

**Chief Executive's Report to the SPCB
June 2016**

Introduction

This report looks at work carried out in the run up to Session 5 and ahead to the summer recess. It includes the SPCB financial report for Period 2 2016-17 as well as the 2015-16 Q4 Performance Report.

Some of the items to note include:

- A busy period for many offices providing support to new and non-returned Members.
- The introduction of the 'Orientation Programme' for new Members and the 'Members' FAIR' for all Members.
- Work on the Register of Members' Interests and the new Lobbying Register.
- The establishment of committees and the arrangements to support them.
- Provision of a number of sessions under the Continuous Professional Development programme for Members.
- In-house development of information videos on the new tax powers.

If you have any comments or questions on any aspect of this Report, I would be happy to discuss them with you.

P E GRICE

Clerk/Chief Executive

OVERVIEW OF PARLIAMENTARY ACTIVITIES

Election Planning Board

Planning for the 2016 Scottish Parliamentary Election started back in 2015 with the establishment of a Board to oversee a programme of projects to provide assistance to those Members not returning and ensure we were ready to welcome new and returning Members to Session 5.

A full review of the programme is underway and a report will be produced in the autumn.

Chamber and Reporting

All teams within the Chamber Office were actively involved in arrangements for the first days of the new session, including oath taking and the election of the Parliament's nominee for First Minister. The teams all contributed to the induction of new Members and/or were represented at stalls in the Garden Lobby during the first weeks of business after the election.

Members' Interests

The Standards, Procedures and Public Appointments Committee clerking team, supported by other parliamentary colleagues, have worked with Members since oath taking to ensure that they register their interest in line with their statutory obligations. As at 20 June, 96 registers had been published, 15 were ready to be published, and the remainder required final approval by the Members concerned. The final publication deadline is 9 July.

Guidance on Legislation

The Legislation Team has published updated guidance on the legislation process to reflect the recommendations made as a result of a Standards, Procedures and Public Appointments Committee inquiry in the last session. Legislation clerks participated in the induction exercise for new Members and are available to give advice and the legislative process on a one-to-one or group basis.

Lobbying (Scotland) Act - implementation

The Lobbying (Scotland) Act was passed by the Parliament on 10 March 2016 and received Royal Assent on 14 April 2016. The Act is intended to increase public transparency of contacts between lobbyists and elected Members, Special Advisers and the Permanent Secretary by introducing a register of lobbyists. It places a duty on the Clerk of the Parliament to establish and maintain a register of lobbying activity and to monitor compliance.

The commencement date of the Act has yet to be set but the working assumption is that commencement will be within a period of 18-24 months from the date of Royal Assent. In preparation for implementation, an options appraisal is underway to support a decision on whether to procure or develop in-house the necessary on-line register. Arrangements are also in hand to recruit a Registrar and administrator to manage work on the development of parliamentary guidance on the register and a code of conduct for lobbyists and to undertake for awareness raising activity ahead of implementation.

Official Report

In common with other offices the priority for the Official Report during this quarter has been preparation for the new session:

- Presentation copy of first speech to all new Members was very well received.
- Development of key messages for new Members – the ‘Say it. Send it. Share it.’ campaign was delivered to all Members through a variety of channels, including a stall at the Members’ FAIR.
- Update of *official report* PDF covers introduced Gaelic on the front page in line with the Gaelic Language Plan.

Broadcasting

The Broadcasting Office has offered a new “share” function from the start of Session 5 which enables MSPs and the public to select clips of video, insert “in” and “out” points on the archive file on scottishparliament.tv, and then share directly to Facebook, Twitter, Google Plus and LinkedIn. The video URL can also be pasted into emails, blogs, forums, websites etc.

Members used this for their first speeches and Oath taking and the Web and Social Media Team have also been making use of the facility.

Committees and Outreach

During the dissolution period, clerks put in place planning to support committee business planning days. Significant work was also undertaken on the implementation of the Committee Engagement Strategy which aims to ensure bill and inquiry scrutiny is accompanied by engagement planning, taking account of target audiences.

A rotations exercise was carried out to move people around the various clerking teams in chamber and committee offices. The aim of this was to refresh thinking and experience balanced with the need for continuity of support and individual development needs. The final rotations were adjusted to reflect the committee structure set up.

Officials supported the Presiding Officer and business managers in all discussions over the establishment of the new committee structure, and subsequently over the scheduling of committee meetings to ensure there were no membership clashes. This has resulted in a larger number of committees

meeting on a Thursday morning than has previously been the case and has also resulted in the SPCB meeting being moved to a Thursday.

Since the start of Session 5, a number of Continuous Professional Development (CPD) events have been organised for new Members to assist them in their role as parliamentarians. These have covered interacting with the media, speechwriting, and a panel event led by the Presiding Officer on the role of a parliamentarian and effective scrutiny.

Of the 51 new MSPs, 39 have engaged in at least one of these events, with 19 members attending at least two. Feedback has been overwhelmingly positive from Members, some of whom have taken up the offer of further assistance from the media and speechwriting trainers. Potential courses on questioning techniques for committee members and the legislation process are planned for later this year.

Research, Communications and Public Engagement

SPICe

SPICe has invited a range of academics and other experts to a Social Security Workshop to be held in the Members' Room this Friday, 24 June. – The purpose of the workshop will be to discuss the forthcoming devolution of welfare powers to the Parliament and to develop innovative support mechanisms.

Three short animations on Scotland's tax powers were published in June:

1. Where does Scotland get its money from? This short animation explains where Scotland gets its money from. It explains what the block grant is and how it is calculated.

2. Scotland's tax powers are changing. The short animation describes Scotland's "old" taxes such as Council Tax and Business Rates, and its new ones (Land and Buildings Transaction Tax and Landfill Tax) as well as its most recent tax, the Scottish Rate of Income Tax. It also discusses the taxes that will be devolved through the Scotland Act 2016 and how this will affect the block grant.

3. How does the new Scottish Rate of Income Tax work? SRIT came into effect on 6 April 2016. This short animation explains how this tax works and what powers it gives the Scottish Government over income tax for Scottish taxpayers. It also explains how the block grant was adjusted for 2015-16 to reflect the loss of SRIT revenues to HM Treasury.

<http://www.parliament.scot/parliamentarybusiness/17534.aspx>

Public Information and Publications

Public Information has published its first set of resources for the fifth session of the Scottish Parliament. A fold out poster of all MSPs elected is available in

the Main Hall and will be supplemented by the Regional MSP foldout leaflets and posters next week. Copies of the relevant regional poster leaflets will be sent to each MSP office.

A number of lockable iPad stands are on display in the public gallery of the Chamber on non-business days. The current presentation on the design and features of the Chamber will be updated with a visual resource on parliamentary business.

Visitor Services

Canongate architecture events

As part of a collaborative project to increase footfall to the historic burgh of Canongate, Visitor Services worked with external partners, including the Palace of Holyroodhouse, Scottish Poetry Library and Edinburgh World Heritage, to devise a self-guided architectural trail of our area. Launched under the banner of #IAD2016 – marking the Year of Innovation, Architecture and Design – in April, special architectural tours of the Parliament building were offered to visitors and were very well received. The self-guided Canongate trails were introduced at each partner venue in April, May and June.

On the back of this, Visitor Services has introduced a fifth public tour for visitors. This new one-hour tour focuses on the democracy, symbolism and principles of the modern, accessible Parliament. Like all VS tours, engagement lies at the centre of the content, but is designed to complement our other tours and encourage new audiences. Promotional material is currently being produced for the tour.

Ten Minute Talks

As part of a wider consideration of the visitor experience, especially on parliamentary business days, Visitor Services has commenced offering 'Ten Minute Talks' to visitors in the Main Hall. Talks introduce the history of the Scottish Parliament, the work of our Members and the architecture and design of our building, with the emphasis on encouraging visitors to engage further with the Parliament. These talks are already proving popular with visitors, enhancing their visits especially on days when the public tour programme is not available. Promotional material is currently being produced for the talks.

Events & Exhibitions

- Monday 9 May the then Presiding Officer hosted a lunch and a reception for all newly elected MSPs as part of their **Orientation Programme** providing an opportunity for them to meet with Leadership Group, heads of offices and other parliamentary staff.
- Also as part of the Orientation Programme the Events Team organised a **Members' FAIRs** (Facilities, Advice, Information and Resources). This ran over the first 3 weeks with 16 teams from across the Parliament, from Data Protection to Visitor Services, meeting and engaging with Members to discuss the services they could provide.

- **Kirking of the Fifth Session of the Scottish Parliament** took place on Wednesday 11 May at St Giles' Cathedral followed by a reception in Parliament Hall attended by His Royal Highness The Duke of Rothesay, Members and invited guests.
- Thursday 9 June, Deputy Presiding Officer Linda Fabiani MSP hosted the final of the **Donald Dewar Memorial Debating Competition** attended by approximately 72 pupils from schools across Scotland and watched by a full gallery of parents and supporters. The competition was won by Nairn Academy.
- Tuesday 28 June, Deputy Presiding Officer Linda Fabiani MSP and the Minister for Public Health and Sport Aileen Campbell MSP will co-host a reception for the **International Cricket Council**.
- The **President of Ireland** is due to visit the Parliament on Wednesday 29 June and address a meeting of Members in the Chamber, chaired by the Presiding Officer. He will also attend a reception in his honour with Members, the Consular Corps and other invited guests.
- The **World Press Photo** exhibition, featuring the work of international photographers on a wide range of contemporary issues, will be on display in the Main Hall from Wednesday 29 June to Saturday 23 July.

Forward look

- **The Opening Ceremony** of the Fifth Session of the Scottish Parliament will take place on Saturday 2 July. It will include the procession of the Crown of Scotland from the Castle to the Parliament; an address by Her Majesty The Queen; a Riding of over 2,200 people down the Royal Mile; and an open afternoon – **Big Day Out** – of dance, music, taster sessions, a mini Highland Games and much more. Members have nominated Local Heroes from their respective constituencies/regions to attend the events in recognition of the work they have done serving their communities both locally and nationally.
- **Harry Benson: Seeing America** exhibition will be on display in the Main Hall from Friday 12 August to Saturday 3 December, with a media launch and Presiding Officer hosted reception on Thursday 11 August. The exhibition will be a retrospective of his work with a focus on American history.
- **2016 Festival of Politics** will take place from Thursday 18 to Saturday 20 August. With the theme of the *Architecture of Democracy*, it will explore the building blocks of democracy over 3 days of debate, film, play and lectures.
- The Scottish Parliament will host the **2016 Edinburgh International Culture Summit** from Wednesday 24 August to Friday 26 August. The theme, *Culture: Building Resilient Communities*, will be addressed through three interlinking strands in the areas of cultural heritage, economics and participation.

Facilities Management

Environmental Management

Reducing our waste

The second highest source of waste at the Parliament is the compostable cups for hot drinks. To help address this we propose introducing a voluntary charge of 10p for using compostable coffee cups. The aim is to encourage coffee drinkers to either sit in and drink out of a ceramic mug, or bring their own travel mug for take-aways. The proceeds will be given to an environment project in the local area in the same way that the money raised from the plastic bag tax has been donated.

SPCB FINANCE REPORT

Period 2 – May 2016

1. This report is to inform SPCB of general financial activity and expenditure trends in 2016-17.

Executive Summary

Performance against Budget (year to date variance)		
a) Total SPCB revenue and capital expenditure	5.0%	Para 2 & 7
b) Total SPS expenditure	9.9%	Para 8
c) Total project expenditure	31.7%	Para 9
Operation of Financial Controls		
d) Key reconciliations up to date	100%	Para 5
Other Key Indicators		
e) Payment performance	99.8%	Para 5

Key: RAG Status



Performance within target range



Performance outwith target range but acceptable



Performance outwith target range not acceptable

Financial Commentary

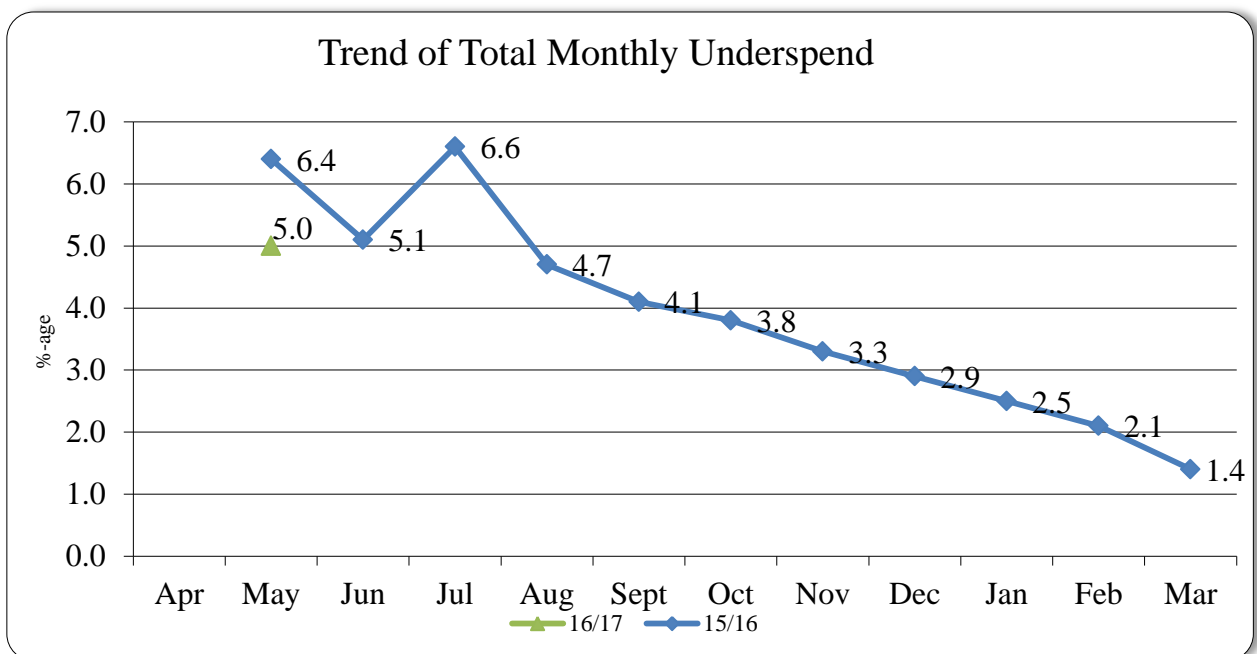
2. The Scottish Parliament's total revenue and capital expenditure for the first two months of 2015-16 of £14.3m represents an underspend against budget of £0.7m (5.0%) which is within the SPCB's target range of 0% to 5.0% under budget at this stage of the financial year (as shown in green in the Executive Summary chart). The expenditure in May includes resettlement payments of £2.1m to MSPs who stood down or were not returned for Session 5. The overall underspend is lower than the comparable position for 2015-16 of expenditure of £11.3m which represented an underspend against budget of £0.8m (6.4%).
3. Although the variance against year to date budget is within our target range for total SPCB expenditure, the variance for the Parliamentary Service (SPS) of 9.9% is above target (as shown in amber in the Executive Summary chart). This is largely due to timing differences in project expenditure in the early part of the year. The exact timing of expenditure on IT and FM equipment for Members following the May 2016 election could not be predicted with any great certainty when the 2016-17 budgets were phased at the start of the year, so the YTD variance of 31.7% for project expenditure (as shown in red in the Executive Summary chart) is not a concern at this stage of the year.
4. We have incorporated an early reallocation of the SPCB's 2016-17 budget within the period 2 figures to reflect known adjustments between the budget

setting process in November 2015 and the start of the financial year. The first full year reforecast will take place in period 3 and will provide an opportunity to incorporate changes to the monthly phasing of operational and project budgets.

5. All key reconciliations are up to date and payment performance within contract terms for the year to date exceeds the 99% target. The equivalent figure for payment within 10 days is 96.6% for the year to date.
6. The year-end accounts preparation is proceeding to timetable and Audit Scotland is due to commence its fieldwork in early July.

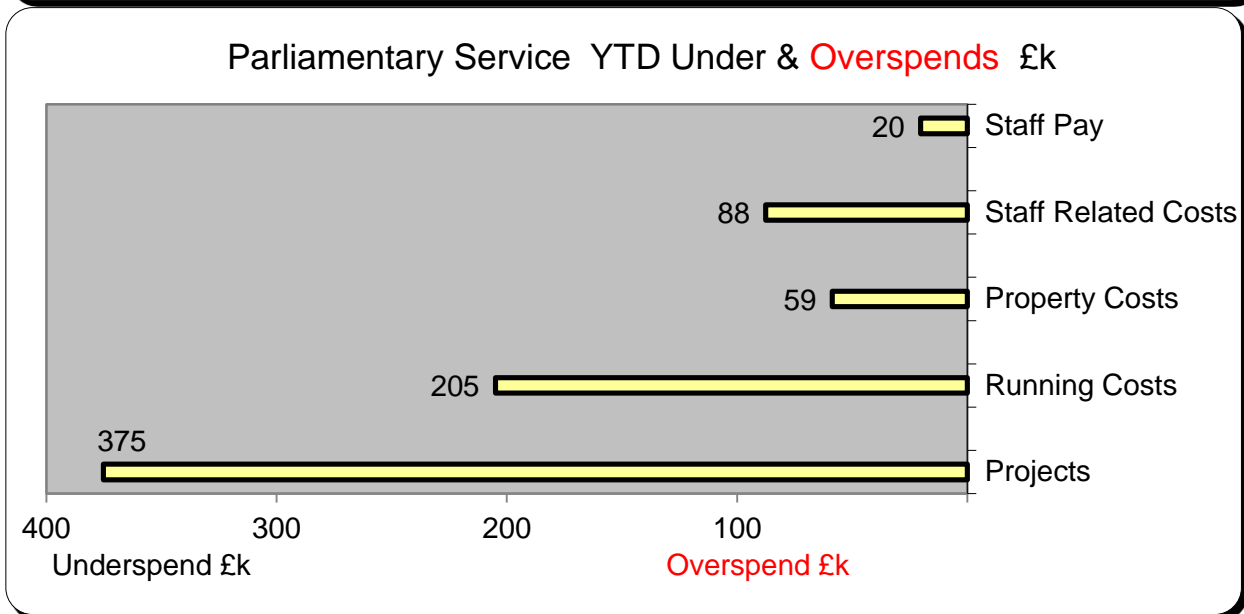
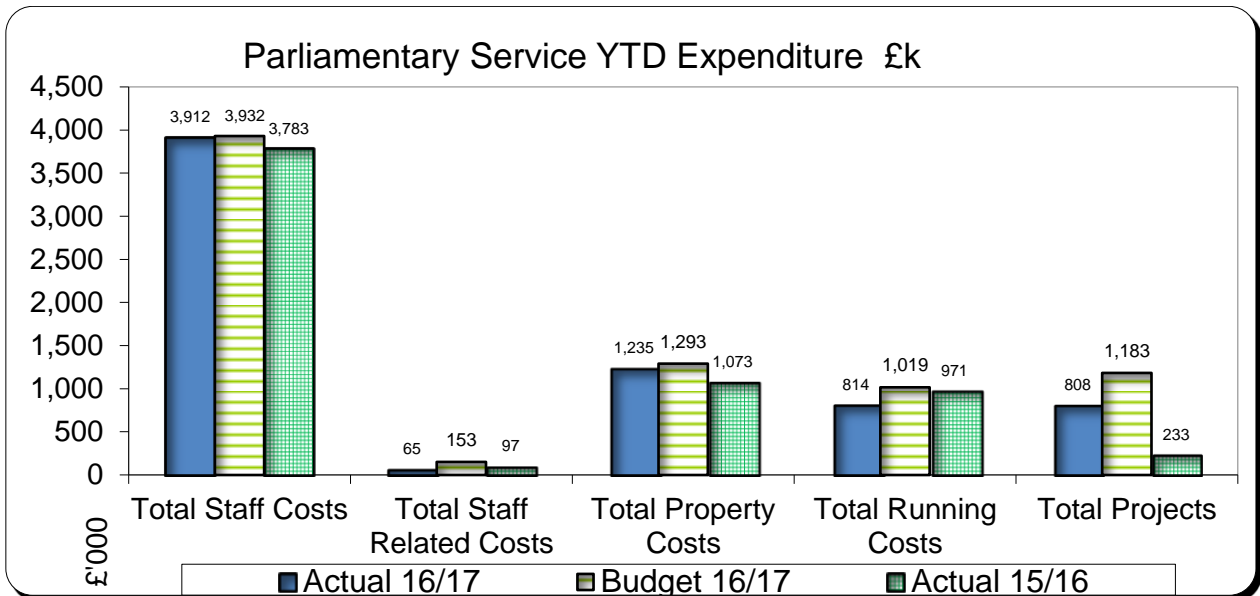
Financial Results

7. The SPCB's total revenue and capital expenditure per Schedule 1 for May 2016 is £14.3m, which is £749k (5.0%) under the approved budget of £15.0m. This is lower than the % underspend at May 2015 of 6.4%.



Parliamentary Service Costs (Schedule 2)

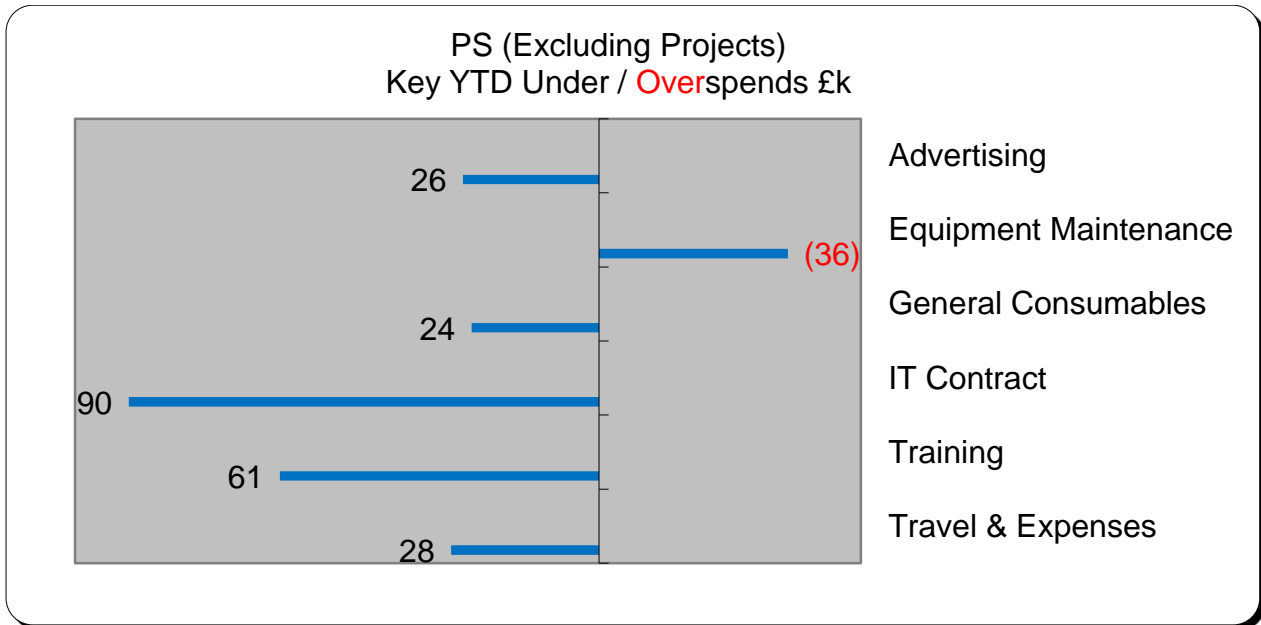
8. The year to date expenditure for the Parliamentary Service (SPS), at £6.8m, is £0.8m (9.9%) under budget. Parliamentary Service Costs incorporate both capital and revenue projects. The previous year's expenditure of £6.2m at period 2 was £0.5m (6.8%) below budget. An analysis of the current financial year by main category of expenditure is shown in the two charts below.



- Staff Pay is reported as £20k (0.5%) under budget including Agency staff and contractors.
- Expenditure on staff pay to date is £3.9m, £100k higher than the equivalent 15-16 costs of £3.8m.
- Expenditure on Staff Related Costs is £65k which is £88k (57.2%) below the budget to date of £153k, due underspends on Training of £61k and Travel & Expenses of £28k. The staff related costs are £32k (33%) lower compared to the equivalent period in 2015-16.
- Property Costs of £1.2m are £59k (4.50%) under the Year to Date budget. This is principally attributable to Utilities (£14k) and Equipment (£31k).
- Running Costs of £8.5m are £210k (19.8%) under budget. Main running cost underspends are IT Contract (£90k), Advertising (£26k), General Consumables (£24k) along with a smaller underspends in

Telephony (£19k) and Restaurant Services (£18k), offset by an overspend in Equipment Maintenance (£36k)

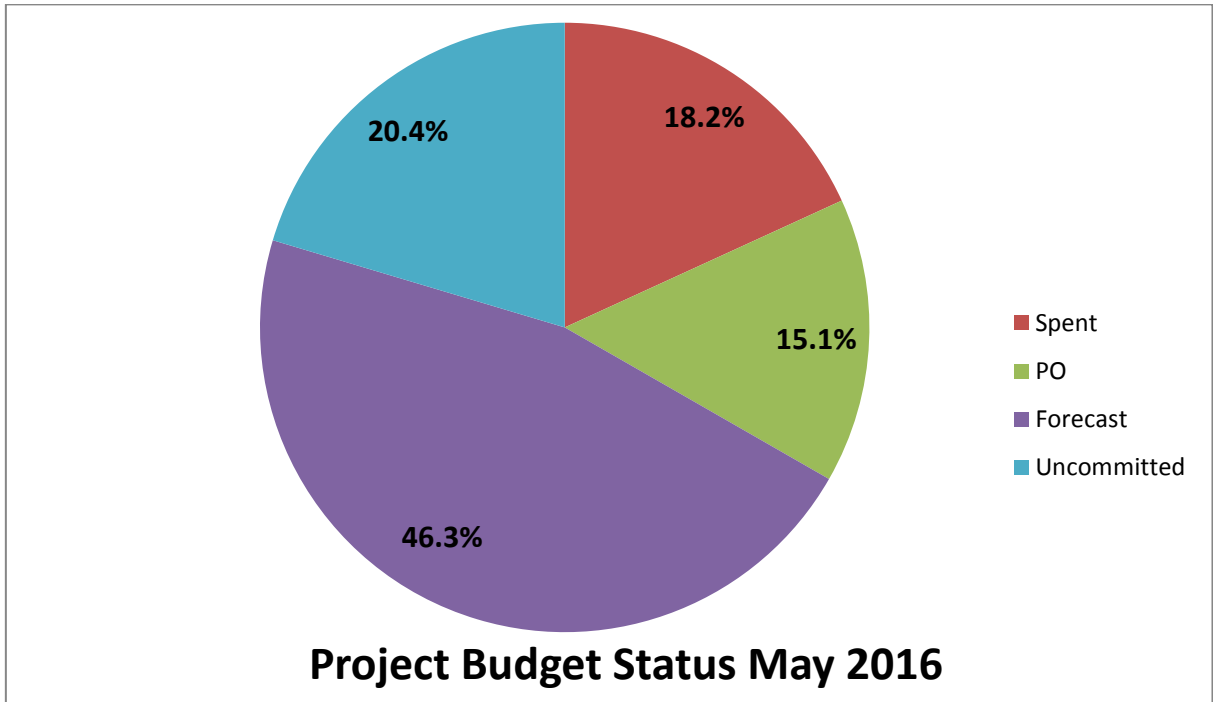
- Project expenditure in the year to May 2016 is £808k, £375k (31.7%) below budget to date of £1.2m.



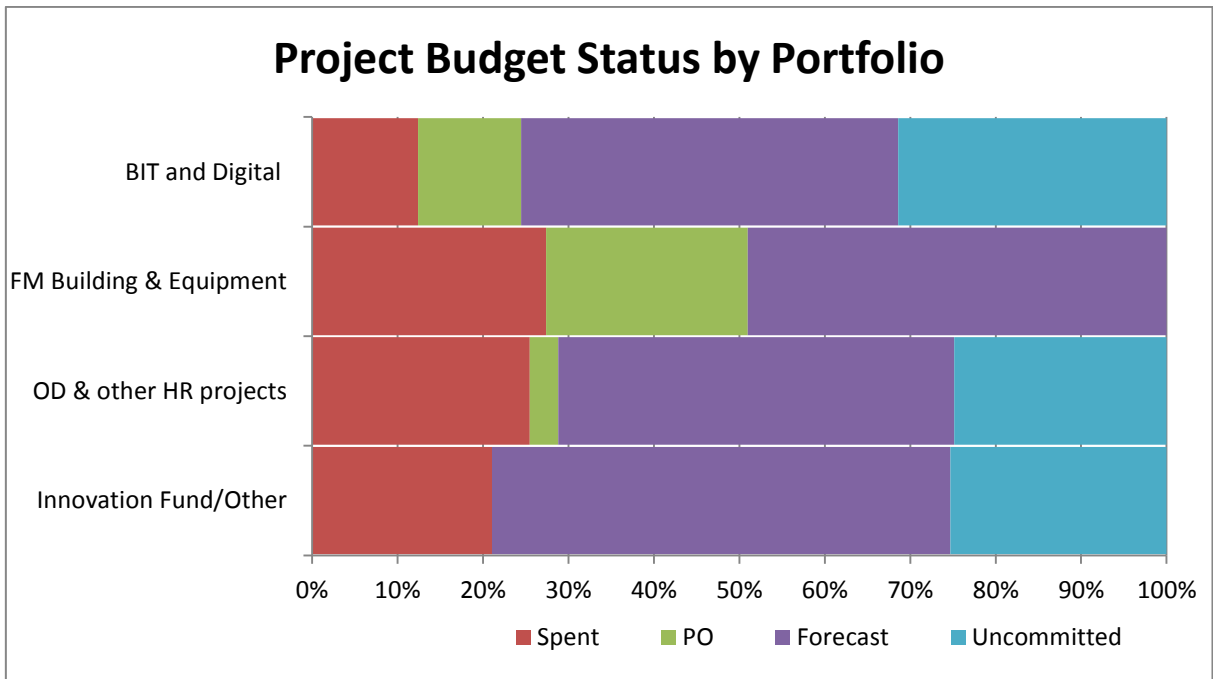
Project Reporting (Schedule 3):

9. Schedule 3 shows project spend by category of project.

- Total project expenditure to May is £808, £375k (31.7%) under the budget to date of £1.2m. £220k of the £375k underspend falls within the BIT and FM election projects and is due to the short-term timing differences of related expenditure.
- Revenue Projects show a total spend of £721k against a budget of £1.0m, a reported underspend of £296k (29.1%). In addition to the Election projects, underspends are present in the HR Organisational Development project (£22k), Data Architecture (£26k) and MSP case management (£30k).
- Capital Projects have spent £86k for the year against a budget of £165k, an underspend of £79k (47.8%).



This compares with 2% spent, 18% on purchase order, 3% forecast and 77% uncommitted at the same period in 2015-16.



Members' Costs (Schedule 2)

10. Members' costs are analysed in Schedule 2, which shows £6.1m reported cost to May 2016, £6k (0.1%) below the phased year to date budget. (The corresponding figures for 2015-16 at period 2 were an underspend of £351k, 8.5%). Members' pay include payments of resettlement grants to MSPs who stood down or were not returned for Session 5 and Members' expenses

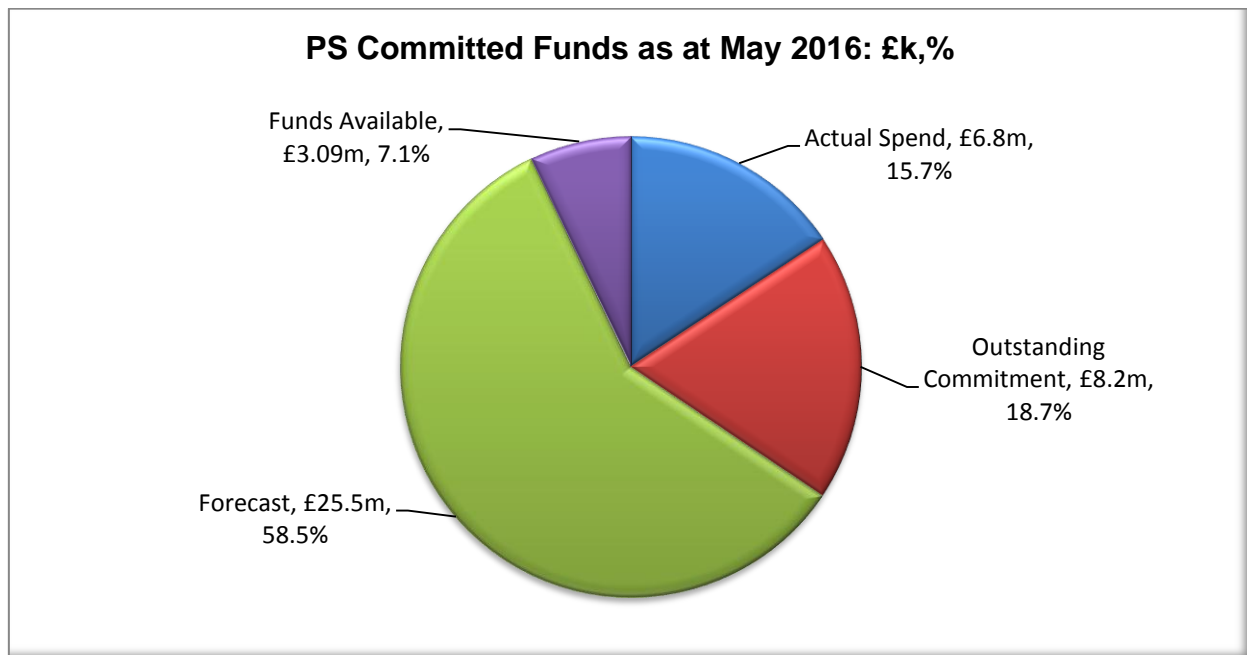
includes some members' staff redundancy payments incurred under winding up costs.

Commissioners & Ombudsman Costs (Schedule 2)

11. The SPCB's funding cost for Commissioners and Ombudsman (Officeholders) in the first two months 2016-17 amounts to £1.366m, which is 4k (0.3%) over the budget to May 2016 of £1.362m. The Officeholders contingency stands at £166k after transfers of £184k to the Public Services Ombudsman (£107k), the Ethical Standards Commission (£25k), Scottish Information Commissioner (£24k) and the Commissioner for Children (£28k).

Central Contingency

12. The SCPB's central contingency stands at £968k as at May 2016 down from £4m after net transfers out of £3.032m including:
- a. £2.105m - MSP resettlement grants (50 Members)
 - b. £524k - MSP staff redundancy winding up costs (confirmed to date)
 - c. £35k - MSP Expenses Scheme
 - d. £100k - Academic Engagement (SPICE)
 - e. £39k - rates (actual)
 - f. £75k - SPS pay progression changes agreed in 2015
 - g. £58k - Service Yard
 - h. £80k - Further Powers SPS posts



This compares with 14% actual spend, outstanding commitment 70% and 16% uncommitted for the same period report in 2015-16.

Period 02
 May 2016 Leadership Group Financial Schedules

Schedule 1

	Actual £'000	Year to Date Budget £'000	Variance £'000	Variance %	Current Annual Budget £'000	Original Approved Budget £'000
Parliamentary Service Costs (Schedule 2)	6,833	7,580	747	9.9	43,649	43,280
Members' Costs (Schedule 2)	6,097	6,104	6	0.1	31,424	28,760
Commissioners & Ombudsman Costs (Schedule 2)	1,366	1,362	(4)	(0.3)	8,369	8,369
Sub Total	14,297	15,046	749	5.0	83,441	80,409
Reserves - SPCB Contingency				n/a	968	4,000
TOTAL SPCB EXPENDITURE	14,297	15,046	749	5.0	84,409	84,409

Schedule 2

	Actual £'000	Year-to-date Budget £'000	Variance £'000	Variance %	Current Annual Budget £'000	Original Approved Budget £'000
<u>Parliamentary Service Costs</u>						
Staff Pay	3,912	3,932	20	0.5	23,873	23,693
Staff Related Costs	65	153	88	57.2	864	864
Property Costs	1,235	1,293	59	4.5	7,635	7,596
Running Costs (Including Events & Income)	814	1,019	205	20.1	6,682	6,627
Parliamentary Service Costs excluding Projects	6,025	6,397	372	5.8	39,054	38,780
Projects (Schedule 3)	808	1,183	375	31.7	4,595	4,500
Total PS Expenditure	6,833	7,580	747	9.9	43,649	43,280
<u>Members' Costs</u>						
MSP & Officeholders' Pay	3,971	4,076	105	2.6	13,965	11,860
MSP Expenses	2,097	1,945	(152)	(7.8)	16,939	16,415
Party Assistance	30	83	53	64.0	520	485
Total	6,097	6,104	6	0.1	31,424	28,760
<u>Commissioners & Ombudsman</u>						
Ethical Standards Commission	76	76		0.5	837	812
Standards Commission	42	40	(2)	(4.4)	240	240
Human Rights Commission	146	147	1	1.0	958	958
Scottish Information Commissioner	255	251	(4)	(1.6)	1,516	1,492
Public Services Ombudsman	629	629	()	(0.0)	3,360	3,253
Commissioner for Children	219	219	()	(0.1)	1,293	1,264
Reserves - C&O Contingency	0		0	n/a	166	350
Total	1,366	1,362	(4)	(0.3)	8,369	8,369

Period 02
May 2016 Leadership Group Financial Schedules

Schedule 3

Project Summary : May 2016	YTD Actual £k	YTD Budget £k	Variance £k	Variance %	Current Annual Budget £k	Original Approved Budget £k	% Spent of Total Budget
Revenue Projects							
Allocated	721	1,018	296	29.1	3,065	2,970	23.5%
Unallocated	0	0	0	n/a	30	30	n/a
Total Revenue Projects	721	1,018	296	29.1	3,095	3,000	23.3%
Capital Projects							
Allocated	86	165	79	47.8	1,500	1,500	5.8%
Unallocated	0	0	0	0.0	0	0	n/a
Total Capital Projects	86	165	79	47.8	1,500	1,500	5.8%
TOTAL	808	1,183	375	31.7	4,595	4,500	17.6%

By Portfolio:	YTD Actual £k	YTD Budget £k	Variance £k	Variance %	Current Annual Budget £k	Original Approved Budget £k	% Spent of Total Budget
BIT and Digital	317	549	232	42.2	2,755	2,755	11.5%
FM Building & Equipment	405	498	93	18.8	1,478	1,420	27.4%
Innovation Fund/Other	35	61	26	42.7	165	165	21.2%
OD and HR projects	51	75	24	0	197	160	25.8%
Total Projects Allocated	808	1,183	375	31.7	4,595	4,500	17.6%
Unallocated Project Budget	0.0	0.0	0.0	n/a	0	0	0.0%
TOTAL	808	1,183	375	31.7	4,595	4,500	17.6%

Scottish Parliamentary Performance Report 2015-16: Quarter 4

	Last Quarter	This Quarter	Trend
<p>Parliamentary Business</p> <p>100% parliamentary business takes place as scheduled</p>	100%	100%	
<p>Support to Members</p>	14	N/a*	N/a
<p>Engagement & Participation</p> <p>Operational Public Engagement KPIs are on target: participation, openness, reaching out and understanding**</p>			
<p>Corporate Governance & Financial Management</p> <p>% Outturn against SPCB budget for financial year within target range of 0 – 2.5% under SPCB budget***</p> <p>Strategic Priorities for Change on track</p> <p>Compliance monitoring report on track</p> <p>Planned Strategic Risk mitigating actions are being implemented</p>	2.9%	1.4%	

Key:

RAG Status	On Track (Yes/No)	Increase/No Change/Decrease



Notes:

* Due to Members' business commitments leading up to dissolution of Parliament, LG agreed not to conduct any Members Interviews during Q4.

** There was an overall strong performance in most Public Engagement areas. Amber rating due to low figures for Visitor Services, however, it is to be noted that the figures for Q4 increased from Q3.

*** KPI reduces from 0-5% in Q1 & Q2 to 0-2.5% during Q3 & Q4.

**Scottish Parliamentary Performance Report
2015-16: Quarter 4
Priorities for Change**

Priority	Status	Progress & Key Achievements	Forward Look
<p>Agile response to constitutional change arising from the Smith Commission</p>	<p style="text-align: center;"></p>	<ul style="list-style-type: none"> • During Q4 2015-16, the Further Devolution Board (FDB) continued to monitor the progress of the Scotland Bill at the UK Parliament, the debate over the agreement of the Fiscal Framework, and other related issues. • The FDB completed its work on the initial resource implications of further powers. The SPCB budget bid for 2016-17 incorporated the outcomes of this work, and was approved by the Finance Committee in January 2015. • The FDB commenced work exploring possible implications of the forthcoming EU referendum and of changing MSP demands. • The FDB provided a detailed update to staff on further devolution issues in March 2016 at the end of Session 4. 	<ul style="list-style-type: none"> • During Q1 2016-17, the FDB will monitor the implementation of the new Scotland Act and the Fiscal Framework and their impact on parliamentary services. • The FDB will continue its work exploring possible implications of the forthcoming EU referendum and of changing MSP demands. • The FDB will continue to keep staff informed of developments, through the Further Devolution Blog, and email updates.
<p>Harnessing increased public involvement in politics to build improved engagement in the work of the Parliament</p>	<p style="text-align: center;"></p>	<ul style="list-style-type: none"> • The Finance Committee held an external meeting in Pitlochry on 18 January 2016. • John Bellany and the Scottish Women's Hospitals exhibition ran from 20 January to 16 April 2016 - including information on the associated events and activities including the teacher CPD event, education worksheets, history and art sessions for schools, family days, Edinburgh International Science Festival events as well as the package for outward schools. 	<ul style="list-style-type: none"> • Preparatory works underway for Major Events and Exhibitions including: Kirking and World Press Photo 16 exhibition during Q1 2016-17 and Opening Ceremony, Harry Benson: Seeing America exhibition, Festival of Politics and Edinburgh International Culture Summit during Q2 2016-17.

**Scottish Parliamentary Performance Report
2015-16: Quarter 4
Priorities for Change**

Priority	Status	Progress & Key Achievements	Forward Look
<p>Harnessing increased public involvement in politics to build improved engagement in the work of the Parliament cont'd</p> <p>Exploiting digital ways of working to benefit Members, staff and the public</p>	<p align="center">G</p>	<ul style="list-style-type: none"> Roll out of Committee Engagement Strategy continued. Meetings held with Clerk Team Leaders to embed approach. In March 2016, the SPCB agreed policy on use of Corporate Identity. Visitor Services KPIs are in AMBER status, disappointing for second consecutive quarter – hence overall amber rating. <p>Digital Parliament Programme (DPP)</p> <ul style="list-style-type: none"> The overall forecast programme expenditure sits at £2.752m, which is £428k below the last approved business case. The forecast NPV is £1.243m against the last approved business case NPV of £0.646m. A number of projects closed: <ul style="list-style-type: none"> DRM, MAQA Mobile (including additional 28 day search functionality) and Open Data in February 2016. The final two digital meeting rooms were installed in February 2016 and the project closed in April 2016. Work on session 5 Digital Strategy has been progressing. The SPCB received a final Programme update in March 2016 as part of the Legacy paper. 	<ul style="list-style-type: none"> Committee Engagement Strategy roll out to continue with wider Clerking team involvement. Training, meetings, SP Learning all in use for roll out. Preparations underway for Committee Away Days for 2016-17. Preparatory work underway ahead of tendering for the refresh of the Scottish Parliament exhibition, the tender advert is scheduled for July 2016, Q2 with the exhibition opening in February 2017, Q4. Benefits will continue to be kept under review by the DPP Board and will be captured in the Programme Closure Report due to be presented to the final DPP Board on 2 June 2016 and then to LG on 1 July 2016. The Strategy will be presented to LG on 1 July 2016.

**Scottish Parliamentary Performance Report
2015-16: Quarter 4
Priorities for Change**

Priority

Status

Progress & Key Achievements


Forward Look

Exploiting digital ways of working to benefit Members, staff and the public cont'd



- The Business Products project trialed the new web and portal Business Bulletin prior to dissolution at the end of March 2016. This gained a lot of positive feedback. The procurement and development of the authoring tool for Committee Reports and SPICe briefing is progressing well.
- Procurement of a reduced print and publication contract is underway.
- Further development of the MSP Portal was completed in April 2016 and will be deployed at the start of Session 5. Added functionality includes meeting packs for SPCB, Conveners and Parliamentary Bureau, access to key Business information (such as Code of Conduct and Standing Orders), induction material and also the updated business bulletin capabilities.
- The DPP Board approved an exception report for the Data Architecture project in January 2016. Some Ancillary systems will now be completed by BIT after the Programme as part of their forward delivery plan. The last update to EditOr was successfully deployed in April 2016.
- The SPCB agreed a new policy on Business Information on 2 March 2016.
- The programme team worked with the Election Programme to ensure the effective communication of digital ways of working as part of the induction process for new Members.

- The revised web and portal Business Bulletin will be in place for the start of session 5. The trial of the authoring tool for Committee Reports and SPICe briefings will complete during June 2016.
- The new print and publication contract will take effect from July 2016. This will cover Bills documentation as well as the production of Committee Reports up to full implementation of the authoring tool in the autumn.
- Core Parliamentary systems development will be completed by the end of June 2016. This includes the new Votes and Register of Interest Applications and CAS.
- The new Business Information Policy will come into effect for the start of session 5.
- A separate communication for returning Members to update them on changes such as the updated Business Information Policy is planned.


**Scottish Parliamentary Performance Report
2015-16: Quarter 4
Priorities for Change**

Priority	Status	Progress & Key Achievements	Forward Look
<p>Broadening the involvement of Members in a continuous professional development programme which promotes excellence cont'd</p> <p>Successfully manage the transition to the fifth session of the Parliament ensuring it is well placed to excel</p>		<ul style="list-style-type: none"> • Began appointing external facilitators, for the first courses in Session 5, including speechwriting and dealing with the media. Proper procurement practice will be followed at all time. • Following the SCPB meeting in March 2016 prior to dissolution, received full agreement from Business Managers to the CPD programme. • In March 2016, contacted individual parliamentary offices to map out the prioritisation of when Members should be contacted at the beginning of Session 5. • The CPD working group updated LG on the main areas of development on 21 March 2016. • The Board met on three occasions during Q4 to take forward election planning issues. • 'Risk Pre-Mortem' event successfully staged on February 2016 which tested the robustness of existing risk management and highlighted new risks. New risks allocated to relevant offices. • 54 volunteers recruited as Orientation Guides for new Members. • Finalisation of training material for Orientation Guides agreed. • Programme Communication Plan finalised and agreed by the Board. • MRO Media Access Paper approved by the Board. 	<ul style="list-style-type: none"> • During Q1 2016-17, activity will focus on: <ul style="list-style-type: none"> • Finalise courses during April 2016 (include course outlines, appointing facilitators for external courses, dates and times). • Promoting and running the first series of courses in May and June 2016. • Provide regular progress updates to LG. • Orientation Programme finalised. • Orientation Training delivered to all guides and information pack published in April 2016. • Successful Mock Registration event took place in April 2016. • New Members scheduled to arrive from 9 May for Registration and Orientation.

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Priority	Status	Progress & Key Achievements	Forward Look
<p>Work with Members to ensure our legislative process deliver robust scrutiny and best meet future demands</p>		<ul style="list-style-type: none"> The SPPA Committee's recommendations for Standing Orders changes arising from it legislation inquiry were agreed by the Parliament on 15 March 2015. 	<ul style="list-style-type: none"> SPPA Committee recommendations on improved information to support the legislative process are being progressed by the Legislation Team together with Scottish Government colleagues. A member to the Legislation Team has about to start a 6-month secondment to Parliamentary Counsel Office to work on these and other areas. The process of developing and testing the new legislation drafting, amending and publishing tool will continue in line with the programme plan.
<p>Strategic review of future resource requirements to prioritise activities and to ensure continued value for money</p>		<ul style="list-style-type: none"> The Strategic Budget Group met in January 2016 and agreed a change in its remit to cover project and programme management. As a consequence, group members agreed to convert the Group into the Strategic Resources Board. This change was endorsed by LG, as was improved governance arrangements to improve the transparency of the Board's discussions to LG. The Audit Advisory Board considered the role and work of the Board and endorsed both at its February 2016 meeting. The Board considered the following items at its January meeting: <ul style="list-style-type: none"> Support provided to the SPCB in relation to the 206-17 budget. The establishment of a Project and Programme Management Office and the Board's oversight role. Staffing resource requirements, particularly in the BIT office The 6-year forward projection for the SPCB's budget and project expenditure. 	<ul style="list-style-type: none"> At its next meeting, the Board will consider: <ul style="list-style-type: none"> Support to the SPCB in relation to its 2017-18 budget submission. Demands for project expenditure for 2017-18. 6-year forward projection for FM project expenditure.

**Scottish Parliamentary Performance Report
2015-16: Quarter 4
Priorities for Change**

Priority	Status	Progress & Key Achievements	Forward Look
<p>Design and implement a staff development framework focusing on change, leadership, individual responsibility and accountability</p>	<p style="text-align: center;"></p>	<ul style="list-style-type: none"> • In February 2016, the project moved from planning to delivery mode, for the remainder of Q4, the Organisational Development Programme delivered the following: <ul style="list-style-type: none"> • A new inclusive talent management strategy was developed encompassing our new approach to learning and development. This was agreed by LG in March 2016. • In March 2016, LG approved the approach and launch of the 'Your Development' programme for all staff across the organisation. It was agreed that this would focus initially on Grades 2-4 filling an identified gap for this group of staff. • Progress was made during February and March 2016 with the Members' staff handbook revised to meet current requirements. Work commenced to simplify this into a digital format in time for Session 5 and this approach will be used in relation to simplifying the SPS staff handbook. • A specification was developed and a procurement process undertaken for a new Time and Attendance system. Invites to tender were issued, evaluated and a successful supplier selected in March 2016. • The Women in Leadership Programme was concluded In March 2016. • The roll-out of the Digital Literacy Framework to improve digital working was completed in March 2016. 	<ul style="list-style-type: none"> • Plan for award of a new contract to help deliver learning in the organisation as we move forward in our new learning model. • Our new Learning Credits and Learning Model launched as part of the 'Your Development' event on 21 April 2016. • Policy simplification work under review in light of work undertaken on the Members' staff handbook with the view to being used as a template for SPS handbook by July 2016. • The Time and Attendance system contract was awarded to the successful supplier on 1 April 2016. The new system will initially be introduced to small number of offices in June and July 2016, rolling out to existing users by 1 September 2016. • Report on Women in Leadership programme to be considered by LG in June 2016. • Paper to LG in May 2016 on options for managing temporary resources across the organisation. • Diversity and Inclusion Strategy and action plan to be developed and presented to LG in June 2016. • Working with LG over the summer to define leadership and management in the organisation as part of the skills and behaviours review. The review of selected Skills and Behaviours will be completed by July 2016.

Strategic Risk Register

The Strategic Risk Register identifies fourteen strategic risks which may act as barriers to the successful delivery of the strategic goals and aims of Parliament. Each risk is scored in terms of likelihood and impact and is designated as high, medium or low both before (inherent risk) and after (residual risk) the application of the internal controls and management actions designed by the Leadership Group (LG) to alleviate exposure to risks.

Each strategic risk is also compared to the agreed levels of tolerance that LG has set in order to successfully assess the effectiveness of internal controls and mitigating actions in place. The appropriateness of risk scores, risk tolerance levels and the requirement scope to add or remove risks is considered by LG quarterly.

The Register is currently being reviewed in line with the refreshed Strategic Plan and will be implemented after the Strategic Plan has been implemented in June 2016.