SPCB(2014)Paper 44
15 August 2014

SCOTTISH PARLIAMENTARY CORPORATE BODY (SPCB) ANNUAL ACCOUNTS 2013-14

Executive Summary

1. To request the SPCB to approve the accounts for 2013-14 to provide assurance to the Chief Executive in his role as Principal Accountable Officer. (Contact Lisbeth Craig, ext 86661 or Derek Croll ext 86819).

Issues and Options

2. Audit Scotland has completed its audit of the 2013-14 accounts and has advised that an unqualified audit opinion will be given on receipt of the signed accounts. An ISA 260 letter confirming this has been issued to the Advisory Audit Board (AAB) for the meeting on 15 August.

3. The draft 2013-14 accounts, as attached at Annex A, together with the range of assurances it has received will be reviewed by the AAB on 15 August immediately prior to the SPCB meeting and the chair of the AAB will provide a verbal report to the SPCB on that review.

4. An annual summary of the SPCB's Organisational Performance Framework (OPF) is attached for information at Annex B. This provides the Corporate Body with a complementary overview of the SPCB's performance against its strategic plan for the period covered by the annual accounts.

Resource Implications

5. Nil

Governance issues

6. The SPCB accounts are prepared in accordance with the Direction issued by Scottish Ministers under Section 19(4) of the Public Finance and Accountability (Scotland) Act 2000. The Clerk and Chief Executive has responsibility as the Principal Accountable Officer to sign the annual accounts in a number of places including the Governance Statement and then present the signed statements to the Auditor General for Scotland (AGS).

Publication Scheme

7. Annex A to this paper should not be published, as the accounts will be formally published in September.

Next Steps

8. Signed copies of the accounts need to be provided to the AGS before 30 November 2013 to meet the statutory deadline for laying the accounts before Parliament. Subject to the SPCB's approval, arrangements are in hand for the Principal Accountable Officer and the AGS to sign the final accounts in August and for these to then be laid and published in September/early October.

Decision

9. The SPCB is asked to note the feedback from the AAB meeting on 15 August and to approve the SPCB 2013-14 accounts.

Financial Resources
August 2014

Organisational Performance Framework
Annual Report 2013-14

Introduction

The SPCB's strategic plan for 2013-16 retained the overall strategic direction of the organisation set out in the 2012-16 plan and was reviewed to reflected our priority plans and strategies for 2013-14. The Organisational Performance Framework (OPF) is a mechanism to measure performance and plays an integral role of strategic governance comprising high level strategic performance indicators whereby we seek to improve accountability and performance.

Over the course of the year, quarterly OPF reports have been reviewed and agreed by the Leadership Group (LG) and the SPCB, measuring performance of our 4 areas of success set out in the strategic plan – Parliamentary Business, Members, Public and the Parliamentary Service. The purpose of the annual report is to provide an overview of performance during 2013-14; how we have demonstrated success through our key operational activities and deliver our plans and strategies to improve our activities whilst successfully managing and mitigating associated risks.

Parliamentary Business

Performance Measures for 2013-14 / How we have demonstrated success

✓ All parliamentary business has taken place as planned[1]. This has included:

- Extensions to plenary business and late changes to business
- External Committee meetings across Scotland as well as meetings taken forward as part of Parliament Days (including a formal meeting in the evening)
- A wide variety of informal fact-finding visits, events and other committee outreach work
- A sub-Committee regularly meeting over lunchtime

[1] Committee business was disrupted on 17 April 2013 due to a power failure in the Edinburgh area (outwith Scottish Parliamentary Service (SPS) control) affecting 2 Committees. Although the power failure lasted 40 minutes, business was temporarily suspected for only 6 minutes in total (4 minutes in 1 committee, 2 in the other) whilst onsite contingency arrangements took effect.

Plans & Strategies

Support Parliament in implementation of parliamentary reform – The SPS supported the Standards, Procedures and Public Appointments Committee conduct a review of parliamentary reform following the implementation of major changes to the format and timetabling of parliamentary business in September 2012. After a full year of operation, the review commenced in October 2013 and was published in January 2014. Overall, the committee concluded that the reforms have been successful in creating a more responsive and agile Parliament. The committee agreed to consider further the flexibility of the new rules on committees meeting at the same time as the Chamber, in a separate piece of work.

LG have considered various options for further investigation in relation to developing the Parliament as an institution. The issues being discussed include building on access to the Parliament; promoting engagement in Parliamentary business and encouraging the interest of young women in politics. LG will continue to engage and support the Presiding Officer to look at future opportunities for improvement and develop proposals.

Parliamentary Business Cont'd

Support committees to implement Conveners Group Programme for Change - Committees and Conveners Group have been supported in taking forward a number of initiatives, these include: making improvements to the design and presentation of committee reports, with the focus now switching to the content and whether reports are fit for purpose in terms of impact, influencing and accessibility; holding the first of what is intended to be an annual session with the Conveners Group and the First Minister on the Scottish Government's legislative programme; improving engagement with the work of committees and piloting the use of digital working through the use of committee packs.

Effective response to changes in Parliament's powers - The Referendum Planning Group was set-up to co-ordinate all matters relating to the Parliament's role in the Referendum as well as prepare for the support of Parliamentary services that will require to be delivered post Referendum regardless of the result. The Group's early work to change SPCB policies to reflect the use of parliamentary resources in the run up to the Referendum is proving robust while its current focus is on managing the anticipated media interest in the Parliament building either side of the ballot.

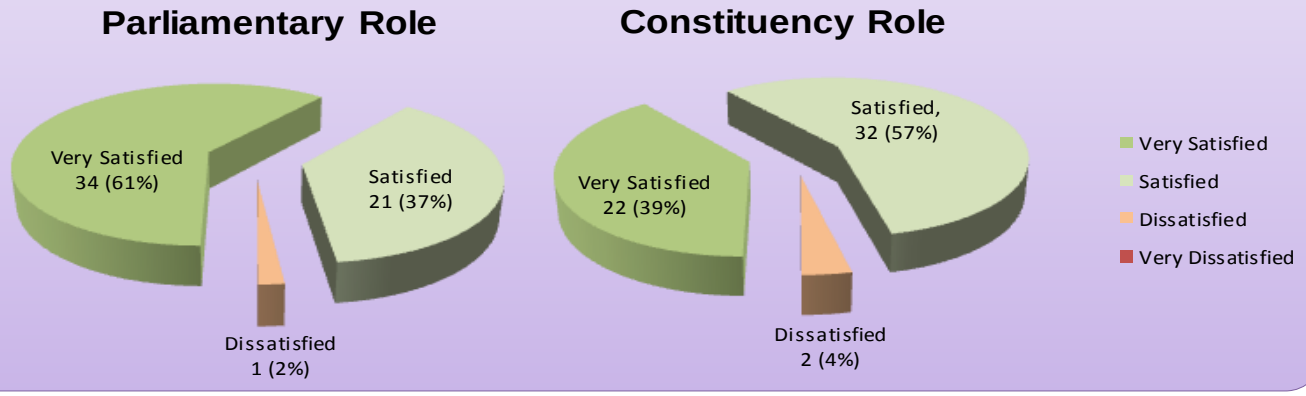
Effectively manage the construction, commissioning and handover of the External Security Facility (ESF) – The ESF was operational from August 2013 and the new exit was completed in October 2013. High project performance and robust monitoring regimes were maintained throughout and the project was delivered on time and within the total budgeted costs of £6.48m. Project closure was agreed by the SPCB in November 2013. The main objective of the project was achieved as the new facility provides a significantly safer and more secure environment for screening on entry to the building.

Members

Performance Measures for 2013-14 / How we have demonstrated success

Members Survey Feedback

During the year, 56 Members provided their views on how well the SPS supports them in fulfilling their parliamentary and constituency/representative duties. Overall, feedback remained consistent throughout 2013-14 with Members overwhelmingly of the view that the SPS provides a high quality service; of the 56 Members, 55 were either satisfied or very satisfied with services at Holyrood and 54 satisfied or very satisfied with services to support local offices. Some Members stated that they had no concerns or issues. Where Members made suggestions for improvement, these have been passed to the relevant business area to act upon as appropriate. We have also identified common issues or suggestions for development and, while these were not in significant quantities, remain valuable in enabling us to fulfil our ethos of continuous improvement.



Members Cont'd

Plans & Strategies

Develop and deliver a Member focused IT Strategy - Good progress has been made during 2013-14 with the delivery of a Member focused IT strategy. The progress has been accomplished through project work and improvement activities surrounding existing services.

Notable achievements made during 2013-14 include:

- *Mobile Refresh* – after successful introduction of new policies to improve the choice of mobile technologies available to Members, the Business IT Office successfully introduced a broad range of tablets, smartphones and laptops. Feedback from Members has been positive towards the change in policy and suggests that the anticipated benefit of increased productivity due to ease of mobile working is being realised.
- *Holyrood Wireless Network* – The introduction of public wi-fi within the Holyrood estate has attracted positive feedback from the public, Members and other building users and has helped facilitate new ways of working.
- *Local Office Connectivity* – Early in the year work was successfully undertaken to ensure local offices had the best broadband service available at their location. This was followed up latterly with the introduction of new technologies to accelerate data transfer through the broadband connections. In addition, the Business IT Office, working with their telecoms supplier, have started piloting new connectivity technologies not dependent on the public broadband network.
- *Case Management Pilot* – A pilot project has been set up to evaluate a potential candidate for a standard Case Management Tool to replace the current disparate toolset utilised by Members in their local offices. This pilot has progressed well and the original pilot group of Members have provided positive feedback resulting in the extension of the pilot by a further 6 Members. Feedback to date suggests that the tool being used meets the needs of the Members involved and the pilot will report during 2014-15 when a decision to will be taken as to future rollout.
- *Local Office Telecomms Cost Reduction Investigation* – After a short investigation undertaken by the BIT Office, a route was established to reduce the telephone charges incurred by local offices. The investigation concluded and handed over to the Procurement Office for further action.
- *MSP Engagement Manager* – the Business IT Office capitalised on a vacancy occurring to improve the customer focus and engagement with Members, by reengineer a vacant post. The reengineering allowed Business IT to recruit a MSP Engagement Manager who has been successful in improving understanding and engagement with the primary customer group of the BIT Office.
- *System Tuning and Optimisation* – During the year, both the email system and remote access system were tuned and optimised to better meet Members needs. Benefits realised from these exercises include improved performance and increased mailbox sizes for Members.

Members Cont'd

Ensure services continue to enable and support Members effectively - As the performance measures reported above indicate, Members are overwhelmingly satisfied with the services provided. Where common suggestions have arisen, we have tackled them, or propose to tackle them as set out below:

Factors leading to satisfaction:

- Provision of a high quality service
- Provision of good advice and guidance
- Ability to address and resolve problems
- Prompt response when dealing with requests
- High standard of customer care

Emerging themes & suggestions for development:

- Remote access and connectivity issues in constituency offices
- The level of support and responsiveness provided to the parliament building is not replicated in local offices
- Develop staff management training
- Review induction arrangements for new Members
- Refining policies, processes and systems where appropriate

Action:

- Installation of broadband acceleration technologies and commenced evaluation and testing of private network links in local offices
- Examine service levels in local offices to improve or better communicate them to Members
- Introduction of the Continuous Professional Development programme for Members
- Project group for the election 2016 programme to consider feedback and incorporate where appropriate into planning arrangements
- Maintaining a culture of creativity, innovation and continuous improvement

Improvements in the services provided to Members include the IT improvements described above. We have also restructured the Human Resources function to provide better support to Members, and HR staff are proactively engaging with Members on a number of issues such as staff cost provision tracking and staff contract returns.

A series of well-received pilot courses covering aspects of parliamentary business and skills development, were delivered for the Continuous Professional Development (CPD) Programme for Members. Work is ongoing to plan future courses with the focus on having a fully worked up CPD programme for the beginning of Session 5.

Members Cont'd

Deliver a digital Parliament - LG agreed strategy papers on both Information Management and Digital Working in June 2013 and agreed to combine them into one programme. Initial project work on the programme was focused on laying the foundations for future progress and the initial business case focused on a number of projects to do this. That business case along with the vision, objectives and methodology for the programme were agreed by LG in December 2013.

A new programme SRO was appointed in 2014 and undertook a review of the programme to date and started scoping and planning for further delivery of the programme objectives alongside resourcing required for delivery of the remainder of the programme. This planning for the next wave of projects is based on Members' and staff experience of our products and services.

Existing projects which are seeking to improve the creation and use of information more effectively for digital working (Documents and Records Management, Data Architecture) are progressing well to timetable.

Projects looking at the channel shift from print to digital by default were initiated. A Business Publications options appraisal has progressed to plan. This is concentrating on the future of our print and publishing. The digital documents project identified new processes for the use of bookmarked PDF documents being produced in a consistent manner and by the end of the reporting period was about to roll out across all committee areas for use in Committee packs as well as being used to support meeting papers for SPCB, LG and Conveners group. The Paper Smart project has also kicked off with the objectives of reducing paper usage at Holyrood.

Public

Performance Measures for 2013-14 / How we have demonstrated success

The Scottish Parliament:

- ✓ Encourages people to get involved in issues affecting them
- ✓ Is open about what the Parliament is doing and the decisions it makes
- ✓ Makes an effort to reach out about the Parliament's work to all of Scotland
- ✓ Helps build an understanding about the Parliament's role and work

There was strong performance across all four composite KPIs on public engagement. For example, in the 'participation' KPI, notable were the 23,583 young people who benefitted from the education programme, our target was 17,000. In the 'understanding' KPI, 91.3% of those surveyed at Parliament Days had a broad understanding of the work of the Parliament, the target was 30%.

Public Cont'd

Plans & Strategies

Implement the engagement strategy – We continued to develop public engagement through our plans and activities, targeting different sections of the public, particularly those who are hardest to reach either for geographic or socio-economic reasons. To help people find out more about the Parliament; improve their knowledge about how to engage and the opportunities to do so, a strong focus remained on Parliament Days, which are now a well-established part of parliamentary life. Further developments included:

- The implementation of a Public Information Strategy
- Work on providing open data has been aligned with the Digital Parliament Programme
- Committees are using a greater range of ways to engage with the public, particularly our priority groups
- Twitter is now used by 11 committees in addition to the corporate account

The Parliamentary Service

Performance Measures for 2013-14 / How we have demonstrated success

- ✓ 1.1% Outturn against SPCB budget for financial year was within target range of 0 – 2.5% under SPCB budget
- ✓ Efficiency targets delivered as planned
- ✓ Strategic activities on track
- ✓ Compliance monitoring report on track[1]
- ✓ Planned strategic risk mitigating actions are being implemented[2]

[1] Identified minor issues during the course of the year which have now been resolved.

[2] LG monitors and reviews the strategic risk register on a quarterly basis. We continue to identify and manage the principal risks to our activities and the controls and actions that have been designed to mitigate these. Specifically, we have recognised and continue to take action to ensure that the Parliamentary service is able to respond to changes in the Parliament's powers. In addition, we have identified the risk of failing to realise the full benefits of the Digital Parliament Programme. Furthermore, by way of our Business Continuity management arrangements, we continue to manage the impact on supporting Parliamentary business in the event of the absence of a significant number of staff.

Plans & Strategies

Develop and deliver learning and development to support strategy – To align learning and development priorities with strategic organisational objectives, annual plans will now be produced to ensure that there is greater transparency in our approach to corporate training, this will ensure we build capability to respond to changing business needs while still developing skills to meet the core demands on the parliamentary service. The first learning and development plan was implemented during quarter 2 and is now business as usual.

The Parliamentary Service Cont'd

Maximise innovation and continuous improvement - Proposals to adopt a more streamlined approval process for the funding of project expenditure for 'innovation and continuous improvement' were approved in March 2014 and an initial amount of £250k has been set aside in the SPCB's 2014-15 budget. The Innovation Fund was formally launched in May 2014.

Implement the information management strategy – LG agreed in June 2013 that the Information Management Strategy and Digital Parliament should be managed under a single programme. Please refer to "Deliver a digital Parliament".

Develop and deliver organisational agility – An organisational agility framework was developed with the aim of supporting staff to attain the necessary skills, experience, knowledge and competencies that are required to deliver the SPCBs' objectives now and in the future. The framework will support our capability to respond to changing business needs while maintaining business continuity; meet individual staff needs; resourcing peaks and troughs of the parliamentary cycle within the agreed financial cap and simplify our business processes. The first annual framework was implemented in quarter 3.

Develop proposals for income generation - A research and feasibility study was conducted into use of the Members' Room resulting in a specific proposal for a commercial events approach as a clear driver to increase revenues. The SPCB agreed to pilot the Members Room as a dedicated commercial events venue on Fridays, Saturdays and during recess for 6 months from October 2014. Thereafter, the SPCB will decide whether to continue with the initiative. A dedicated team will manage operations and initiate sales whilst taking steps to ensure the reputation of the Parliament is protected.

During the building of the new ESF, the Parliament Shop was relocated to a more suitable, prominent location with the aim to reduce the subsidy and make a modest cash surplus. Trading during 2013-14 has improved on prior years. Contributing factors included: capitalising on popular visiting exhibitions such as the Great Tapestry and Warhol; showcasing new quality Scottish products; discounted shopping promotions and improved retail offer.