edinburgh Accommodation Allowance, these costs were met by the Parliament. This arrangement allowed the Board to demonstrate the Parliament's commitment to the speedy orientation of new Members.

### Continuous Professional Career Development

A programme of Continuous Professional Development (CPD) for all Members was rolled out in Session 5 and the orientation programme served as an introduction to that programme for new Members. The board had as one of its members, a member of the CPD for Members Working Group, in order to provide a natural link between initial orientation and ongoing personal development of all new Members.

## Office Milestones Achieved

### Cross Office

- Board meeting attendance was good and meetings were designed to ensure all offices were kept informed and updated on planning regarding the Election Programme
- Assistance to provide information for Parliamentary Guidance and Chief Executive Newsletters to Members
- The newly elected Members registration form on SPShare worked well and its early deployment into live allowed thorough testing and fostered confidence between office who required to share Members information
- Orientation Programme involved a number of offices in roles to assist new Members, co-ordinate events relating to the programme and providing staff for Orientation Guide roles
- The mock event for the registration event helped build staff confidence and refine the approaches for the actual day

### Chief Executive Office

- Successful issue of Election Guidance to all Members following good collaboration across the organisation
- Chief Executive Newsletters issued to all Members in advance of Dissolution
- All letters issued timeously to Members not standing, those elected and those not returned
- Return of election certificates within two weeks of the polls

### PO Office (inc UKIRO)

- Board helped understand scope of works from all teams involved in the programme
- Pre-election plan format successful with users, so was adapted to provide a post-election plan to induct new PO & DPOs.
- Former PO involved personally in early stages of planning and Board provided approach to ensure PO was aware of programme plan
- Former PO delighted with execution of the plan, appreciating the high level of commitment and buy-in provided by SPS staff. Feedback from new Members was glowing.

### Chamber Office

- Early publication of dissolution date in October allowed for longer-term planning for the end of the session
- Improved co-ordination on the provision of names of returning

<p>Members</p> <ul style="list-style-type: none"> <li>• Induction programme, including Parliament FAIR, provided a good opportunity to meet the new Members and provide them with an overview of their various roles within Parliament</li> </ul>
<p>Security Office</p> <ul style="list-style-type: none"> <li>• Use of Party Campaign Photographs ensured new Members passes were prepared in advance of them arriving at Holyrood – initial focus was then on provision of general building security advice</li> <li>• Digital Key Boxes provision ensured that the handover of office keys was efficient, with Members invited to return key to key box at dissolution and then obtaining keys from key boxes when offices were occupied. This was successful during the interim office and the subsequent move to the permanent office layout. This approach reduced the number of replacement keys issued at previous election changeovers</li> <li>• Members Digital Security Resource allowed Security to provide basic security information electronically to Members and their staff quickly via the Members Portal</li> </ul>
<p>HR Office</p> <ul style="list-style-type: none"> <li>• Pre-election redundancy process for members standing down</li> <li>• New MSP registration, then HR induction programme thereafter</li> <li>• Support with recruitment for new and returned Members</li> <li>• Winding-up support for Members not-returned including staff redundancies.</li> </ul>
<p>Allowances Office</p> <ul style="list-style-type: none"> <li>• Registration process worked really well and the office obtained a lot of the relevant information that was needed at this point.</li> <li>• Keeping a list of MSPs standing down (provided by SPICe) as this enabled us to start working out the Winding Up Provision.</li> <li>• Having good records especially in relation to leases, issuing notices to MSPs advising of parliamentary funded publications and guidance to MSPs who were standing down.</li> <li>• Induction meetings with MSPs and their staff on all aspects of Allowances.</li> </ul>
<p>Events Office</p> <ul style="list-style-type: none"> <li>• Successful delivery of Orientation Programme events, including Presiding Officer hosted Lunch and Evening Reception, which provided strong networking opportunities for new Members, Leadership Group and Office Heads</li> <li>• The 'Kirking of the very well attended by Members, with the Presiding Officer reception following the ecumenical service providing a further</li> </ul>

<p>opportunity for new and returning Members to network across the political spectrum and with civic Scotland</p> <ul style="list-style-type: none"> <li>• Hosting the Members' FAIR (Facilities, Advice, Information and Resources) at pre-arranged stages during the first three weeks in a co-ordinated manner successfully allowed parliamentary offices an opportunity to connect with new and returning Members and to communicate office functions</li> <li>• The Opening Ceremony for the Fifth Session of the Scottish Parliament on Saturday 2 July featured a full programme – from the Chamber event showcasing a range of young Scottish talent followed by a Riding of over 2,500 people from every constituency in Scotland celebrating their Scottish Parliament through to the Big Day Out that afternoon which attracted over 9,000 members of the public to the Parliament</li> </ul>
<p>SPICe</p> <ul style="list-style-type: none"> <li>• Good examples of cross office collaboration, navigating potential issues and finding solutions when challenges arose</li> <li>• Early contact with new Members via Registration event and Orientation Guides very helpful to raise profile of SPICe</li> <li>• Information from election officials on election night came through very quickly and staff worked through election night to make information available on SPShare to other SPS staff</li> </ul>
<p>Web &amp; Social Media Team</p> <ul style="list-style-type: none"> <li>• Good planning and testing in advance of dissolution allowed prompt closing down and archiving Session 4 when Parliament was dissolved</li> <li>• Web traffic was extremely high for election based content – which fitted with the election communication plan with Twitter impressions for '@scotpar' exceeding 1 million for the first time in May 2016</li> <li>• Working with SPICe and BIT during election night MSP details were uploaded to the Parliament's website timeously, website also used to highlight post election events such as election of Presiding Officers, SPCB and establishment of Committees</li> </ul>
<p>FM</p> <ul style="list-style-type: none"> <li>• The FM Election project board feeding into the Main Election Planning Board helped all areas of the FM team and take part in discussions before and after the Election</li> <li>• Cross office communication was the key to the success of the programme and certainly helped the FM team with their programme achievements</li> <li>• Scenario planning for the office allocation in MSP building proved to be helpful following election results and made it easier to SP officials to assist political parties agree permanent office configuration in</li> </ul>

record time.
<p>MRO</p> <ul style="list-style-type: none"> <li>• The use of the Chamber floor for live network broadcasts from the BBC was a major success for MRO. Feedback from UK Network BBC on the unprecedented access that was given was extremely positive, which as a result meant the Parliament was able to reach millions of viewers across the UK in the 6pm and 10pm bulletins. MRO will seek to repeat this approach in 2021</li> <li>• The highly demanding photography elements to the Election Project were also a key success for MRO, with all MSP portrait shots, oath taking shots and family group shots taken, captioned and shared across key offices on deadline and issued to Members and media outlets on time</li> <li>• Media support to the incoming POs worked well with, with MRO supporting the PO through a raft of TV and radio interviews immediately after being elected, and the text of his acceptance speech issued to all media in a news release within an hour of taking up office. Tailored releases and images also issued to the DPOs' local media, with Facebook and twitter content also pushed out within the hour</li> </ul>
<p>Broadcasting</p> <ul style="list-style-type: none"> <li>• Planning with Broadcasters regarding their coverage and space allocation, including agreement to Parliament 'Use of Landscape Garden Area'</li> <li>• Members familiarisation on sound and voting equipment in the Chamber and Committee Rooms was included in induction process and additional one-on-one sessions provided to Members</li> <li>• First days television coverage, including rehearsals, ran smoothly with assistance from Chamber Office</li> </ul>
<p>BIT</p> <ul style="list-style-type: none"> <li>• Assisting standing down Members and non-returned Members (device buy back, kit return, data copy services, local office closure etc.)</li> <li>• Early engagement with new Members including the 'meet and greet' reception was well received and worked well (including one-to-one IT training on the new Surface devices and key services like the MSP Portal, as well as guidance materials such as the MSP Service catalogue)</li> <li>• The newly elected Members registration form on SPShare worked well and its early deployment into live allowed thorough testing and fostered confidence</li> <li>• Training and liaison for Members through follow-up visits and floor walking</li> </ul>

- Assisting new Members in the setup of IT services (IT accounts for newly hired staff, provision of mobile devices and local office setup)
- The moving of Members and their staff to their final Holyrood accommodation including the move of their IT equipment, their extension number and voicemail

## FEEDBACK FROM ORIENTATION GUIDES

General feedback was:

- everyone agreed that their Member found it useful to have a guide;
- everyone felt the pre-elections communications were good;
- Most found the training and information pack useful;
- all agreed the mock run through was the most helpful part of the preparation;
- the vast majority of guides are not in contact with their Members beyond saying hello in the passing; and
- everyone enjoyed the process and would recommend being a guide.

Recommendations

- Several orientation guides suggested that improvements could be made to the way post-registration communications with new Members were managed. Guides had been asked to pass on a number of emails from different sources on an ad-hoc basis over the first week. Often deadlines were tight and guides had not been able to pass the information on in time. Consideration could be given to the following in preparation for the next session:
  - Plan these communications in advance as far as possible. The Board could establish what sort of communications offices had in mind for the first week and could work to co-ordinate these in advance
  - A mailbox could be established to send such communications from
  - A DL List for new MSPs might be useful for sending out information during the first week rather than using Guides as a conduit for this.

A fuller account of feedback from Guides can be found at the following link:

<http://projects/PR00114/documents/Forms/All%20Documents.aspx?RootFolder=%2FPR00114%2Fdocuments%2FClosure%2FFeedback%20from%20New%20Members&FolderCTID=0x012000C6E828BD76087F408A79175C8CABF7E8&View=%7BCA11EA22-11BB-467A-8846-0B62F86DBCAC%7D>

## NEW MEMBER FEEDBACK

### 2016 Election Programme

#### Feedback from Members

##### Conservative MSP

Great starter, good example of how Parliament's should introduce Members, first day great – 52 Members now know each other better

##### Suggestions

- Legislation session too early? Later, through party groups? Stalls in GL good, but maybe more floorwalkers? Flat hunting – info on local market (get estate agents in?)
- More info on allowances

##### Green MSP

All excellent, especially OGs – smooth process. Chamber sessions excellent

##### Suggestions

- Hustings for PO. More info on PO role before our first vote
- Week 2 session on how the Parliament works (SPCB, PB, CG, LG etc)
- Passes for photo on day 2
- Refreshers sessions in mid-June or early recess

##### SNP MSP

OGs worked very well, events really good (but lots of info!)

##### Suggestions

- More on allowances (1 to 1, like BIT)
- More on chamber etiquette (like staying for 2 subsequent speeches etc)
- More on the rhythm of the week
- Too much on Bills, but need more on NGBU
- Map of the building

##### SNP MSP

First three days brilliant, OGs brilliant, welcome was the best, how a national Parliament should operate, spectacular display of efficiency, x-party approach was good (still chat across parties), reception was a good idea.

##### Suggestions

- One to one sessions with allowances
- Legislation was too complex – make more interactive in smaller groups
- Make clear don't HAVE to be here at 9 on day 1
- Make clear that week 1 is light in terms of business

### **Labour MSP**

Very appreciated, x-party approach a good idea, first day long, but needed

#### Suggestions

- Sessions not pitched at right level – need smaller, more detailed sessions to choose from eg in committee rooms
- Mock debate and vote for new members
- Better overview of (confusing) IT systems

### **Labour MSP**

Programme was reassuring, timings excellent, registration was brilliant, so helpful, clockwork, extremely impressive, OGs were great, great use of time

#### Suggestions

- Weekly timetable of party business
- More on setting up an office/recruiting staff, including what the SP can do and what Members need to do

### **Conservative MSP**

Very good, first impressions excellent, OGs helpful, induction useful, balance of info about right, accept programme couldn't be extended beyond 3 days, stalls very useful, HR advice good, x-party contacts fostered

#### Suggestions

- Should highlight early that may need to come in on the Monday as some have jobs!
- Didn't appreciate running office was a full-time job before doing anything else
- More on the rhythm of the party week
- Can we ask lobbyists to give Members a week or two? No staff to handle comms and don't know portfolios yet
- FM stall on office furniture could be repeated once offices are being acquired
- Separate stall for picking up mobile phones

### **Conservative MSP**

Very friendly – not expected (!), very positive, x-party nature good, orientation good – but a bit of info overload, visited all stalls – good face to face info.

### Suggestions

- Do RoI/Standards info a bit later
- Overwhelmed by emails – either Auto reply in outlook along lines of saying am new, will take time to get back to you or possibility of floating staff until we can employ our own.

### **Conservative MSP**

So smooth, first day brilliant – fine for length, x-party basis worked well – still speak to others now, OGS spot on – having a “go-to” person in first weeks was brilliant

### Suggestions

- Proper tour for BRAND new Members (ie never been a researcher etc)
- More on PQs/motions maybe in week 2 or 3 (eg supporting motions etc)
- More info on ordering storage for offices
- FM to do walk round after a few months to check needs
- Follow-up events in the evenings in first week eg writing motions, PQ process etc
- More on hiring staff – job titles confusing – tell us what we need or at least what a typical MSP employs (accept may be different for constituency/regional MSPs)

### **Conservative MSP**

Very positive experience, tremendous welcome, put at ease, OGS great – used once after first day, tour made massive difference, first day fine – full of adrenalin! – needs to be a busy day, x-party aspect important, balance on chamber sessions about right

### Suggestions

- More on committee structure – role in relation to SG policy/SSIs etc, why we need to take evidence, what committees are trying to achieve (as a councillor, thought this would be the same as for councils but it is completely different)
- Refresher course/more detail once committees are actually established (failing that, guidance note on 2 sides of A4)
- More on allowances – level of detail needed on travel forms
- More info on accommodation

### **Conservative MSP**

Staff fabulous – went above and beyond, OGS worked very well – good info, first day not too long, x-party nature excellent, used the stalls, would recommend the process for next election

### **Conservative MSP**

Good start, knowing who to ask afterwards is the main outcome (deductive coaching!), x-party aspect worked well – has led to good working relationships

### Suggestions

- Better info up front about the demands of the first week (would have stayed overnight if had known)
- More on hiring staff
- More on renting offices

### **SNP MSP**

Loved it!, x-party nature great – has fed into committee work, OGs great – used beyond day one, day one was fine for length and content – not excessive, chamber sessions and stalls useful

#### Suggestions

- More info on rhythm of party week
- More on allowances, especially SCP
- More on SSI and use better language around legislation

### **Labour MSP**

Tremendous, really useful. A lot to take in, but first day not too onerous – OGs helpful – x-party nature good, wouldn't get expose to colleagues otherwise – didn't use FAIR much

#### Suggestions

- Do office furniture demo later
- Allowances should check in with MSP before first deadline for claims to be submitted
- NGBU presentation should come later

### **Conservative MSP**

All excellent – staff very professional and organised

#### Suggestions

- More on speechwriting

### **Green MSP**

Staff all amazing, helpful and responsive – valuable to meet and mix with new MSPs – excellent induction programme – used party colleague, not OG after first day

#### Suggestions

- Provided more examples during seminars eg chamber etiquette and legislation
- More on purchasing and allowances

### **SNP MSP**

Wouldn't change what was a whirlwind week – OG really helpful

## **SNP MSP**

Good breaking in week – having a guide was excellent

### Suggestions

- More on leasing office

## ORIENTATION FOR NEWLY ELECTED MEMBERS

Time	Event	Location
<b>MONDAY 9 MAY</b>		
9am – 12.15pm	Registration <sup>1</sup>	Queensberry House
12.30pm	Lunch hosted by Presiding Officer	Members' Room
2.00pm	Group Photograph	Garden Lobby
2.15pm	<b>SESSION 1:</b> Chamber Business Chamber Etiquette Q&A	Debating Chamber
4.15pm	Finish	
6.30pm	Evening Reception	Garden Lobby
<b>TUESDAY 10 MAY</b>		
2.00pm	<b>SESSION 2:</b> Standards and the Code of Conduct  The Role of SPICe Setting up an Office and Employing Staff Q&A	Debating Chamber
4.30pm	Finish	
<b>WEDNESDAY 11 MAY</b>		
2.00pm	<b>SESSION 3:</b> Committee Business Annual Budget Process An Introduction to Legislation Q&A	Debating Chamber
4.00pm	Finish	
6.00pm	Kirking of the Parliament	St. Giles' Cathedral
<b>THURSDAY 12 MAY</b>		
9.30am	First Meeting of the Parliament, Session 5: Oath Taking Ceremony	Debating Chamber
2.30pm	Election of Presiding Officer Election of Deputy Presiding Officers	Debating Chamber

<sup>1</sup> Includes: issuing of security pass, submission of personal and banking details, expenses declaration, allocation of temporary office, IT set-up