

**Chief Executive's Report to the SPCB
June 2014**

Introduction

This report covers activity in May until July. It includes the Finance Report for Period 12 of 2013-14 and the Organisational Performance Framework Report for Q4.

Some of the items to note include:-

- During July and August, the Chamber Desk will be testing a self-service system for use on mobile devices, based on the desktop version, through which Members submit parliamentary questions, motions, motion support and amendments.
- A parliamentary delegation from the Westminster Foundation for Democracy-sponsored Network of Parliament Committees on Economy, Finance and European Integration of the Western Balkans will visit the Scottish Parliament on 25 and 26 June.
- Significant improvements have been made in levels of working days lost due to sick absences. Our performance is well ahead of the public and all sector Scottish average.

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

SECTION 1 – OVERVIEW OF PARLIAMENTARY ACTIVITIES

Committees and Outreach

Rural Affairs, Climate Change and Environment (RACCE) Committee

On 11 June the Committee took evidence from UK Minister George Eustice MP regarding fishing and marine issues. Going forward, the Committee plans to hold another informal briefing for MSPs on the topic of world markets and the implications for Scotland.

Health and Sport Committee

During the last month the Committee has been on a number of external visits to:

- Aberdeen – the Community Food Initiatives North East and a tour of Joseph Robertson (Aberdeen) Ltd) as part of scrutiny of the Food (Scotland) Bill;
- Kirkcaldy – the Evergreen project as part of a mental health snapshot in advance of the forthcoming mental health bill;
- Paisley and Glasgow with Barnardos Threads and Helenslea Nursery, Bridgeton Family Centre and meetings with NHS Greater Glasgow and Clyde as part of early years inquiry.

Welfare Reform Committee

The Welfare Reform Committee is publishing three reports in June:

- Food Banks and Welfare Reform;
- Interim report on the New Benefit Sanctions Regime;
- A research report on the impact of welfare reform at local authority ward level.

In addition, the Committee will take evidence on welfare reform from the Secretary of State for Scotland on 26 June.

Local Government and Regeneration Committee

The Committee will be reporting before the summer recess on its inquiry into the flexibility and autonomy of Local Government. The inquiry has been looking at the constitutional and legal position of local government, levels of public engagement and interaction, funding mechanisms, the position of remote and island communities and levels of flexibility and autonomy local government enjoys.

In addition the Committee has recently completed stage 2 scrutiny on the Disabled Persons' Parking Badges Bill and the Buildings (Recovery of Expenses) Bill and is gearing up for stage 1 scrutiny of the Community Empowerment Bill and the Firearms and Licensing Bill in the coming months.

Public Petitions Committee

The work of the Committee continues to receive a lot of press and media coverage. Important issues continue to be brought to the Parliament's attention via the Public Petitions Committee. The most recent example of this

is the petition calling for a suspension of the use of polypropylene mesh medical devices. On 17 June the Committee held a high-profile evidence session with the Cabinet Secretary for Health and Wellbeing following a widely covered evidence session with the petitioners. There was international interest in this petition, particularly from the US where legal actions are underway.

During the Public Petitions Committee's evidence session on petition [PE1517](#) on Polypropylene Mesh Medical Devices, the Cabinet Secretary for Health and Wellbeing announced that he has asked for an Independent Review to be set up urgently to report on this issue, and for the Chief Medical Officer to write to all Health Boards to consider the suspension of these services until further evidence becomes available early next year.

Chamber and Reporting

- During July and August, the Chamber Desk will be testing a self-service system (for use on mobile devices), based on the desktop version through which members submit parliamentary questions, motions, motion support and amendments. BIT has developed the system and the Chamber Desk will be inviting some Members and their staff to take part in testing the system, with a view to it going live later in the year for all. Although overall usage of self-service remains around 70% of all traffic to the Chamber Desk, it is considered that giving Members and their staff the means by which to submit questions, motions etc. from mobile devices, would see overall usage increase and lead to further efficiencies in processing. The system is part of the ongoing development of a Digital Parliament.
- The Chamber Desk will be offering further job shadowing opportunities for staff across the Parliament during the Summer recess. Last summer, nearly 30 members of staff took the opportunity to do so. This is a good example of what agility can mean in practice.
- The Legislation Team presented the first in a series of SNIPPET sessions on parliamentary business in May. The sessions looked beyond the mechanics of creating, amending and debating legislation by giving an overview of some the Bills recently considered by or currently before the Parliament. An additional session has been arranged in light of demand for places. The Business Team has also presented a SNIPPET on organising parliamentary business. Again, this has been hugely popular, with demand outstripping capacity.
- The first Scottish Law Commission Bill capable of being referred to the Delegated Powers and Reform Committee, under new rules agreed in June 2013, was introduced by the Government in May. The Legal Writings (Counterparts and Delivery) (Scotland) Bill was subsequently referred to the Committee and the clerking team has made arrangements to support the Committee in its scrutiny.

- David Stewart's Buildings (Recovery of Expenses) (Scotland) Bill has become the first Non-Government Bills Unit (NGBU) drafted Member's Bill to be passed in Session 4, having secured Scottish Government support.
- The controversial Private Bill to enable a new school to be built on parkland in the Portobello area of Edinburgh is also expected to be passed in June. The Private Bill Committee produced a detailed Consideration Stage report in May rejecting all 59 remaining objections.
- Work is nearing completion on harnessing commercial survey software to streamline the process of collating responses to MSP consultations on Member's Bill proposals.
- By mid-July, a University of Edinburgh student will have completed a placement with NGBU as part of her Masters in Public Policy. This has included contributing directly to supporting MSPs in relation to Bills and proposals, and preparing a report analysing aspects of the service NGBU provides.
- Work is ongoing with the Scottish Government and partners at Westminster and The National Archive to consider options for replacement software to handle the drafting, amending and publication of legislation.

UK and International Relations Office (UKIRO)

- Liam McArthur MSP participated in a post-election seminar, organised by the CPA Secretariat in Lilongwe from 11 to 13 June 2014, for parliamentarians who have been newly elected to the National Assembly of Malawi..
- The Presiding Officer and the Chief Executive met with the Westminster Foundation for Democracy (WFD) sponsored Network of Parliamentary Committees (NPC) on Economy, Finance and European Integration of the Western Balkans in Podgorica, Montenegro, on Monday 16 June. The Presiding Officer also met with Speakers and Deputy Speakers from a number of Parliaments represented on the network while in Montenegro.
- The CPA Scotland Branch Annual General Meeting took place on 19 June. The Presiding Officer chaired the meeting.
- A parliamentary delegation from the WFD sponsored NPC on Economy, Finance and European Integration of the Western Balkans will visit the Scottish Parliament for a two day visit on 25 and 26 June. The delegation will consist of the Chairs of the Budget Committees of the various member legislatures and includes one of the Deputy Speakers of the Serbian Parliament. The main focus of their visit is parliamentary oversight and scrutiny of government. Meetings are planned with the Conveners and/or members of the Finance, Public Audit, Economy, Energy and Tourism, and

European and External Relations Committees as part of the official visit programme. The delegation will also meet with the Presiding Officer, Deputy Presiding Officer John Scott MSP and members of the SPCB.

HR and Security

Human Resources

The annual Attendance Management Report indicates that an average of 5.47 working days were lost due to sickness absence per member of staff in the 2013/14 reporting year. Significant strides have been made in developing and sustaining an organisational culture which encourages staff to maintain regular attendance and in which absence is managed in a robust, proactive and consistent manner. The corporate rate of absence has reduced year on year since the introduction of a new Attendance Management Policy in 2010, when the average was 8.69 days. The corporate absence rate currently tracks below our target of 6.8 as well as below public and private sector averages which are currently 8.7 and 7.2 respectively.

Communications and Research

Information management and governance

- Records management plan update

The Records Management Plan (required by the Public Records (Scotland) Act 2011) for the Scottish Parliament, SPCB and Scottish Commission for Public Audit (SCPA) has been agreed by the Keeper of the Records of Scotland. The Keeper considers that the Records Management Plan has been properly considered and that necessary policies and governance structures are in place to implement the actions required by the plan.

- Office of the Scottish Information Commissioner (OSIC) Appeals and Decisions

There are currently two FOI requests under appeal with the Office of the Scottish Information Commissioner (OSIC), both refer to requests seeking information regarding the Scottish Public Services Ombudsman.

A separate technical decision from OSIC (involving one of the FOI requests currently under appeal in terms of content) has confirmed that the SPCB replied to an FOI request for review outwith the statutory deadline. OSIC's Decision confirms no further action is required by the SPCB.

OSIC have issued a Decision asking the SPCB to contact a requester to ask for clarification regarding his request for information about petitions.

Public information

- The Scottish Parliament Annual Report will be published on the website on 23 June
- The new complaints handling process for the SPCB came into effect on 1 April 2014 and implementation is proceeding smoothly, with information available in a range of formats, including printed leaflets in the Main Hall and [webpages](#) incorporating videos in British Sign Language. The first reports will be made available during summer recess.
- Enquiries from the public have all been answered within agreed timeframes, with the most common questions relating to the referendum; in particular, voting and enquiries about the effect of a 'Yes' vote, in particular on passports, pensions, the currency and the monarchy.

SPICe

- The Commonwealth Scotland briefing looks at life in Scotland at the time of each of the previous games hosted by Scotland, in 1970 and 1986 and today. The Presiding Officer has filmed the foreword, and the briefing is due to be published around 25 June as an e-book.
- We are currently taking forward a small project to develop interactive online tools to help Members scrutinise the draft budget as part of the Parliament's digital programme. This is the first activity to draw on funding from the SPCB's innovation fund, and will allow us to host a placement over the summer from Napier University Institute for Informatics and Digital Innovation
- SPICe has continued to receive a high volume of enquiries on issues related to the referendum, though as SPCB members will be aware during the statutory 28 day relevant period before the referendum (from 22 August), SPICe will continue to respond to both constituency and parliamentary enquiries but will not respond to enquiries which are clearly related to the referendum campaign.

Facilities, Events, Exhibitions and Visitor Services

Facilities management

- Fire Safety

Under current fire safety regulations and good practice, fire safety training for building occupants is required on a periodic basis. We strive to deliver fire training which is accessible, relevant and variable and our 3 year training programme adopts a mix of traditional classroom style training and e-learning modules. This year's classroom style training in the use of fire extinguishers will include practical fire extinguisher familiarisation and will be delivered

between July and September. All building occupants are encouraged to attend.

- Space Utilisation and Workplace Design

As part of an ongoing review of space utilisation we will shortly be creating a new Room for Contemplation in the upper basement and an additional meeting facility within Queensberry House. Users of the existing Room for Contemplation can contact Ricky Morrison in FM for an introduction to the new space. A new meeting facility is now available in QG.12 which is located in the Garden Lobby between the BIT engagement desk and SPICe. This small meeting facility can accommodate up to 6 people.

Events and exhibitions

- On Thursday 6 June Deputy Presiding Officer John Scott MSP hosted the final of the Donald Dewar Memorial Debating Competition in the Debating Chamber. The event was attended by approximately 90 pupils from schools across Scotland and watched by a full gallery of parents and supporters. The competition was won by Craigmount High school.
- The Queen's Baton Relay Photography Exhibition was displayed in the Garden Lobby to coincide with the Queen's Baton Relay. The exhibition highlighted the Baton's journey across the Commonwealth on its way to Scotland for the start of the Games.
- The Queen's Baton Relay came to the Parliament as part of its journey through Edinburgh on Saturday 14 June. The Presiding Officer was joined in the Debating Chamber by Scottish rugby legend Gavin Hastings and Edinburgh-based batonbearer Lynne McNicoll, who passed the baton to Caitlin Osborne, the next batonbearer. As part of the programme at the Parliament the Big Song Relay Choir performed as the baton passed through the Garden Lobby.
- The Great Tapestry of Scotland exhibition returns to Parliament, opening on Tuesday 1 July and remaining on display until Saturday 13 September. It will be sited in the Main Hall and TG.20/21. During the media launch being attended by the Presiding Officer and Alexander McCall Smith, a tapestry for public stitching during the exhibition will be unveiled. Once completed, it will be gifted to the Scottish Parliament Art Collection.

Forward Look

- The second Edinburgh International Culture Summit will be hosted by the Parliament from Sunday 10 to Tuesday 12 August providing an international forum for in-depth discussion between ministers, artists, thinkers and others responsible for formulating and implementing cultural policy. This year's theme is *Culture – a Currency of Trust* which reflects the role and value of culture in forging cultural dialogue and will

incorporate three district stands to aid discussion - Values and Measurements; Cities and Culture; and Advocacy and Identity.

- The 10th Festival of Politics will take place from Friday 15 to Sunday 17 August bringing together academics, experts and commentators to discuss key issues emerging from discussions and debates in the run-up to the Referendum. The full programme will be launched on Friday 18 July.

Visitor Services

- Visitor numbers during May this year are greater than during the same period in 2013. This year's total was 29,819 which is a significant rise from last year's figure of 23,948. There is no single reason for the rise in numbers but the upturn is encouraging. Tour uptake was also encouraging, with 99% of available public tours being filled during the month of May.
- Visitor Services are working on final details for the summer tours programme and new produce for the Parliament Shop, including options for exhibition-based promotions, including the Great Tapestry of Scotland.

SECTION 2 – SPCB FINANCE REPORT

Period 12 – March 2014

1. This report is to inform the SPCB of the full year outturn for 2013-14. The final accounts figures are not expected to vary significantly from this report, but remain subject to adjustment as part of the normal year end accounts process.

Executive Summary

Performance against Budget (year to date variance)		
a) Total SPCB revenue and capital expenditure	1.1%	Para 2 & 8
b) Total SPS expenditure	(1.0%)	Para 9
c) Total project expenditure	(15.6%)	Para 10
Operation of Financial Controls		
d) Key reconciliations up to date	100%	Para 4
Other Key Indicators		
e) Payment performance	99.6%	Para 6

Key: RAG Status

G	Performance within target range
A	Performance outwith target range but acceptable
R	Performance outwith target range not acceptable

Financial Commentary

2. The Scottish Parliament's total revenue and capital expenditure for the financial year 2013-14 of £71.2m represents an under spend against budget of £0.8m (1.1%), which is in the middle of the SPCB's target range of 0% to 2.5% under budget for the financial year. The overall underspend is lower than the comparable position for 2012-13 of £2.2m (3.0%).

3. The SPCB surrendered a net amount of £3.2m from its approved 2013-14 budget to the Scottish Consolidated Fund in the Spring Budget Revision. This comprises a £3.3m rates rebate on the Holyrood building for the period 2010-11 to 2013-14, less £0.1m funding transferred from the Scottish Government to the SPCB for Electoral Commission costs in connection with the Referendum in the current financial year.

4. Key reconciliations for the current year are up to date including the main payroll control account where responsibility for preparing this was

transferred from Human Resources to Finance earlier this year. The year-end accounts preparation is proceeding to timetable and Audit Scotland is due to commence its audit fieldwork in mid-June.

5. The Finance Office has been liaising closely with the Scottish Government (SG) since the upgrade of the accounting system SEAS in April 2012. A log of issues has been maintained and good progress has been made in resolution of key items. Opportunities for further development will be investigated with a SG project for a new reporting tool now planned for 2014-15. We will be part of the project team on this implementation. A separate log of 2013-14 issues is being maintained to monitor progress once action has been agreed with the SG. A meeting on progressing these was held in February with the SG and a timetable to resolve the outstanding items agreed.

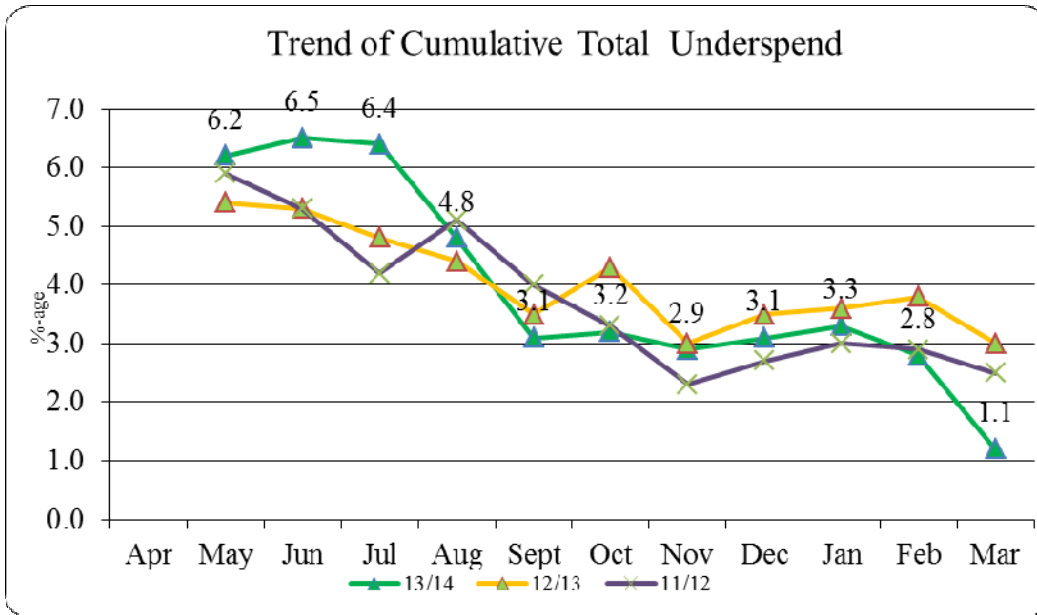
	Original upgrade April 2012	New issues logged this year	Total
Issues logged	75	19	94
Remaining issues at period 12	4	2	6
Prioritisation:			
High	0	0	0
Medium	4	1	5
Low	0	1	1

6. Payment performance within contract terms exceeds the 99% target for the year and the equivalent figure for payment within 10 days is 87.8%.

7. In conjunction with business areas, the Finance Office has developed a Financial Forecasting Tool (FFT) to improve the visibility of financial information across the Parliament's various offices and the accuracy of their financial forecasting. This has now been rolled out as planned to all offices and user training, including for managers and budget holders, is now complete. The FFT has been used over the financial year-end as a tool for gathering and managing accruals.

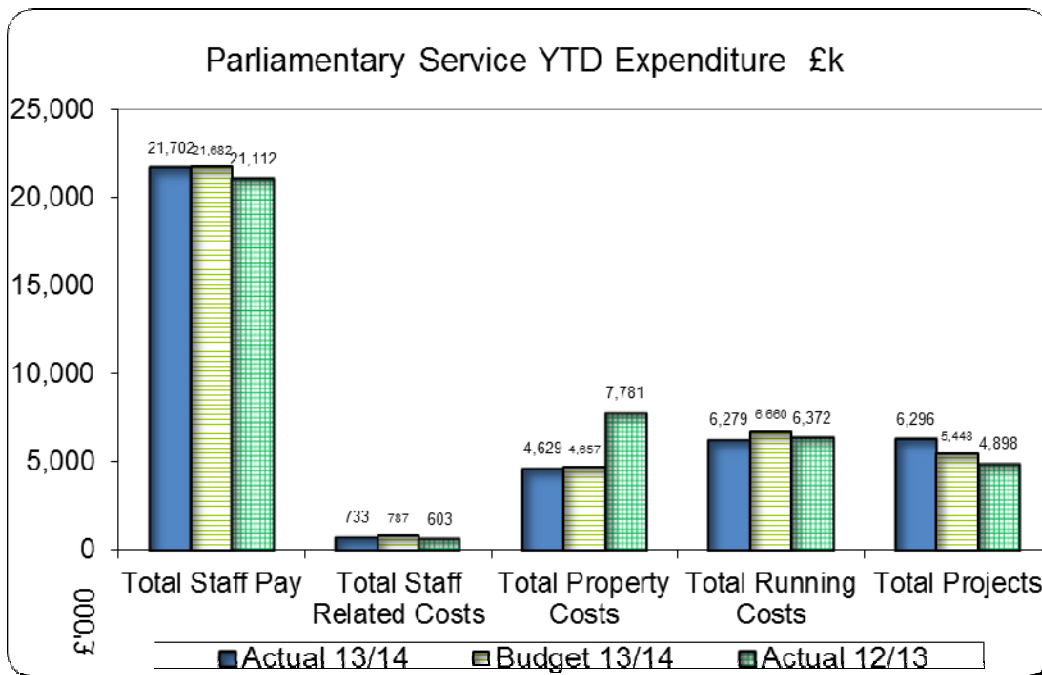
Financial Results

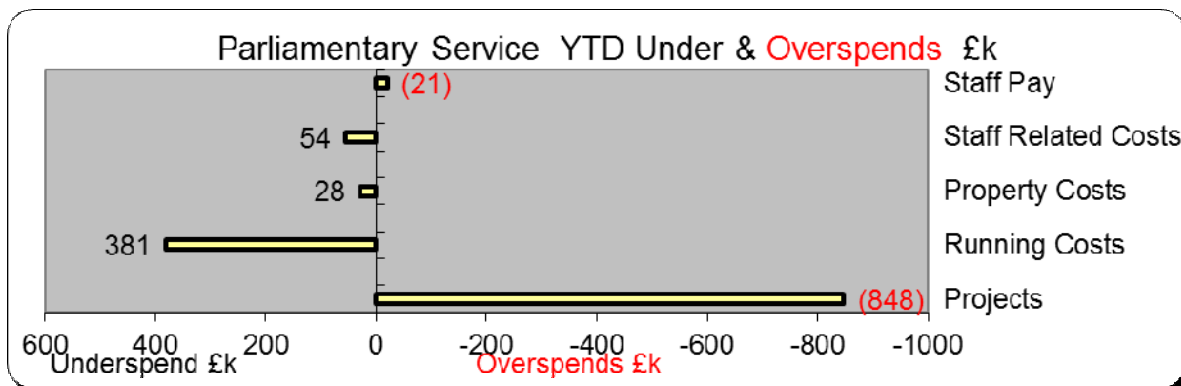
8. The SPCB's total revenue and capital expenditure per Schedule 1 for the twelve months ended March 2014 is £71.2m, which is £0.8m (1.1%) under the approved budget of £72.0m.



Parliamentary Service Costs (Schedule 2)

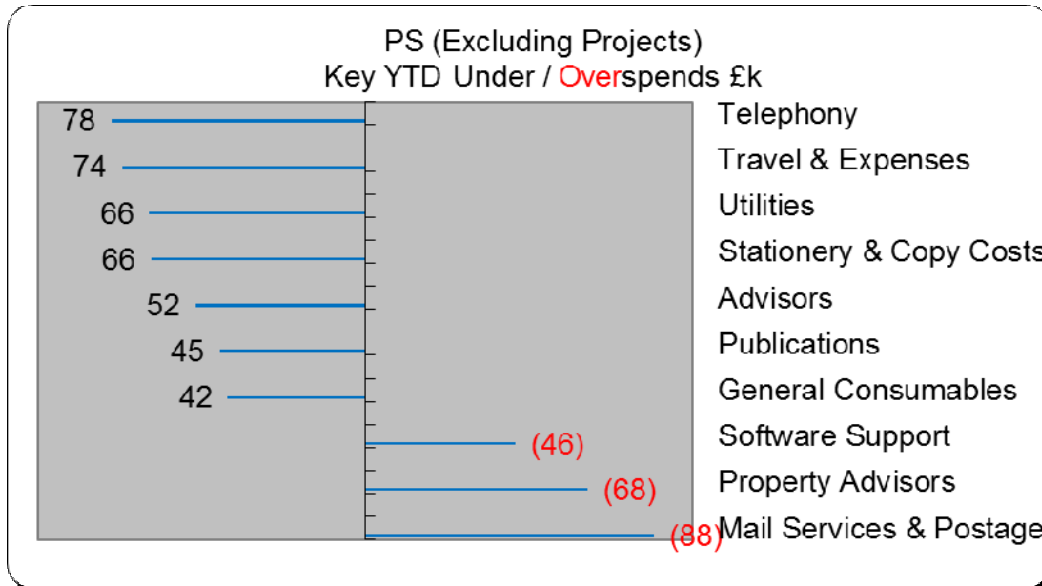
9. The full year outturn expenditure for the Parliamentary Service (SPS), at £39.6m, is £0.4m (1.0%) over budget, which has been made possible by compensating planned underspends in other parts of the SPCB's overall budget. Parliamentary Service Costs incorporate both capital and revenue projects. The previous year's expenditure of £41.0m at period 12 was £1.7m (4.0%) below budget. An analysis of the current financial year by main category of expenditure is shown in the two charts below.





- Staff Pay is £21k (0.1%) over budget. Within this aggregate figure, there are variations between groups with Committees and Outreach showing a £80k overspend, Facilities, Events and Visitor Services a £40k overspend, and the Office of the Solicitor to the Scottish Parliament showing a £35k underspend. The centrally managed pay costs (covering maternity pay and the modern apprentices) is showing a £70k underspend.
- Total staff costs for the year are £590k (2.8%) higher than for 2012-13. The major components of this are Chamber and Reporting £139k (5.3%), Communications and Research £174k (5.6%) and Human Resources and Security £140k (3.6%).
- Staff Related Costs of £733k are reported as £54k (6.9%) below budget, with Travel and Expenses accounting for an underspend of £74k. The previously reported underspends attributable to delays in processing corporate card transactions has reduced markedly as the new card has bedded in and staff resource has been allocated to process outstanding adjustments associated with the old card. Total Staff Related Cost reported spend is £130k higher than for 2012-13 with Training the main contributor, showing an £60k year on year increase in expenditure from £288k to £348k.
- Property Costs of £4.6m are £28k (0.6%) under the Year To Date budget, with higher expenditure on Property Advisors offset by lower utilities costs. Following extended negotiations with the Lothian Assessor, we have secured a 19.6% reduction in the high rateable value initially placed on the Scottish Parliament by the 2010 Rating Revaluation. We have returned the resulting rebate of £3.3m, covering the 4 years from 2010-11, to the Scottish Budget via the 2014 Spring Budget revision. The revision to the rates cost and associated budget has been reflected in this Finance Report.
- Running Costs of £6.3m are £381k (5.7%) under budget. Main running cost underspends are Telephony (£78k), Stationery and Copy Costs (£66k) and Advisors (£52k). As previously reported, Mail Services and

Postage costs are higher than budget, showing an overspend of £88k for the 12 months.



Project Reporting (Schedule 3):

10. Schedule 3 shows project spend by category of project.
 - Project expenditure is £848k (15.6%) higher than the full year budget of £5.5m. We have been able to take forward some planned capital expenditure to a number of IT and Broadcasting capital projects in Q4, slightly earlier than originally forecast, as a result of compensating planned underspends in other parts of the SPCB's overall budget. The capital budget line remains at the figure set out in the Spring Budget Revision. Overall, project expenditure remains comfortably within the SPCB's budget. £387k was transferred in P11 from contingency to unallocated revenue projects.
 - Revenue Projects show a total spend of £1,490k against the full year budget of £1,745k, a reported underspend of £255k (14.6%).
 - The capital expenditure programme for 2013-14 has seen expenditure of £4,806k against the full year budget of £3,703k, a planned overspend of £1,102k or 29.8%.
 - The Digital Parliament Programme has seen initial expenditure of £124k against a £108k budget.
 - Expenditure of £3.3m in 2013-14 in respect of the ESF construction takes the total ESF expenditure up to £6.1m. After allowing for the release of retentions and the remaining project management costs, the project was completed within budget with the new entrance operational during August 2013 and the new exit operational mid-October 2013.

Members' Costs (Schedule 2)

11. Members' costs are analysed in Schedule 2, which shows £23.6m reported cost to March 2014, £949k (3.9%) below the full year budget. (The corresponding underspend figures for 2012-13 at the end of period 12 were £990k, 4.1%). Of this underspend, £825k (6.4%) is on Members' Expenses. Party Assistance at £446k is reported as £2k under the full year budget.

Commissioners and Ombudsman Costs (Schedule 2)

12. The SPCB's funding cost for Commissioners and Ombudsman (Officeholders) in 2013-14 amounts to £7.8m, which is £275k (3.4%) under the full year budget. This is largely attributable to the fact that £243k of the original £300k central contingency for officeholders has not been required. The SPCB has approved budget transfers of £57k in aggregate from the central contingency in respect of the Scottish Human Rights Commission (£26k), the Ethical Standards Commission (£18k) and the Standards Commission (£13k).

Central Contingency

13. The SPCB's central revenue contingency of £497k at period 10 was fully allocated out to parliamentary service budgets in period 11, with the majority, £387k, utilised to bring forward IT projects from the SPCB's planned 2014-15 capital expenditure programme. Transfers from contingency have also been utilised to fund planned timing differences in the Electoral Commission expenditure between 2013-14 and 2014-15, and property costs.

Schedule 6 Income from Catering Operation and from Parliament Shop

Analysis of Catering Costs and Subsidy

2013-14 YTD (12 months to March 2014)	Garden Level Restaurant	Coffee Bar	Members' Restaurant	Members' Bar	QBH Lounge	Parliament Café	Events	Internal Hospitality	Internal Meetings	Total	YTD Budget	YTD Variance	Current Annual Budget	Original Approved Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income	339	83	26	9	48	139	324	81	68	1,116	1,086	30		
Less:- Direct Outlet Costs	(469)	(63)	(62)	(16)	(75)	(132)	(161)	(71)	(65)	(1,114)	(1,140)	26		
Net Contribution to Trading Profit/(Deficit) after direct outlet costs	(130)	20	(36)	(7)	(27)	7	163	11	2	2	(54)	56		
Less:- Indirect Costs Generic Labour ¹ & Other Overheads ²										(503)	(465)	(38)		
Net subsidy										(501)	(519)	18	(519)	(519)

Notes:

Note ¹ - Generic Labour includes: All management roles and some support roles

Note ² - Other Overheads includes: Non capital equipment purchases and maintenance; all administrative costs (inc. Management Fee) and all sundry costs.

All figures are exclusive of VAT

Shop Trading Account

2013-14 YTD (12 months to March 2014)	Total	YTD Budget	YTD Variance	Current Annual Budget	Original Approved Budget
	£'000	£'000	£'000	£'000	£'000
Sales (net of discount)	260	263	(3)	263	213
Cost of Sales (1)	150	152	(2)	152	124
Net Contribution	111	112	(1)	112	89
Direct Salaries	83	86	(2)	86	125
Other Direct Costs (2)	4	1	3	1	1
Total Direct Costs	87	87	1	87	126
Net Contribution/(Subsidy) after direct costs	23	25	(2)	25	(37)

Notes

(1) Cost of sales is the cost to the Parliament of items for sale in the shop

(2) Other direct costs are expenditure incurred directly in the operation of the shop such as stationery and credit card and cash uplift charges.

As a result of the Visitor Services Office review, reduced staffing levels in the shop have been implemented during 2012-13 to reduce staffing costs.

This statement does not include general overhead costs, e.g. for a proportion of business rates, utility costs and other operational and support costs.

**Organisational Performance Framework
2013-14: Quarter 4
Cover Page**

Last Quarter This Quarter Trend

Parliamentary Business

100% parliamentary business takes place as scheduled

100%

100%



Members Feedback

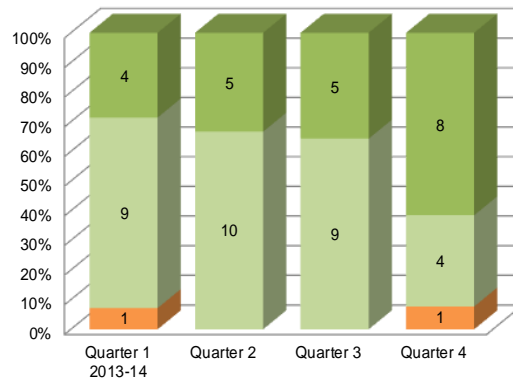
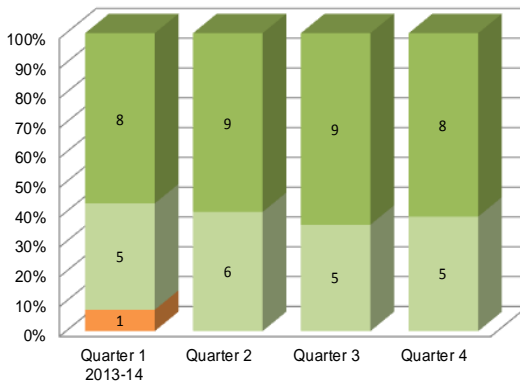
Number of interviews conducted

14

13

Parliamentary Role

Constituency Role



■ Very Satisfied
■ Satisfied
■ Dissatisfied
■ Very Dissatisfied



Public Engagement

Operational Public Engagement KPIs are on target: participation, openness, reaching out and understanding

✓

✓



The Parliamentary Service

% Outturn against SPCB budget for financial year within target range of 0 – 2.5% under SPCB budget

Efficiency targets delivered as planned

Strategic activities on track

Compliance monitoring report on track

Planned strategic risk mitigating actions are being implemented

3.1%

1.1%



✓

✓



✓

✓



✗

✓



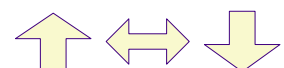
✓

✓



Key: RAG Status R A G Increase/No Change/Decrease

On Track (Yes/No) ✓ ✗



**Organisational Performance Framework
2013-14: Quarter 4
Plans and Strategies**

Strategic Activity	Status	Action Update
<p>Parliamentary Business</p> <p>Support Parliament in implementation of parliamentary reform</p> <p>Support committees to implement Conveners Group Programme for Change</p> <p>Effective response to changes in Parliament's powers</p> <p>Effectively manage the construction, commissioning and handover of the External Security Facility (ESF)</p>	<p align="center">G</p> <p align="center">G</p> <p align="center">G</p> <p align="center">Completed</p>	<p>Leadership Group (LG) is supporting the Presiding Officer in developing proposals for further reforms. Specific actions will be discussed and agreed at the LG meeting on 11 June 2014.</p> <p>The Conveners Group reviewed the Programme for Change. Agreed developments include: Establishing a sub-group supported by Clerks to consider whether committee reports are fit for purpose in terms of their impact, influence and accessibility with an update scheduled prior to summer recess; extending the digital documents pilot from 2 to 7 committees; pilot a quarterly report to measure and demonstrate the impact of committee reform with a review scheduled in 12 months.</p> <p>During quarter 1, the Conveners Group will consider the ongoing development of Parliament Days and look at better defining the Conveners role in order to support new Conveners in Session 5.</p> <p>The Referendum Planning Group (RPG) focused on logistical arrangements for the media around the referendum. A working group established the scope of work and resource requirements and the SPCB agreed to plans for an external 'Broadcasters' Village' with a tender process to appoint a contractor to establish and manage the media facilities. In addition, RPG promoted and monitored referendum related policies involving parliamentary resources; updated SPS staff on the work of the Group and facilitated a referendum session during the SPICe training week in February 2014.</p> <p>During quarter 1, RPG will continue to consider all aspects of its remit; look at the arrangements for print journalists and the management of broadcast media inside the building around the referendum period as well as the resource requirements for SPS staff.</p> <p>This was completed during quarter 3.</p>

**Organisational Performance Framework
2013-14: Quarter 4
Plans and Strategies**

Strategic Activity

Status

Action Update

Members cont'd

Deliver a digital Parliament cont'd

included gathering and analysing information from meetings with business areas and existing project teams. Most importantly this has also included a structured approach to MSP feedback, with in excess of 50 responses from Members due to a highly collaborative approach across LG, CRMs in BIT, FM, HR and SPICe, Clerking and the programme team.

The Programme Board held a workshop on 2 May 2014 to consider this analysis and agree the high level outcomes for the remainder of the programme. BIT has now been invited to consider the technical development of the programme plan including sequencing and dependencies to develop this further with a specific early emphasis on 2014/15. LG will receive an update on 9 June 2014.

A high level approach to supporting the programme on staff development, training and collaboration has been developed and will be discussed further at the Programme Board in May 2014. A further meeting has been set in May to consider programme assurance.

The first wave of projects is progressing well. The programme is currently reported as amber because the SRO has put on hold procurement for a new project (Online Strategy) until wider programme planning is better developed.

Public

Implement the engagement strategy

G

Implement Parliament Days in local communities: The 5th Parliament Day was successfully held on 24 February 2014 in Dumbarton. The next Parliament Day is planned for November 2014 in Fort William.

Develop a Public Information Plan: The Public Information Strategy was approved by the Public Engagement Board (PEB) in February 2014. The Public Information & Publications Team are working to a planned timetable of actions and will report on progress to the PEB in September 2014.

Increase uptake of under represented schools in the Education programme: Uptake via Parliament Days was considered by PEB in February 2014 and is due to be considered further at their meeting in June 2014.

Support committee best practice on engaging with the public: There are now 11 committees with Twitter accounts and the remainder use the corporate account when appropriate. This will be considered by the PEB in May 2014.

**Organisational Performance Framework
2013-14: Quarter 4
Plans and Strategies**

Strategic Activity	Status	Action Update
The Parliamentary Service		
Develop and deliver learning and development to support strategy	Completed	This strategy was completed during quarter 2 and is now business as usual.
Maximise innovation and continuous improvement	G	In March 2014, LG endorsed a proposal to adopt a more streamlined approval process for the funding of project expenditure for 'innovation and continuous improvement' and an initial amount of £250k has been set aside in the SPCB's 2014-15 budget. The Innovation Fund is due to be launched by the end of May 2014.
Implement the information management strategy	Combined	LG agreed in June 2013 that the Information Management Strategy and Digital Parliament should be managed under a single programme. Please refer to the "Deliver a digital Parliament".
Develop and deliver organisational agility	Completed	This strategy was completed during quarter 3, but is now subsumed into the wider strategy to deliver an agile and collaborative culture to support emergent change.
Develop proposals for income generation	G	In February 2014, the SPCB agreed to pilot a new approach to events. From October 2014 recess the Members' Room (formerly known as the Members' Restaurant) will become a dedicated commercial events venue on Fridays, Saturdays and during recess. A dedicated team will manage arrangements, prepare operations and initiate sales whilst taking steps to ensure the reputation of the Parliament is protected.

Strategic Risk Register

Following the quarterly review by LG in May 2014, the strategic risk register currently identifies 13 risks which may act as barriers to the successful delivery of the Strategic Plan and our strategic objectives. Each risk is scored in terms of likelihood and impact and is designated as high (red), medium (amber) or low (green) both before (inherent risk) and after (residual risk) the application of the internal controls and management actions agreed by LG to mitigate exposure to the risks identified. Each residual risk is then deemed as tolerable or not depending on the effectiveness of the mitigating action in place.

Whilst no risks are currently considered to be high (red), a number of specific additional actions are being implemented to mitigate the impact of a significant business continuity incident which includes the further development of the alternative location invocation plan.

In addition, actions are in place to ensure that: the Parliamentary service is able to respond to changes in the Parliament's powers; and the risk of failing to realise the full benefits of the Digital Parliament Programme is managed appropriately.