

## **SCOTTISH PARLIAMENTARY SERVICE STRATEGIC PLAN 2011-16 AND ORGANISATIONAL PERFORMANCE FRAMEWORK**

### **Executive summary**

1. This paper invites the SPCB to note the progress in relation to the strategic planning process since the report to the SPCB on 28 September 2011; this has 2 elements:
  - Revisions to the Strategic Plan 2011 – 16 to ensure it is up to date
  - High level strategic performance monitoring
2. SPCB are invited to agree to the revisions to the plan and to note the progress in relation to performance monitoring.

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### **Issues and Options**

3. The new approach to Strategic Planning was agreed at the SPCB meeting on 28 September 2011. At that stage it was noted that we would revise the Plan on an annual basis to ensure that it was up to date and relevant to all stakeholders. You will recall that the plan was not intended to be a comprehensive list of services and support provided by the Scottish Parliamentary Service (SPS), rather, it is intended as providing clear strategic vision and 'direction of travel' for the SPS over the next four years.
4. This plan has now been revised for 2012 -13 and agreed at Leadership Group level, the revised version of the plan is attached. SPCB are invited to agree the plan.
5. The second element of our revised strategic planning process is the development of high level strategic performance indicators whereby we seek to improve accountability and performance. This is a new approach for the SPS and provides us the opportunity of bringing the following elements of strategic governance into one framework for the first time. These features of this framework include:
  - Monitoring strategic performance across the organisation
  - Linking operational and strategic risk
  - A high level tool for decision making and resource allocation
6. This approach, summarised in our 'Organisational Performance Framework' (OPF) Annex 2, will lead to the creation of a single quarterly organisational monitoring performance report which will be provided for Leadership Group and the SPCB. Additionally, this will be used to

respond to any issues or concerns which the SPCB may have in relation to organisational performance.

7. The SPCB should note that the risk section of the OPF is still in the development phase and is reliant on the completion of work in relation to our strategic risk register. Once the OPF is finalised, the SPCB will be presented with the revised version.

### **Feedback from Members**

8. One key element of this approach is to ensure that we have some form of measurement in relation to the support provided to Members in the fulfilment of Parliamentary and representative roles. We have had early discussions with Leadership Group in relation to the options available in seeking the views of Members and will discuss these with you in due course.
9. At the recent SPCB planning day, SPCB members made clear that they see it as their role to lead on communication and engagement with their colleagues on SPCB related matters. We would wish to ensure that anything additional we introduce complements that approach. There are currently a number of mechanisms in place whereby Members may provide feedback to SPS staff in relation to services. We also acknowledge that where Members require quick solutions that these are fit for purpose. However, they do not provide us with information capable of structured trend analysis or more robust performance measurement analysis. In addition, the differing approaches mean that it is not possible to utilise this information across the organisation as a whole, in a way that would enable Leadership Group and SPCB to have an accurate view of pan-organisational performance.
10. At this stage we are interested in seeking an early view from you in relation to whether and how we may engage more formally and in a more structured way than we do currently with a wide range of Members. The purpose of this would be to take feedback on our current service provision and provide an opportunity for suggestions for improvements for the future. The outcome of this would then feed into the OPF and support us in monitoring our organisational performance at a high level.

### **Resource Implications**

11. Resource implications for the activities listed in the Plan and the on-going development and monitoring of strategic performance indicators have been factored into local operational planning.

### **Governance issues**

12. The Strategic Plan, and the associated planning, monitoring and reporting processes that go along with it, are an intrinsic part of good governance.

13. This process also involves alignment of other processes such as office plans, the strategic risk register, compliance and project/programme management into one cohesive format. Further governance activities such as Equalities Impact Assessments, health and safety assessments, environmental and legal, are undertaken as required by the various business areas taking forward the strategic activities detailed in the Plan.

### **Publication Scheme**

14. Once the Strategic Plan and the OPF are agreed, this paper will be published on the Scottish Parliament website.

### **Next steps**

15. The revised version of the Strategic Plan 2011 – 16 will be published on the Scottish Parliament website. The on-going development of the OPF will continue together with further consultation of the mechanism for gathering feedback from Members with the SPCB in May 2012.

### **Decision**

16. The SPCB is invited to:

- Agree to the revised Strategic Plan 2011 – 2016
- Note the progress to date in relation to the OPF
- Provide any views in relation to how feedback from a wide range of Members may be sought

Stewart Gilfillan  
Assistant Clerk/Chief Executive  
14 March 2012

The Scotland Act 1998	The Scottish Parliamentary Corporate Body shall provide the Parliament with the property, staff and services required for the Parliament's purposes				
Our Vision	A Parliament responsive to the needs and aspirations of the people of Scotland				
Our Purpose	To support, enable and promote the work of our Parliament and its Members				
We Value	Integrity	Accessibility	Respect	Efficiency	Agility
Success for...	Parliamentary Business	Members	Public	The Parliamentary Service	
... Means	<ul style="list-style-type: none"> <li>• Business programme delivered</li> <li>• Robust legislative process</li> <li>• Thorough scrutiny</li> <li>• Being an influential forum for debate</li> </ul>	<ul style="list-style-type: none"> <li>• Members can fulfil their parliamentary and representative roles</li> </ul>	<ul style="list-style-type: none"> <li>• Understand what Parliament and its Members do</li> <li>• Feel encouraged to get involved</li> <li>• Believe we are open about our work</li> <li>• Confident we reach out to their communities</li> </ul>	<ul style="list-style-type: none"> <li>• Proud to work for the Scottish Parliament</li> <li>• Recognised for our high performance in delivering services</li> </ul>	
Plans and strategies 2011-2016	<ul style="list-style-type: none"> <li>• Support Parliament in consideration and implementation of the parliamentary reforms</li> <li>• Improve the committee inquiry process</li> <li>• Strengthen links between outreach and committee business</li> <li>• Effective response to changes in Parliament's powers</li> <li>• Support the SPCB in reaching a decision on the external security facility</li> </ul>	<ul style="list-style-type: none"> <li>• Improve IT services to local offices</li> <li>• Ensure services continue to enable and support Members effectively, following the Change Management Programme and the parliamentary reform agenda</li> <li>• Implement our approach to information management and systems</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement the Engagement Strategy</li> <li>• Develop and implement the Web and Online Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Continually develop our staff to excel in their roles</li> <li>• Invest in our managers through the Leadership Network and Academy</li> <li>• Engender a culture of continuous improvement &amp; collaborative working</li> <li>• Efficiency targets delivered as planned</li> </ul>	

Success for ...	Parliamentary Business	Members	The Public	The Parliamentary Service
Means...	Business programme delivered, robust legislation, thorough scrutiny, being an influential forum of debate	Members can fulfil their Parliamentary and representative roles	Understand what Parliament and its Members do, feel encouraged to get involved, believe we are open about our week, are confident we reach out to their communities	Proud to work for the Scottish Parliament, recognised for our high performance
<b>Key Operational Activities</b>	<p>Providing the necessary facilities and support required for 'effective functioning' of parliamentary business</p> <p>Ensuring that the business of Parliament can continue with minimum disruption</p>	Providing high quality services required to effectively support Members and their staff	<p>Supporting and promoting public engagement activity at Holyrood</p> <p>Supporting Members in promoting local engagement activity</p> <p>Providing accessible, accurate and timely information and communication with the public about the Parliament, its Members and its work</p>	<p>Complying with all of our legal responsibilities</p> <p>Recruiting and supporting high quality staff</p> <p>Producing comprehensive financial, performance and risk reporting</p>
<b>How we will demonstrate success</b>	100% parliamentary business takes place as a scheduled - Quarterly (David McGill/Ken Hughes)	By seeking the views of Members(LG)	<p>Bi-Annual surveying of general public to determine the shift in attitudes on the 4 Engagement Strategy KPIs (openness/participation/reaching out/understanding).</p> <p>Annual reporting on the impact of activities organised at Holyrood and via outreach in local communities: to be agreed by PEB.</p> <p>(Michelle Hegarty, Ken Hughes, Jerry Headley and Alan Balharrie)</p>	<p>Outturn against budget for financial year within target range - 0-5% under, quarterly (Derek Croll)</p> <p>% of strategic activities on track based on RAG status in LG Portfolio – Quarterly (Derek Croll)</p> <p>Compliance Monitoring report – Quarterly RAG status (Lynda Towers)</p> <p>By seeking the views of staff (LG)</p>
<p><b>How we will improve our delivery of these activities:</b></p> <p><b>Plans and Strategies 2011-16 monitored through the quarterly LG Portfolio</b></p>	<ol style="list-style-type: none"> <li>1) Support Parliament in the consideration and implementation of parliamentary reforms</li> <li>2) Improve the Committee inquiry process</li> <li>3) Strengthen links between outreach and Committee business</li> <li>4) Effective response to changes in Parliament's powers</li> <li>5) Support the SPCB in reaching a decision on the external security facility</li> </ol>	<ol style="list-style-type: none"> <li>1) Improve IT services to local offices</li> <li>2) Ensure services continue to enable and support Members effectively, following office reviews and parliamentary reform agenda</li> <li>3) Implement the information Management Strategy</li> </ol>	<ol style="list-style-type: none"> <li>1) Develop and implement the Engagement Strategy</li> <li>2) Develop and implement the Web and Online Strategy</li> </ol>	<ol style="list-style-type: none"> <li>1) Continually develop our staff to excel in their roles</li> <li>2) Invest in our managers through the Leadership Academy and Network</li> <li>3) Engender a culture of continuous improvement and collaborative working</li> <li>4) Efficiency targets delivered as planned</li> </ol>
<b>What risks do we need to consider?</b>	<ol style="list-style-type: none"> <li>1) Unavailability of sound and voting or broadcast equipment</li> <li>2) Lack of required facilities or accommodation</li> <li>3) Absence of staff required to support meetings</li> <li>4) Unavailability of parliamentary business papers and publications</li> </ol>	<ol style="list-style-type: none"> <li>1) Required support not adequately provided for Members' local offices</li> <li>2) Failure to manage organisational change effectively in relation to FRP work</li> <li>3) Failure to identify or respond effectively to Members' concerns around service provision</li> </ol>	<ol style="list-style-type: none"> <li>1) Engagement programme fails to meet needs of some sections of Scottish society</li> <li>2) Publicly available information about the Parliament is inadequate or inaccessible</li> <li>3) Failure to identify or respond effectively to public concerns</li> </ol>	<ol style="list-style-type: none"> <li>1) Anticipated reduction in available resources</li> <li>2) Failure to secure, motivate and retain high quality staff and leadership</li> </ol> <p>'Loss or mismanagement of parliamentary information/records?' To check – does this sit better under The Public or The SPS? To discuss with A Munro as part of 'Risk Analysis' exercise</p>
<b>What mitigating controls have we put in place to minimise this risk?</b>	<ol style="list-style-type: none"> <li>1) Sound and voting equipment testing prior to each meeting</li> <li>2) Rigorous maintenance regime</li> <li>3) Business Continuity Strategy</li> </ol>	<ol style="list-style-type: none"> <li>1) Service levels in place for local office support</li> <li>2) Local office technical refresh and engagement work continuing to replace IT hardware</li> <li>3) Customer Relationship Managers in place to lead on facilities/technology issues</li> <li>4) SPCB portfolio arrangements in place to facilitate effective consultation</li> </ol>	<ol style="list-style-type: none"> <li>1) Language policy in place and regularly reviewed, taking account of demographic changes</li> <li>2) Outreach and other engagement programmes tailored to reach disengaged groups</li> <li>3) Quarterly organisational performance and risk monitoring for early identification of potential delivery failures</li> </ol>	<ol style="list-style-type: none"> <li>1) Enhanced performance management system in place</li> <li>2) Partnership agreement in place with TUS</li> </ol>

