

# **Chief Executive's Report to the SPCB June 2023**

## **Introduction**

This Report looks at activities across the organisation from mid-May to the end of June. It also incorporates the Quarter 4 Finance, Performance and Workforce Data reports.

Items highlighted include:

- An overview of Committee and Chamber Office work
- An update from our Engagement and Communications Team
- Recent engagements undertaken by the International Relations Office

**David McGill**

Clerk/Chief Executive

# **Overview of Parliamentary Activities**

## **Legislation and Parliamentary Business**

### **Non-Government Bills Unit**

Three consultations on new proposals have been launched in June and a number of other proposals are being prepared over the summer for consultation in the autumn. The members bill process is at the point of the session where bills begin to be introduced, with two introduced in June with numerous other bills being drafted over the Summer.

Colleagues who manage the work of the Unit are committed to returning to the SPCB to brief you on how they are managing their workload at the mid-point of the Session.

### **Standards, Procedures and Public Appointments Committee**

The SPPA Committee has been considering the following areas of work:

- Parliamentary privilege
- Procedures on consent in relation to UK Parliament Bills
- Rules and guidance on congratulatory motions
- Gender Sensitive Parliament report

## **Scrutiny**

### **Committees**

#### **Economy and Fair Work Committee**

The Committee has been taking evidence for its inquiry into “a just transition for the Grangemouth area.” The Committee’s report has recently been published. This work represents the first of a two-part look at just transition. The second part will focus on the Scottish Government’s 10-year £500 million Just Transition Fund to accelerate the energy transition in Aberdeen and the Northeast.

The Committee recently held a number of scrutiny sessions with a range of public bodies / officers including with the newly established Consumer Scotland, the Keeper of the Registers, and the Scottish National Investment Bank. At its last meeting this term, the Committee will hear from Royal Mail and take evidence on proposals to change to Royal Mail’s universal service obligation. Looking ahead to the coming term, the Committee will commence its scrutiny of the Bankruptcy and Diligence Bill, continue its pre-budget scrutiny, and embark on post-legislative scrutiny of the Procurement (Scotland) Act 2014 – questions about its operation have arisen during inquiry work.

Finally, publication of the Scottish Government-commissioned independent review of skills provision may provide an opportunity for joint-working with the Education, Children and Young People Committee.

### **Local Government Housing and Planning Committee**

In the context of its ongoing work on local governance and community empowerment, the Committee held a session to mark the 50th anniversary of community councils. The Committee heard from community councillors, academics and Jackie Weaver who provided a perspective on the experience in England. The Committee's session was well received, and the Committee will be continuing with this work after summer recess.

The Committee held an event with the Futures Forum on 9 May looking at the future of the relationship between local and national government. This session included keynote speeches from the Minister for Local Government, Empowerment and Planning, the Vice President of COSLA and academics, followed by working groups in which around 60 people representing local government, academia and the third sector participated. The Committee has continued that work with sessions with the Accounts Commission and Reform Scotland and will be travelling to Orkney at the end of the month to look at the potential for the single island authority model there.

The Committee is also beginning its consideration of the Visitor Levy (Scotland) Bill, which is part of the Scottish Government's drive to give more flexibility to local authorities to raise their own revenue.

Finally, the Committee is exploring issues with the Scottish Government around building safety and building quality. In particular, the Committee has been looking at issues around cladding and damp and mould and will be continuing to explore these in the autumn.

### **Constitution, Europe, External Affairs and Culture Committee**

The Committee recently published its [Supplementary Legislative Consent Memorandum for the Retained EU Law \(Revocation and Reform\) Bill \(UK Parliament legislation\) report](#), in which it focused on the sunset, revocation schedule, and preservation powers, powers to restate, revoke, replace and update Retained EU Law, and reporting requirements.

The Committee continues to hear evidence as part a piece of work on the Scottish Government's review of its [National Outcomes](#). Any proposed changes from the review are expected toward the end of 2023/early 2024. In anticipation of that review, and following the [Inquiry into the Scottish Governments international work](#) which the Committee reported on in April 2022, the committee is focusing its consideration on the current National Outcomes and Indicators relating to international policy.

The areas on which we are taking evidence include—

- An overview of the Scottish Government's international work in relation to the National Outcomes and Indicators
- A focus on how trade and culture are promoted
- A look at how Ireland measures and evaluates the impact of its international work.

A tracker has been commissioned by the Committee to allow parliamentary committees, stakeholders, and the public to track developments in EU law in areas of devolved competence. The tracker will also allow business and civil society in Scotland to monitor EU legislative developments which may affect them and assist the Parliament's committees in scrutinising the Scottish Government's commitment to EU alignment.

### **Citizen Participation and Public Petitions Committee**

During late-May and June, the Committee has agreed a report on Public Participation, which it aims to publish in September, with a view to then seeking a Chamber debate. The report covers the Parliament's future use of Citizens' Panels and issues of engagement more generally. It will be published in early September.

The Committee has also taken oral evidence from the Lord Advocate on a petition about making post-mortems less invasive, and from Transport Scotland and others on the timescale for dualling the A9.

This resulted in significant media coverage including front page splashes in The Press and Journal and The Courier, as well as smaller front pieces in The Scotsman and The Telegraph.

### **Finance and Public Administration Committee**

The FPA Committee is due to publish its report of its inquiry into effective Scottish Government decision-making in early July 2023. This is the first inquiry of its type since public administration was added to the Committee's remit at the start of this parliamentary session and it has shone a light on what is involved in government decision-making and makes recommendations of where improvements can be made.

The Committee continues to hear evidence as part of its inquiry into the Scottish Government's public service reform inquiry and has agreed to focus its pre-budget 2024-25 scrutiny on the sustainability of Scotland's finances in the short and longer term. Evidence sessions with the Deputy First Minister and Scottish Fiscal Commission on the Scottish Government's latest Medium-Term Financial Strategy and accompanying SFC forecasts, as well as on the SFC's fiscal sustainability report, informs its pre-budget scrutiny.

### **Public Audit Committee**

The Committee has initiated a package of work to scrutinise the Scottish Government's progress in delivering its climate change goals. Following an

evidence session with the Auditor General for Scotland on his related report, which concluded that improvements are required in May, the Committee has invited the Director-General Net Zero to provide oral evidence after summer recess. At this meeting, the Committee will also put questions to the Director-General on any issues that arise from an upcoming evidence session with Scottish Government officials in late June on Major Capital Projects, focused on Net Zero and environmental sustainability.

The Committee continues its scrutiny of the Auditor General for Scotland's audit of Ferguson Marine Port Glasgow (Holdings) Limited (FMPG), which raises several concerns including uncertainty over the final costs required to deliver two new vessels for the Clyde and Hebrides, the longer-term financial viability of FMPG and insufficient governance arrangements in relation to bonus payments made to senior managers. The Committee took evidence from the CEO of FMPG and the Director-General Economy on these issues at the beginning of June. The Committee also asked about the—

- recently announced outcome of due diligence work on the regularity, propriety and value for money of continuing to complete vessels 801 and 802 at FMPG
- written authority sought by the Director General and provided by the Cabinet Secretary for Wellbeing, Economy, Fair Work and Energy to secure the continued build of vessel 802 at FMPG
- externally commissioned work on the future of the yard.

The Committee will take evidence from the Cabinet Secretary on the written authority at its meeting on 22 June.

The Committee recently debated its report, *New Vessels for the Clyde and Hebrides: Arrangements to deliver vessels 801 and 802* on 8 June.

Before summer recess, the Committee will scrutinise recent reports published by the Auditor General on South Lanarkshire College and Scottish Canals as well as a joint report he has published with the Accounts Commission on Early learning and childcare: Progress on delivery of the 1,140 hours expansion.

### **Social Justice and Social Security Committee**

The Social Justice and Social Security Committee is continuing with its inquiry into how the Scottish Government is working with local authorities, employers, and other partners at a local level to tackle child poverty through improving parental employability. The Committee has had some difficulty securing private employers to provide evidence. So far, the Committee has taken evidence on childcare delivery and policy and this week will be focusing on employment training. Before the summer recess the Committee will hear from employers.

It is likely that Mark Griffin's Member's Bill on the establishment of a Scottish Employment Injuries Advisory Council, introduced on 8 June, will be referred to the Committee. As such it will be considering its approach to the Bill shortly.

The Committee recently published its report, [Scrutinising Social Justice: barriers and opportunities](#), which looks at the difficulties scrutinising social justice policies, highlights some long-running issues that present barriers to progressing social justice in Scotland and also provides information to other committees to assist them in looking at issues relevant to their remit.

### **Equalities, Civil Justice and Human Rights Committee**

The Committee's inquiry into Asylum Seekers in Scotland has generated significant interest on social media. In particular, a clip of one witness that was shared on Twitter has been viewed more than 42,000 times. A visit to meet asylum seekers, undertaken by the Committee, was covered with an article in The Herald and has been explored in a ScotParl Instagram story. Further coverage is likely as the inquiry concludes.

### **Education, Children and Young People Committee**

A report on Stage 1 of the Children (Care and Justice) Bill received significant coverage, quoting directly from the news release and report. There has also been interest in the Committee's upcoming meeting on violence in schools. This work is likely to be of particular interest to the media, with The Daily Record, Courier and Press and Journal covering the issue of violence in schools extensively.

### **Conveners Group**

The Group held its first biannual meeting with the new First Minister on 24 May. The session focused on the themes set out in the FM's statement 'our priorities for Scotland', as well as issues that were of interest to all committees such as the transparency of Government and post-EU issues.

At its 31 May meeting, the Group has continued working towards its strategic priorities, focusing on post-EU issues, net-zero, and developing its participation, diversity and inclusion (PDI) strategy. As part of its PDI strategy, the Group also considered the outcomes from the Presiding Officer's Gender Sensitive Audit.

This event was promoted by the Parliamentary Communications Office (PCO) in advance of the session and secured significant media coverage in the days leading up to the session as well as analysis following it.

Our news release was picked up in at least 7 national print articles, 7 on-line news articles, featured in television bulletins on both STV (as the top story on Monday 22) and BBC News, was included in BBC Radio Scotland's GMS

bulletins at least 4 times and ITV Border also featured the meeting on their Representing Border programme on the 24 May.

This is a significantly higher level of coverage than many of the previous CG sessions and PCO have made recommendations based on this around how better to promote the session in future.

## **SPICe**

The new SPICe Statistician started in post in May 2023. This post was part of the Strategic Resourcing Review. The new SPICe statistics function is still developing, but the aim is to improve SPICe's use of statistics across all functions and subject areas and enable the team to do some more complex and detailed analysis, all with the aim of improving scrutiny.

Our new Senior Analyst - Climate Change Scrutiny, has joined us on a one-year secondment from the UK Parliamentary Office of Science and Technology (POST). She will be a key part of the model delivering, and building on, actions required by the Conveners Group to enhance scrutiny on climate change (the issue) and net zero (the policy response). These systemic and multi-faceted policy areas have been identified by Conveners Group as critical cross-committee issues, and her experience will help us navigate how we can continue to improve cross-committee and cross-parliament scrutiny.

SPICe published a range of timely, impactful, blog articles recently, including on [the Medium Term Financial Strategy](#), [NHS Dental Services in Scotland](#), and [a new series on climate change and parliamentary scrutiny](#).

## **Interparliamentary Working**

On 8 and 9 June, I hosted the first ever meeting of the Clerks of the House of Commons, House of Lords, Senedd Cymru, Northern Ireland Assembly, Dáil Eireann and this Parliament. We discussed items of mutual interest and strengthened relations between our institutions. It is intended that meetings take place periodically in future and we have agreed to establish or revitalise similar networks with colleagues doing similar jobs in our organisations.

# **Parliamentary Services**

## **Engagement and Communications**

### **Committee participation and engagement**

The Participation and Communities Team (PACT) has evaluated all the public engagement supported by the team during 2022/23. We supported engagement with 1,244 individuals in communities, at Holyrood and online, in partnership with 160 community organisations.

We asked for feedback on people's experience and of those who responded (210 individuals), the average rating was 4.3/5 for the statement "*I am likely to get involved with the work of the Parliament in future*" and 4/5 for "*My views will be valued by the committee*". We also enabled 21,086 individuals and organisations to make written submissions to inquiries, using our online digital tools Citizen Space and Your Priorities.

Engagement activities are tailored to the requirements of the specific activity and examples include:

- An online forum where thousands of people could vote and comment on the provisions of the Fireworks Bill
- Carefully facilitated private focus groups for the Gender Recognition Bill
- A randomly selected deliberative citizen's panel for the Citizen Participation and Public Petitions Committee's public participation inquiry
- Lived experience from visits to rural and urban areas for the Social Justice and Social Security Committee's inquiry into child poverty and parental employment

### **Scotland's Futures Forum: AI and democracy**

Continuing its work on the effect of artificial intelligence on our lives, Scotland's Futures Forum released a podcast on AI and democracy in partnership with the Scottish AI Alliance. Featuring the Public Audit Committee Convener Richard Leonard MSP and Professor Ewa Luger, the chair in Human-Data Interaction at the University of Edinburgh, the discussion explored what AI is and how it might affect the Parliament and our democracy more broadly.

The podcast was a collaboration led by the Futures Forum with colleagues in PCO, who recorded and released it as a Parliament podcast, and the Scottish AI Alliance, which also released the recording as part of its Turings Triple Helix podcast series. It continued the Futures Forum's work on the subject, which was praised in a recent Chamber debate as valuable in flagging up the issues that the Government and public sector need to consider.

### **Events and Exhibitions**

The **Scotland's Women GatHER** will take place on Saturday 24 June in partnership with Elect Her. Building on the success of the Scotland's Women Stand event in 2019 that aimed to encourage more women across Scotland to enter politics at all levels, this event will also bring together a diverse range of women to engage in a day of inspiration, information and motivation; to explore their political purpose and path to help achieve equal gender representation in Scottish politics. The morning session will be chaired by the Presiding Officer in the Debating Chamber, followed by breakout sessions across the campus on

issues related to the recently published, 'A Parliament for All: Report of the Parliament's Gender Sensitive Audit'; and will close with a reception in the Garden Lobby.

Alison Kinnaird is well-known for her glass art and Scottish harp music. Her new glass installation **War Memorial** will be on temporary loan and on display in the Main Hall from Monday 17 July 2023 until Monday 6 March 2024.

The Scottish Parliament is hosting **World Press Photo Exhibition 2023**, the international photojournalism exhibition, in the Main Hall from Saturday 5 to Saturday 26 August. The issues documented by this year's 30 winning photographers include the devastation of the war in Ukraine, historic protests in Iran, the realities of life in Taliban-controlled Afghanistan and the impact of the climate crisis in countries including Australia, Kazakhstan, Morocco and Peru. The World Press Photo of the Year was taken by Ukrainian war photographer Evgeniy Maloletka, who documented the Russian airstrike of Mariupol Maternity Hospital.

From Sunday 27 August to Friday 22 September, Scottish Environment LINK will have an outdoor exhibition **A Voice for Nature: 10 Years of Nature Champions** on display outside the Scottish Parliament. The exhibition will highlight the work of former and current Members in championing threatened and iconic species and habitats. The exhibition will also raise awareness of work taking place to protect and restore Scotland's habitats.

## International Relations

The International Relations Office supported:

- Presiding Officer, Deputy Presiding Officer Liam McArthur MSP, Members and officials at meetings with the Speaker of the Legislative Assembly of the Northern Territory
- Deputy Presiding Officer Annabelle Ewing MSP and officials at meetings with officials of the National Assembly of Serbia
- Presiding Officer at a meeting with the High Commissioner of New Zealand
- Presiding Officer at a meeting with the Ambassador of Italy
- Presiding Officer, Members and officials at meetings with the Speaker and members of the Joint Rules and Programme Committees of the KwaZulu-Natal Legislature
- Deputy Presiding Officer Annabelle Ewing MSP at a meeting with the Ambassador of Latvia
- Deputy Presiding Officer Annabelle Ewing MSP at a meeting with Good Friday Agreement participants.

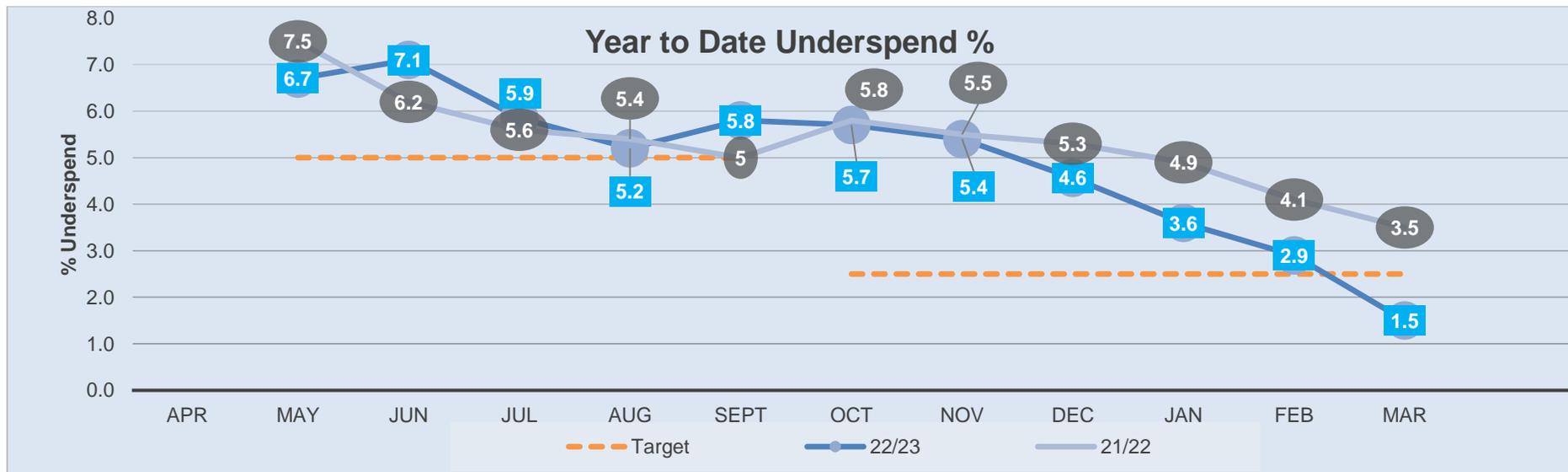
## Q4 2022-23 Finance Report – SPCB

### Executive Summary

- P12 outturn is £1.5 million (1.4%) below the annual budget. This is within the target underspend for the year of below 2.5%. This includes confirmed accounting adjustments.
- The out-turn of £1.5 million compares to the 2021-22 outturn of £3.9 million (3.5%) under the annual budget.
- SPCB surrendered a net £2.1 million to the Scottish Government in the Spring Budget Revision
- SPS reported (£20k) deficit for the year:
  - £411k Running costs
  - £549k – Projects
  - (£572k) – Staff (backdated pay award)
  - (£444k) – Property
- Members' costs account for £1.3 million of the annual underspend against budget.
  - £697k - Staff cost provision
  - £161k – Engagement provision
  - £143k – EAP (Edinburgh Accommodation provision)
  - £106k – OCP (Office Cost Provision)
- Officeholders account for £194k of the full year underspend
  - £91k Human Rights Commission

### SPCB Expenditure Summary Outturn 2022-23:

	Out-turn			
	Actual	Budget	Variance	Variance
	£'000	£'000	£'000	%
Parliamentary Service Costs	55,973	55,953	-20	-0.04
Members Costs	37,690	39,032	1,342	3.4
Commissioners & Ombudsman Costs	14,928	15,122	194	1.3
<b>Sub Total</b>	<b>108,591</b>	<b>110,107</b>	<b>1,516</b>	<b>1.4</b>
Reserves – SPCB contingency				
<b>Total SPCB Expenditure</b>	<b>108,591</b>	<b>110,107</b>	<b>1,516</b>	<b>1.4</b>



## SPS Expenditure Summary 2022-23 Outturn:

	Full Year Outturn			
	Actual	Budget	Variance	Variance
	£'000	£'000	£'000	%
Staff	35,205	34,632	-573	-1.7%
Staff Related Costs	745	751	6	0.8%
Property Costs	8,448	8,004	-444	-5.5%
Running Costs	6,405	6,866	461	6.7%
Projects	5,171	5,700	529	9.3%
<b>SPS Expenditure</b>	<b>55,973</b>	<b>55,953</b>	<b>-20</b>	<b>0.04</b>

### SPS Summary

SPS overspent the 2022-23 budget by (£20k) after adjustments.

**Staff: (£573k)** overspend is due to the backdated pay award, affordable due underspends elsewhere in the Parliamentary Service.

**Property costs: (£444k)** of which £166k was due to higher energy costs, £70k for increased spending on maintenance and £72k on cleaning staff pay and enhanced infection prevention measures.

**Running costs:** £461k underspent. The main contributors were:

	£000	
Software and Annual Licenses	107	Primarily due to delays, not replacing certain licenses and replacing others at a lower cost
Telephony	21	
Advertising	19	Planned Corporate Events did not go ahead and spend on a new marketing campaign was delayed.
Restaurant Services	12.5	Higher than forecast sales as building use returns to pre-COVID levels
Other running costs	33	Aggregate of many smaller budgets across SPS such as stationery, catering and conferences

Events	15	2 planned Events were cancelled
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**Projects: £549k yearend underspend**

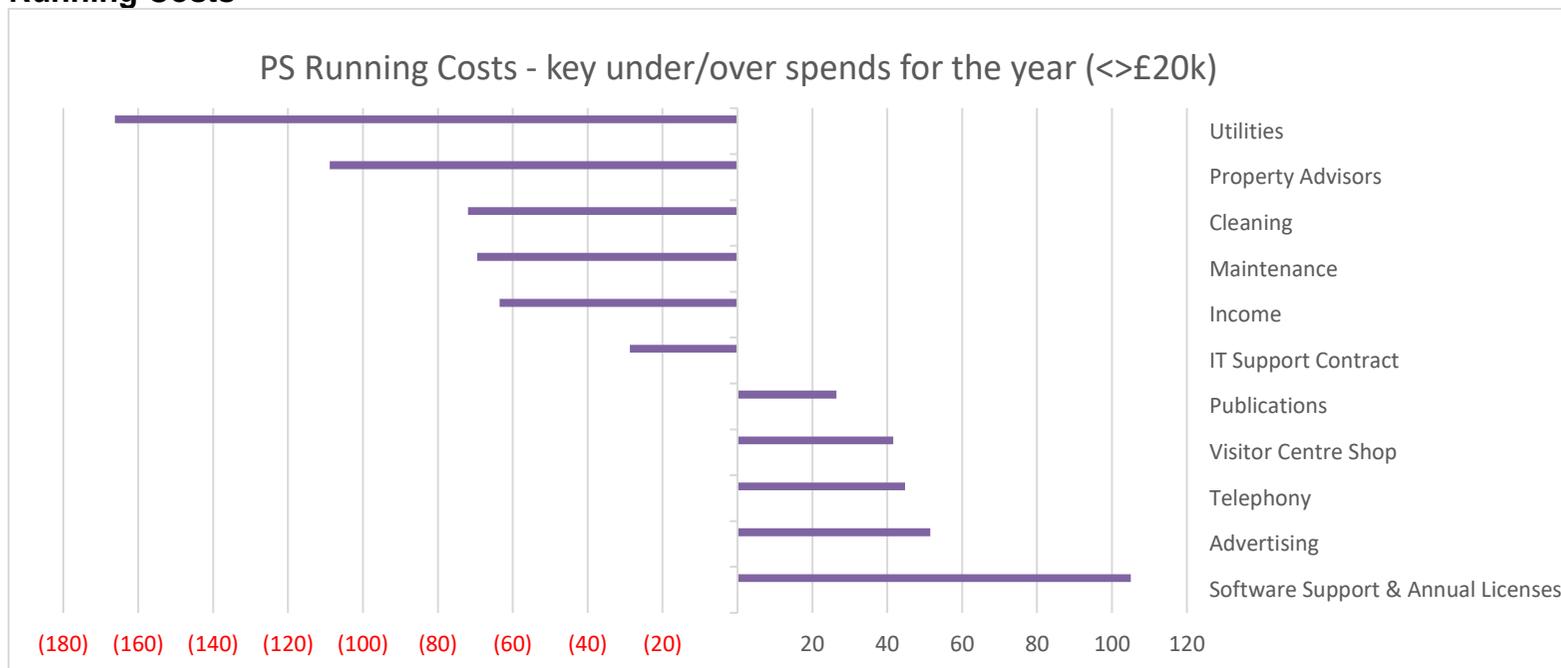
	£000
Broadcasting	337
DSB	275
FM	(2)
Other	(61)

**Staff Costs**

Staff Full time equivalents:	Original Budget FTE	Current budget FTE	Actual FTE
Total	581	599	540.3

The equivalent of 59 FTE (full time equivalent) posts was vacant across the year. This vacancy level supported the decision to back date the 23-24 pay award.

**Running Costs**



## Projects

Portfolio	2022-23 Outturn			
	Actual	Budget	Variance	Variance
	£'000	£'000	£'000	%
BIT and Digital	1,993	2,268	275	12.1%
FM Building & Equipment	1,963	1,961	-2	-0.1%
Sound & Voting/Broadcasting	442	759	317	41.7%
Other	772	711	-61	-8.6%
Unallocated budget	0	0	0	
<b>Total projects</b>	<b>5,171</b>	<b>5,700</b>	<b>529</b>	<b>9.3%</b>

Categories:	Actual	Budget	Variance	Variance
Capital projects	1,076	1,549	473	30.5%
Revenue projects	4,095	4,151	56	1.3%
Unallocated budget				
<b>Total projects</b>	<b>5,171</b>	<b>5,700</b>	<b>529</b>	<b>9.3%</b>

### BIT & Digital

£275k Portfolio underspend

- The key underspending projects are:
  - £63k - Cyber Security accreditation.
  - £142k - Infrastructure Refresh
  - £57k – Telephony.

### Broadcasting

£337k underspend. £314k was brought forward from 23-24 to support the accelerated purchase of Chamber consoles which were subsequently delayed.

### Other projects

The (£61k) YTD overspend is due to London Bridge (£40k). NWOW Space overspent by (£97k) which was due to the costs of creating the new hub in TG.01.

## **Members Costs**

Members underspent by £1.343m (3.4%) of which £1.261m is in MSP expenses. The main areas of underspend are:

- Staff Costs Provision - £697k
- Engagement Provision - £160k
- Edinburgh Accommodation Provision - £143k
- Office Cost Provision £106k

## **Officeholders:**

Officeholders have underspent by £194k (1.3%) against the YTD budget:

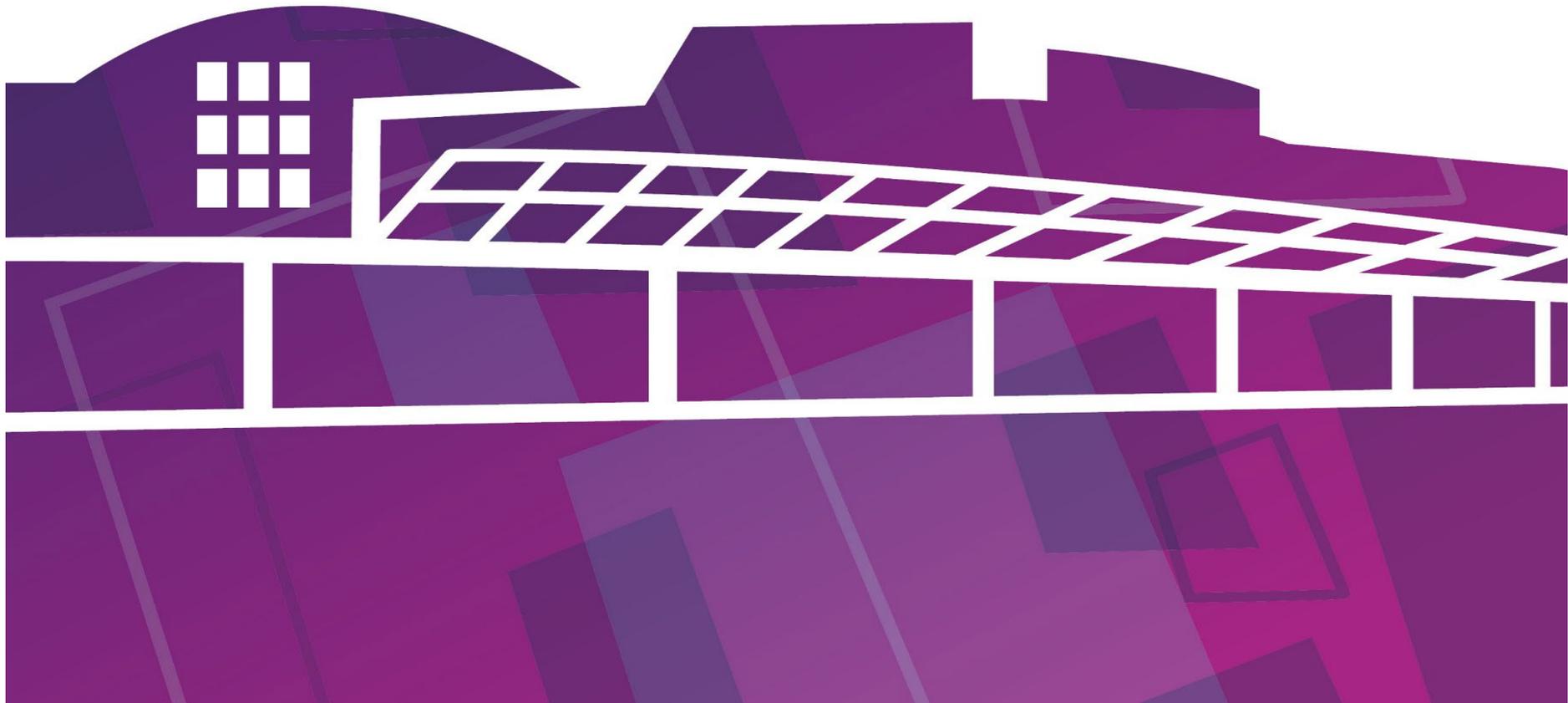
- £91k (7.09%) – Human Rights Commission (this was an agreed accounting adjustment approved by the SPCB)
- £31k (2.2%) – Commissioner for Children
- £26k (1.41%) – Scottish Information Commissioner



The Scottish Parliament  
Pàrlamaid na h-Alba

# Performance Report

2022-23 Q4: January to March 2023



# Performance Overview

Our Services	KPI Overall status	Trend	Strategic Change Objectives	Overall status	Trend
 <p>Members support and resources</p>		→ 4 <sup>th</sup> quarter	 <p>A modern, dynamic parliamentary democracy</p>		↓
 <p>Scrutiny and debate</p>		→	 <p>Adapting for a Sustainable Future</p>		↑
 <p>Public involvement</p>		↓	 <p>A values-driven culture</p>		→
 <p>Corporate services and governance</p>		↑	 <p>Operational excellence</p>		→ 4 <sup>th</sup> quarter
 <p>Working environment</p>		→ 2 <sup>nd</sup> quarter			

# Delivering excellence in our parliamentary services

## Key Performance Indicators



### Members support and resources

#### Core Members' services operating within targets



4<sup>th</sup> quarter

**Exceptions:** Overall, Core Members' services operating within targets is reported as **Amber** for 4<sup>th</sup> consecutive quarter this reporting year:

- BIT average resolution of reported incidents (within 4 hours) - **Amber** - achieved 64% (target 65%) and remains amber for 4<sup>th</sup> consecutive quarter. In February target was not achieved due to an increase in non-urgent calls requiring more in-depth investigation and staff changes in the Helpdesk team. Currently exploring undertaking a broader review of the 2022-23 annual calls to establish if actions need to be taken to improve responsiveness.
- SPICe enquiries answered in accordance with agreed timescales - **Amber** - achieved 93% (target 96%) and remains amber for 4<sup>th</sup> consecutive quarter. The main reason for late responses to enquiries continues to be due to third party responses, although proactively managed by SPICe. On review, for 2023-24 reporting, the KPI target will be adjusted to 92% more reflective of internal performance measures. SPICe will continue to monitor response rates from third parties.



## Scrutiny and debate

Parliamentary Business takes place as scheduled\*



Parliamentary business services operating within targets



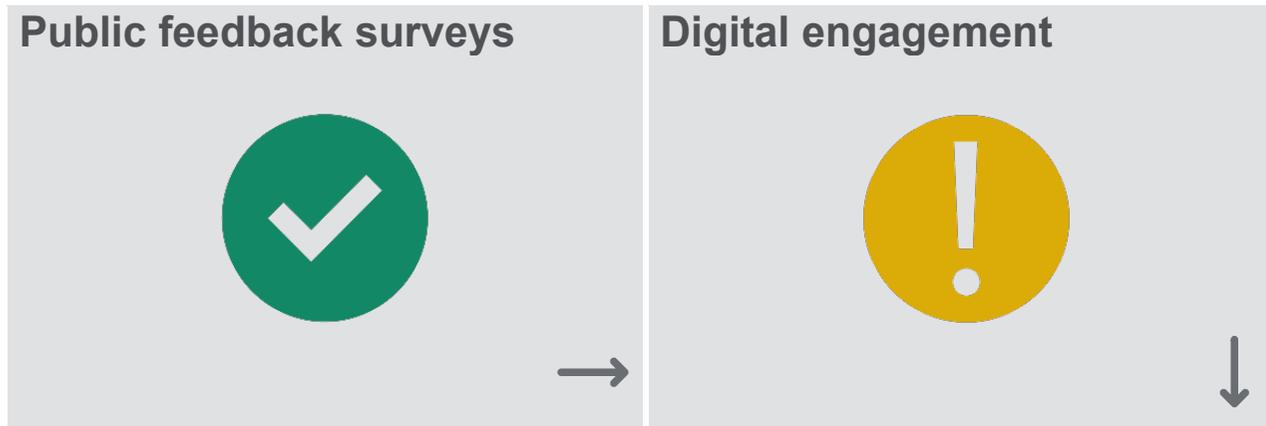
\*Although experienced short delays in parliamentary business caused by brief disruptions in the Chamber during First Ministers Questions on the 2, 9 & 30 March 2023, 100% parliamentary business took place as scheduled - measure focused on both Chamber and Committee systems functioning as required. To ensure we remain open and accessible and continue to protect parliamentary business from disruption increased measures were agreed and implemented.

**Exceptions:** Overall, parliamentary business services operating within targets is reported as **Green** with one **Amber** KPI:

- Chamber OR produced within agreed timescales (published within 3 hours) – **Amber** – achieved 91% (target 95%) and reported as amber for 2<sup>nd</sup> consecutive quarter, however, due to different reasons. Overall, 3 meetings missed the target - 2 due to strike action which reduced staffing capacity, and 1 due to technical issues with EditOR software. No management action is required.



## Public involvement



### Exceptions:

Overall, public feedback surveys are reported as **Green** with one **Amber** KPI to be noted:

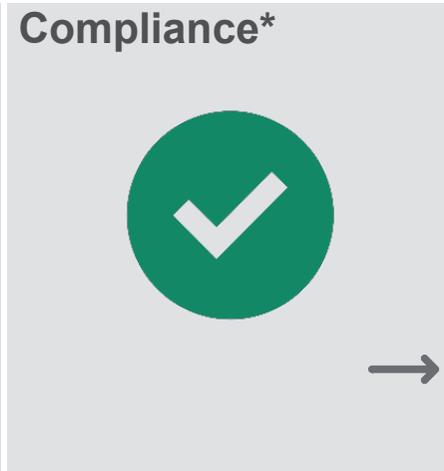
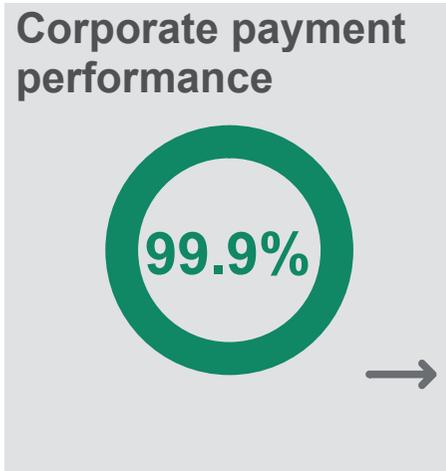
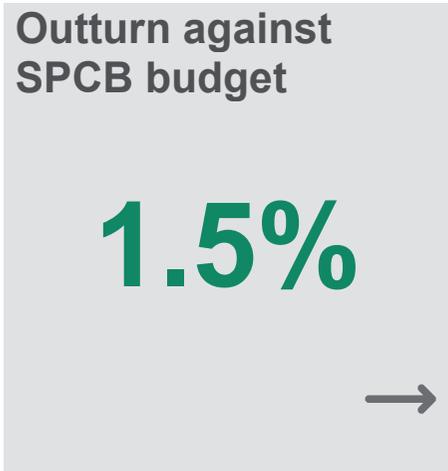
- People feel their views will be valued by the committee (5-point scale) – **Amber** – achieved 3.8 out of 5 (target is 4) and reported as amber for the 2<sup>nd</sup> consecutive quarter. Lower score mainly due to one fully online engagement activity via the 'Your Priorities' platform with no face-to-face engagement (virtually or in person). On review lower scores between quarters are unrelated - engagement by different committees on different subjects. Full year results will be reported to the Conveners Group in June 2023 to inform consideration about how they engage with the public (format, timing, approach etc) can increase or decrease public confidence that their views will be valued.

Overall, digital engagement is reported as **Amber** with two **Amber** KPIs to be noted:

- Quarterly increase in follower growth across social channels - **Amber** – achieved 1.6% (target 2.0%) – reported as amber for 4<sup>th</sup> consecutive quarter
- Committee Twitter monthly engagement rate - **Amber** – achieved 69% (target 75%) – reported as amber for 2<sup>nd</sup> time this reporting year
- Both new targets for 2023-24. During Q4, completed digital engagement KPIs review and established new KPIs more in line with the Public Engagement Strategy. These will be reported from Q1 2023-24.



## Corporate services and governance



\*Equalities is reported annually in Q4

Health & Safety	✓	Environmental Management	✓
Fire Safety	✓	Complaints	!
British Sign Language	✓	Freedom of Information	✓
Gaelic Language Plan	✓	Lobbying	!
Equalities	✓		

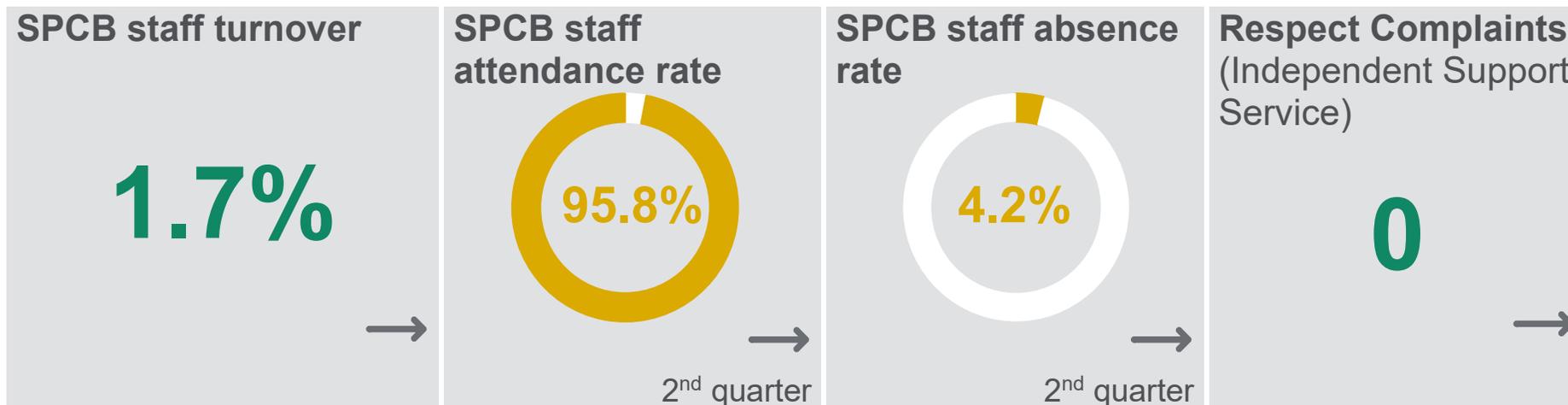
## Exceptions:

Overall, Compliance is reported as **Green** with two **Amber** KPIs:

- Complaints - **Amber** - for 7<sup>th</sup> consecutive quarter. 9 new complaints were received during Q4. Overall, 13 complaints (including some received during Q3) were closed out-with timescales due to staff availability and complications clarifying the complaint. Note recess periods each quarter reduces availability of relevant staff to participate in investigations. Although extensions are allowed in accordance with SPSO guidelines, any complaint processed outside the timeframe, irrespective of the extension are to be categorised as late. Timescales also start as soon as the complaint is received, even if clarification is required before investigation can begin. No concerns have been raised by SPSO, where focus is quality investigations and learning.
- Lobbying - **Amber** - Targets for returning invalid submissions for amendment with advice and issuing breach emails were not achieved. With performance at 52% (target 66%) and 89% (target 95%) respectively. This was due to above average volumes of published returns and extra time required as inducting new staff.



## Working environment



### Exceptions:

Overall, workforce is reported as **Amber** with two **Amber** KPIs – each linked to one another:

- SPCB staff attendance rate & staff absence rate – **Amber** – The attendance rate was 95.8% (target 96%). Therefore, the corresponding staff absence rate was 4.2% (target 4%). The absence rate consists of sickness absence at 3.7% and special leave at 0.5%. The sickness absence can be attributed to predicted seasonal variations in unplanned absence, due to greater prevalence of minor illness such as cold/flu. In addition, Covid continues to be a factor in unplanned absence.

# Strategic change objectives: key activities

## Status

A red, amber, green status (RAG) sets out the overall performance against the project, programme or activities objectives:

Status	Criteria
<b>RED</b>	There are significant issues impacting the achievement of the objectives and outcomes. To achieve delivery, changes RED must be made to timing, budget and/or scope
<b>AMBER</b>	There are issues or risks which have been/must be addressed. However, successful delivery is achievable without major impacts to timing, budget and/or scope.
<b>GREEN</b>	Work is meeting agreed standards and/or is proceeding to plan with no live issues. All known risks are being managed.



## A modern, dynamic parliamentary democracy

Activity	Overall status & trend	On track Time	Budget	People	Outcomes	Delivery Plan milestones Q4 completed milestones
<b>Scrutiny Improvement Programme</b> Callum Thomson	!	!	-	✓	✓	<ul style="list-style-type: none"><li>Project plan was finalised, with agreement of workstreams to focus on to achieve objectives (Jan)</li></ul>
<b>Engagement Strategy Delivery Plan</b> Susan Duffy	!	!	-	✓	✓	<ul style="list-style-type: none"><li>Completed 3-month trial of visitor programme for areas surrounding the Parliament with 3 pilot sessions held in Jan and Feb 2023.</li><li>Completed initial Member engagement programme with event (Jan), Public Engagement Strategy leaflet drop to all Members offices (Mar) and discussion with SCPB (Mar).</li></ul>
<b>Constitutional Issues Board</b> David McGill / Judith Morrison	✓	✓	-	✓	✓	<ul style="list-style-type: none"><li>Constitutional Issues Board reviewed and agreed objectives and milestones (Jan).</li></ul>

## Exceptions:

- Scrutiny Improvement Programme - **Amber** - Timescales are not on track due to extending programme end date from October to December 2023 to ensure the Board is content deliverables are being achieved before transition to business as usual. It is expected that the programme will return to Green in Q1.
- Engagement Strategy Delivery Plan - **Amber** – for 2<sup>nd</sup> consecutive quarter. Timescales are not on track due to: work to develop and test ‘working with partners’ guidance was delayed from April to October 2023 due to limited capacity and resourcing including focusing on CPPPC inquiry, and; following the evaluation surveys tender process, replanning was needed based on decision to organise work into different workstreams. The overall Engagement Strategy Delivery Plan is on track.



## Adapting for a Sustainable Future

### New ways of working

Activity	Overall status & trend	On track Time	Budget	People	Outcomes	Delivery Plan milestones Q3 completed milestones
<b>Workplace Flexibility</b> Lynsey Hamill	✓	✓	✓	✓	✓	• Supported Members to work in a flexible/hybrid manner in local offices (Mar).
<b>New ways of Working Toolkit and Working Practices</b> Lorna Foreman	✓	✓	-	✓	✓	
<b>Telephony Modernisation</b> Alan Balharrie	✓	✓	✓	✓	✓	• Began SPS migration from legacy Holyrood telephone system to new solution (Jan).

Activity	Overall status & trend	On track Time	Budget	People	Outcomes	Delivery Plan milestones Q3 completed milestones
<b>Digital Meeting Room Facilities*</b> Alan Balharrie	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Completed SPS deployments (Feb).</li> <li>Finalised installation of purchased equipment and transition to business as usual service (Mar).</li> <li>Completed overall activity to improve the Holyrood digital meeting room facilities to better enable hybrid working (Mar).</li> </ul>
<b>IT Device and Technical Refresh</b> Alan Balharrie	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Completed SPS device refresh (Feb). Overall 655 devices from across 29 offices were refreshed or upgraded.</li> <li>Completed Office and Windows 10 update linked to issue or update of supported devices (Feb).</li> </ul>
<b>Hybrid Parliamentary Business Systems and Support</b> Tracey White	!	!	✓	✓	✓	

\*Activities to be completed within 2022-23

### Exceptions:

- Hybrid Parliamentary Business Systems and Support - **Amber** – timescales are not on track due to the integration of software taking longer than anticipated and need to ensure issues are resolved before the system “goes live”. The switch to the new hybrid system in Committee rooms will now start to be implemented in Committees in June and completed by September 2023.

## Sustainability and Climate Change

Activity	Overall status & trend	On track Time	Budget	People	Outcomes	Delivery Plan milestones Q3 completed milestones
<b>Net Zero Infrastructure Programme</b> Lynsey Hamill	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Developed critical path to Net Zero Investment Plan (Mar).</li> </ul>
<b>Sustainable Development (SD) Thinking and Action across the SPS</b> Lynsey Hamill	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Developed 2023-24 Sustainable Development Plan.</li> </ul>



## A values-driven culture

Activity	Overall status & trend	On track Time	Budget	People	Outcomes	Delivery Plan milestones Q3 completed milestones
<b>Minority Ethnic Development Programmes</b> Lorna Foreman	✓	✓	-	✓	✓	
<b>Organisational Training Needs Analysis (TNA) and Review of our Approach to Setting Training Budgets</b> Lorna Foreman / Lynsey Hamill	✓	✓	-	✓	✓	<ul style="list-style-type: none"> <li>Mandatory training policy signed off in Q3 and will be published in April 2023.</li> <li>Conduct organisation-wide training needs analysis and</li> </ul>

<b>Performance Management</b> Lorna Foreman			-			review approach to setting training budgets (Mar). <ul style="list-style-type: none"> <li>All staff and managers to use the tool to capture performance discussions by March 2023 - New performance year has commenced all staff are now active on Weekly10.</li> <li>Ran performance management training sessions for managers and staff.</li> </ul>
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## Operational excellence

Activity	Overall status & trend	On track Time	Budget	People	Outcomes	Delivery Plan milestones Q3 completed milestones
<b>Strategic Resourcing Review Deliverables</b> Sara Glass			-			<ul style="list-style-type: none"> <li>Completed all first-round workshops to gather data (Feb).</li> </ul>
<b>Workforce Planning</b> Sara Glass / Lorna Foreman			-			<ul style="list-style-type: none"> <li>Workforce Planning (including roadmap) paper presented to SRB (Mar). Funding approved to secure external resource to work with internal experts to</li> </ul>

Activity	Overall status & trend	On track Time	Budget	People	Outcomes	Delivery Plan milestones Q3 completed milestones
						<p>co-design approach to workforce planning and upskill managers and leaders.</p> <ul style="list-style-type: none"> <li>A framework for identifying 'critical' roles and succession management for known retirements was produced and trialled in the Financial Governance Group.</li> </ul>
<b>Candidate Processes for Improvement</b> Alan Balharrie			-			
<b>Official Report Production and Publishing System Replacement<sup>1</sup></b> Alan Balharrie						<ul style="list-style-type: none"> <li>Completed proof of concept demonstrating the opportunity for introducing automation technologies to improve the efficiency of production (Mar). Results to be incorporated into the Options Appraisal / outline Business Case.</li> </ul>
<b>Business Bulletin Improvements*<sup>1</sup></b> Alan Balharrie			-			<ul style="list-style-type: none"> <li>Produced Options Paper with recommendation presented to BIT Portfolio Management and approved to move to the Business Case stage (Feb).</li> </ul>

Activity	Overall status & trend	On track Time	Budget	People	Outcomes	Delivery Plan milestones Q3 completed milestones
<b>Skills and Capability to Support Operational Excellence</b> Sara Glass / Alan Balharrie			-			<ul style="list-style-type: none"> <li>• Five Case Foundation and Practitioner training completed (Mar).</li> <li>• Group level and office level Financial Literacy needs analysis presented to Management and training framework approved (Feb).</li> </ul>
<b>Broadcast Infrastructure Programme</b> Tracey White						
<b>Corporate systems programme</b> Sara Glass						<ul style="list-style-type: none"> <li>• Completed project plan. Note, awaiting wider Scottish Government plan with agreed go live date of April 2024.</li> <li>• Procurement route agreed for payroll/HR systems replacement.</li> </ul>
<b>Digital Workplace Programme</b> Alan Balharrie						<ul style="list-style-type: none"> <li>• Completed development of a Members' Portal prototype application for Members to access Staff Cost Provision Report (Jan). Completed development and user testing in preparation for deployment (Mar).</li> </ul>

\*Activities to be completed within 2022-23

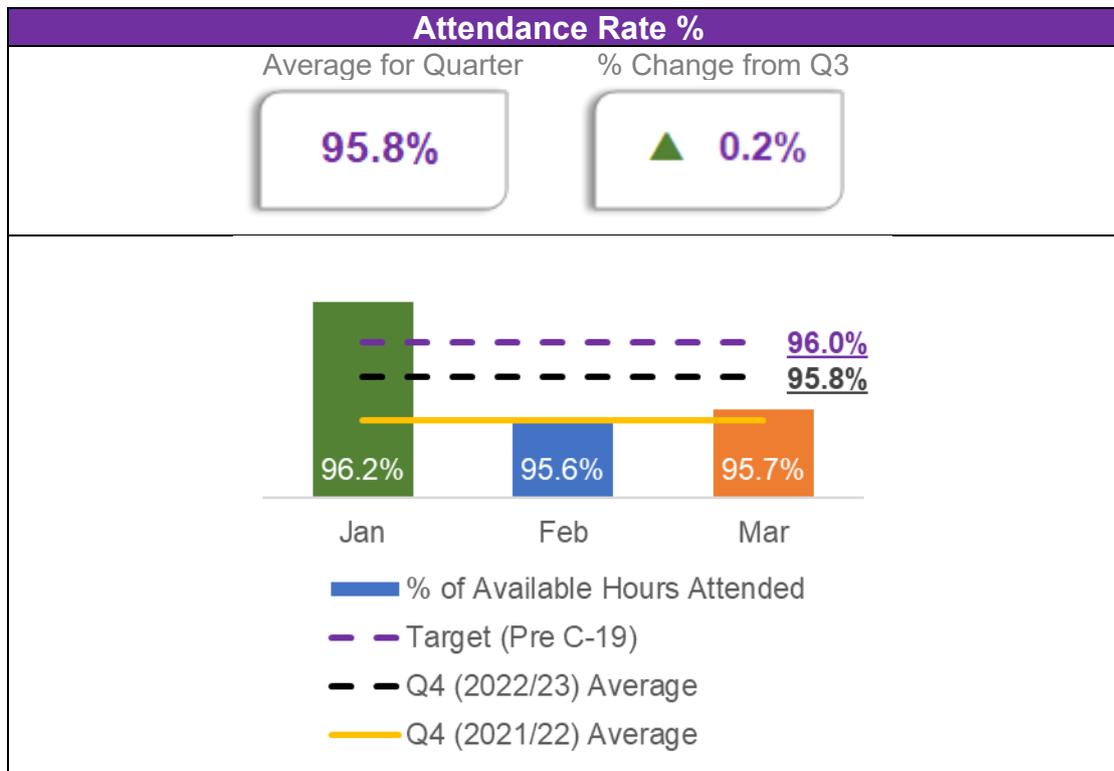
<sup>1</sup> Official Report Production and Publishing System Replacement & Business Bulletin Improvements – Discovery phase at present

## Exceptions:

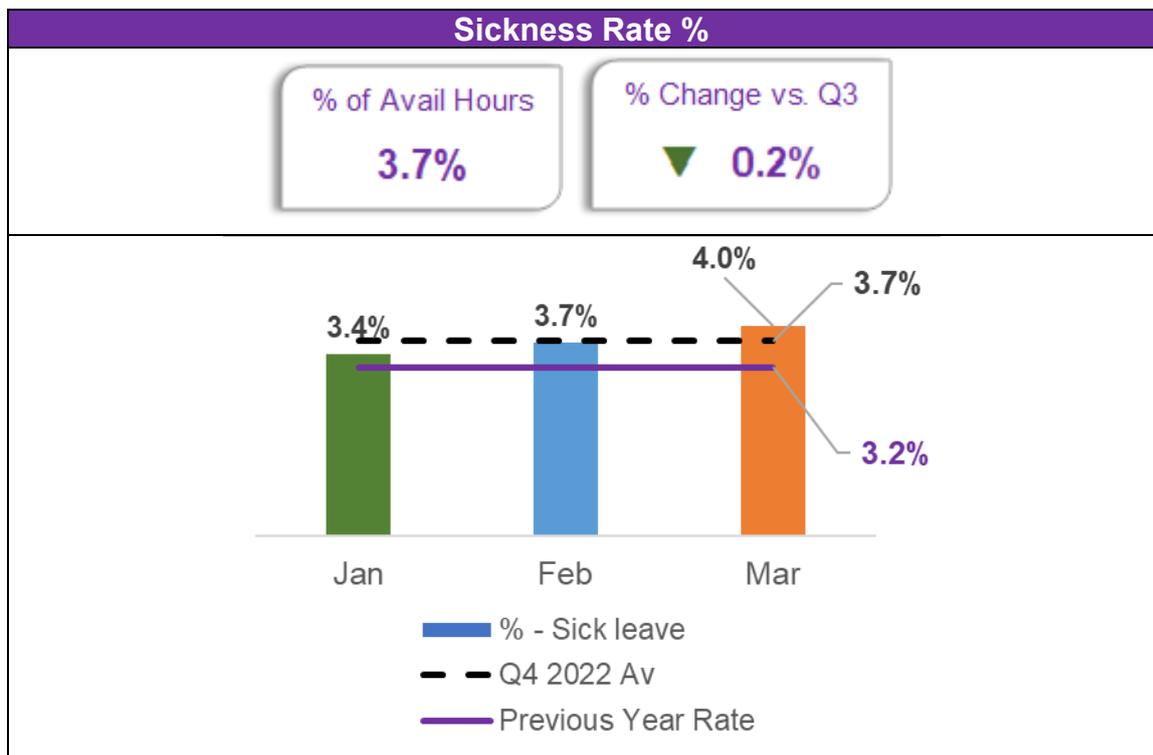
- Strategic Resourcing Review Deliverables – **Amber** – timescales are not on track as more time was required for Group participants to provide and compile information and gather evidence which slowed workshops to initially gather trackable items. Given delay, the roll out of the Strategic Resourcing mock report and quarterly live reporting was delayed from March and April, to June and October 2023 respectively.
- Candidate Processes for Improvement - **Red** – for the 3<sup>rd</sup> consecutive quarter. Timescales, resources and outcomes are all not on track due to no BIT resource being available to start this exercise. GH will discuss considerations and options with LT in May 2023.
- Official Report Production and Publishing System Replacement - **Amber** – for the 2<sup>nd</sup> consecutive quarter. Timescales are not on track with the completion of the discovery phase and options appraisal changed from February to April 2023. This is to encompass the output of the Proof of Concept work, and also outcome of decision relating to the scope of the larger programme of work for the Official Report Operating Model.
- Broadcast Infrastructure Programme - **Amber** – timescales are not on track due to longer than anticipated lead times. Overall programme costs remain the same, however, longer lead times resulted in the planned brought forward spend to 2022-23, reverting back to 2023-24.
- Corporate systems programme - **Amber** – for the 4<sup>th</sup> consecutive quarter. People are not on track - the Business Case for resources is under review prior to submitting to SRB for approval. If approved, this will release the required budget to resource the programme.

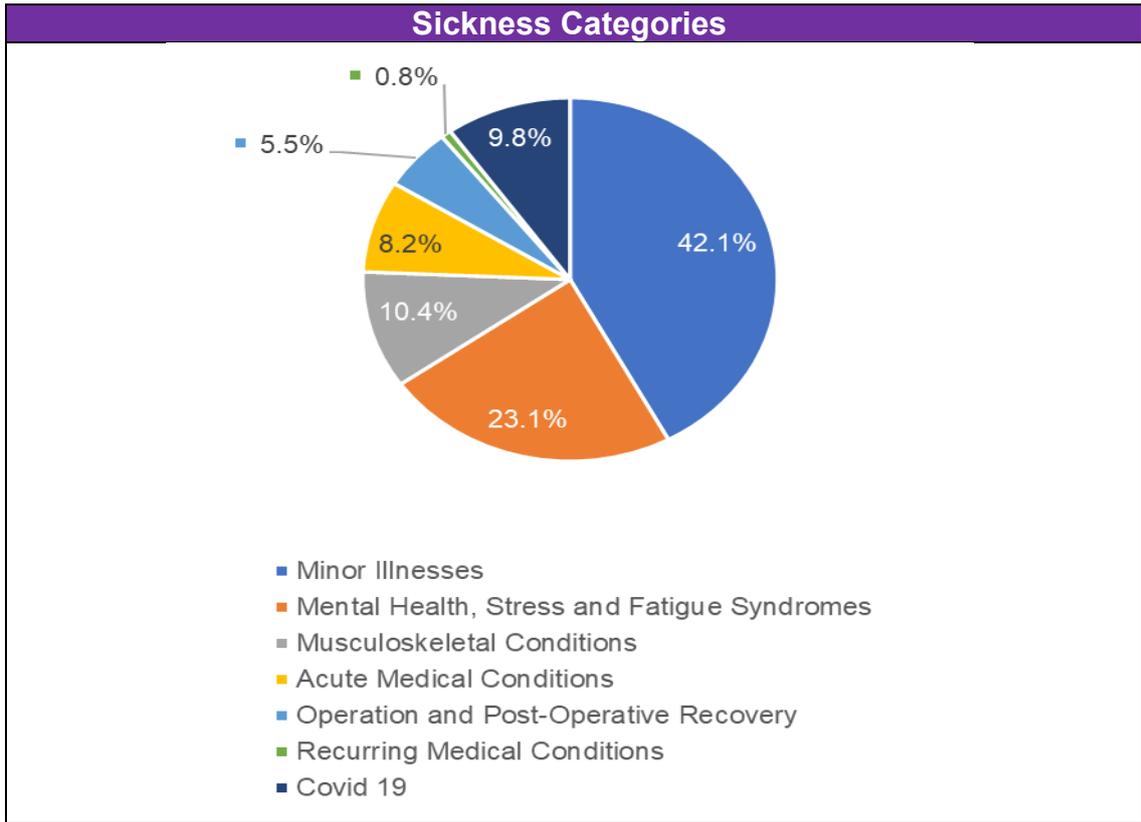
## Quarter 4 2022/23 Workforce Report

### Attendance



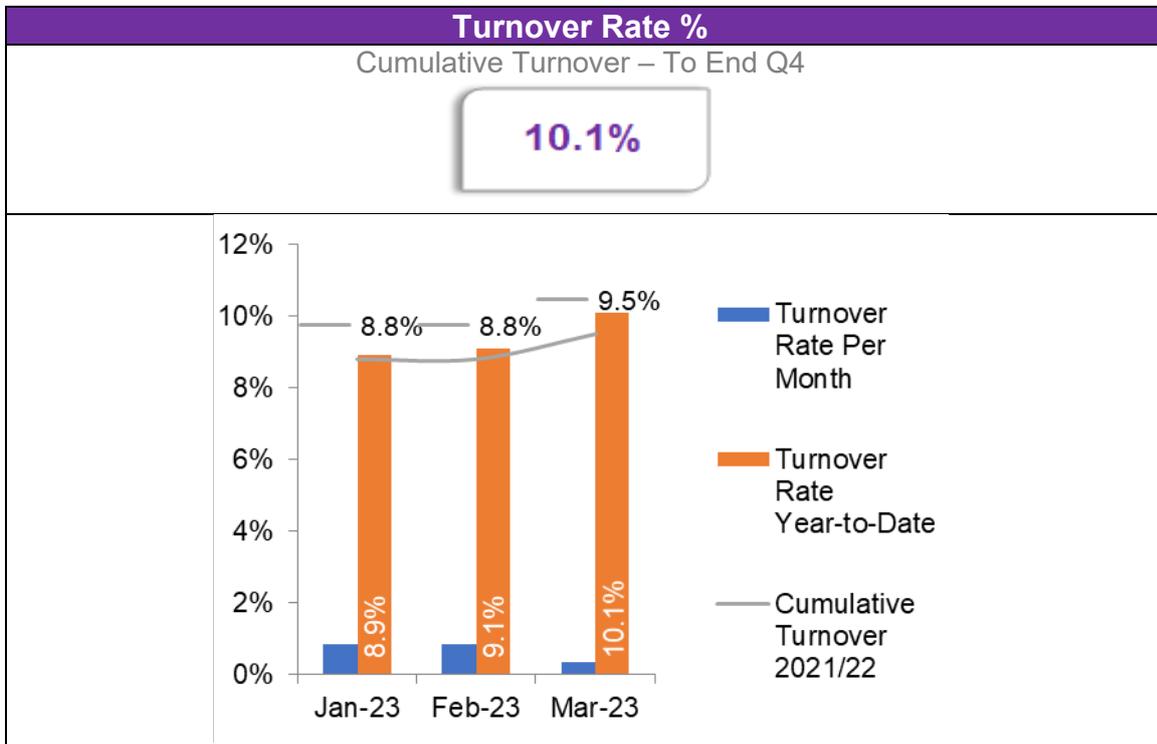
The attendance rate in quarter 4 increased by 0.2% on the previous quarter to 95.8%. The rate for the full year was 95.9% against a target of 96%.





Sickness absence decreased by 0.2% on the previous quarter to 3.7% of all available hours. The main cause of sickness absence was minor illness.

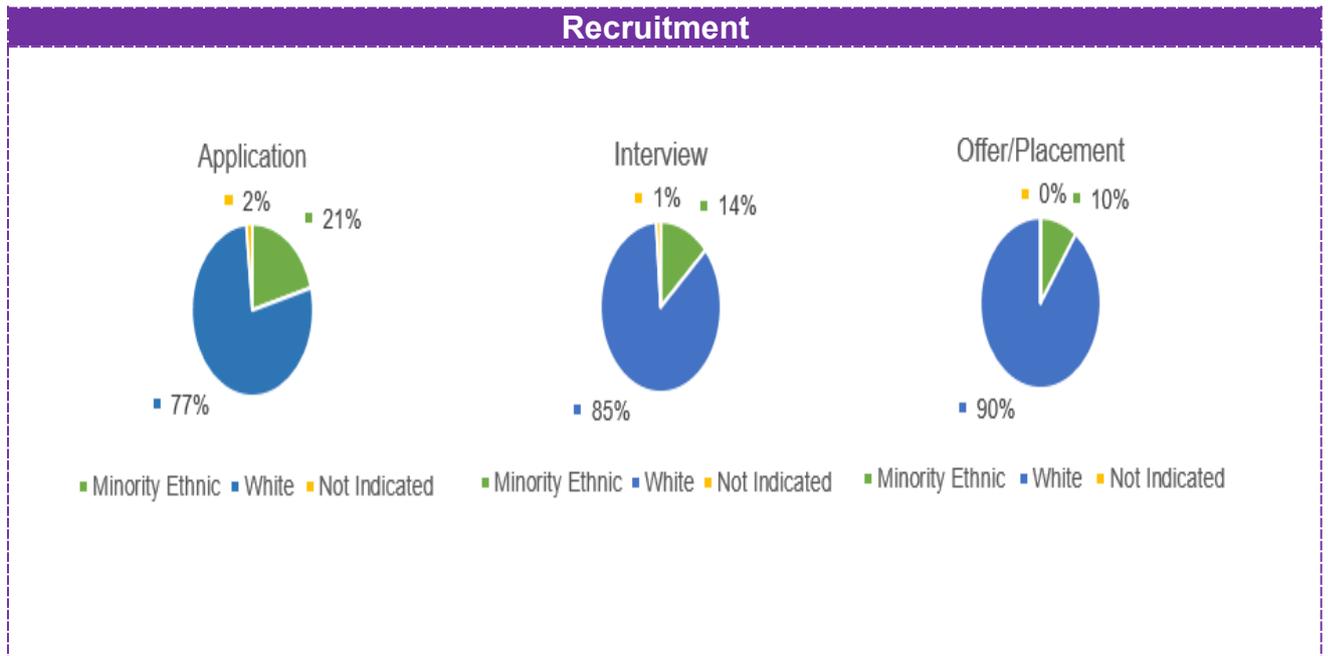
### Turnover



Turnover in this period was 1.7% which brings the cumulative total for the full year to 10.1%. There were 10 leavers in quarter 4. Total headcount at the end of the period was 599 which was an increase of 12 over the quarter.

### Recruitment

In accordance with our commitment to increase the diversity of our organisation and our focus on increasing applications from minority ethnic backgrounds, we monitor the progress of success rates at interview and appointment stage.



Ten recruitment campaigns were carried out in quarter 4. Of the 20 job offers made, 10% were to applicant from a minority ethnic background.