

# **Chief Executive's Report to the SPCB May 2024**

## **Introduction**

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

Items highlighted include:

- The launch of the new Chamber conferencing system
- SPICe blogs published following the ending of the Bute House Agreement
- The International Relations Office supported a delegation led by the Presiding Officer to America for Scotland Week

**David McGill**

Clerk/Chief Executive

# **Overview of Parliamentary Activities**

## **Legislation and Parliamentary Business**

### **Broadcasting**

The new Chamber conferencing system went live in April on return from the Easter recess, after almost five years of planning. New features were added after Member engagement sessions in March, and we have received positive feedback from Members. More formal feedback from Members will be sought before the end of the current Parliamentary term.

Following Member feedback, we launched a Beta iOS and Android app, offering access to livestreams and video on demand. To download the app, search 'SPTV' on the Apple App Store or Google Play Store. The longer-term ambition is to layer live data and links into the app to improve the experience for users.

As part of our commitment to supporting the growth of BSL, we have replaced temporary facilities with a permanent green screen studio located in a spare Chamber translation booth. In addition to live BSL we will explore collaborations with other offices to use this studio space.

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

Seven members bills have been introduced so far this session and five other bills are currently at different points in the drafting process. NGBU clerks are also focusing on ensuring the proposals that are at an earlier stage in the process maintain momentum. The aim remains to ensure any member with an active proposal wishing to introduce a bill this session can do so by the introduction deadline of June 2025 and that bills are introduced as early as possible to ensure sufficient time for scrutiny.

## **Scrutiny**

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

The committee continued its scrutiny of the Social Security (Amendment) Bill at Stage 1. Its recently published Stage 1 Report emphasising that the social security principles of dignity, fairness and respect need to be at the heart of the proposed legislative changes. At the same time, the Committee has been looking at non-legislative reforms to improve clients' experience of Social Security Scotland's redeterminations and appeals process. It heard from the Scottish Courts and Tribunals Service (SCTS). This resulted in SCTS making changes to its correspondence to make it clearer and more accessible to appellants.

The Committee, the Social Care and Sport Committee and the Criminal Justice Committee held a joint evidence session to scrutinise the Scottish Government's progress on tackling drugs death and drugs harm. The focus of the session was on the Government's ongoing response to the issue, consideration of the recent suspected drugs deaths statistics and the progress being made with the establishment of a safer drug consumption facility pilot in Glasgow. The approach taken continues to draw on the expertise of the three committees to strengthen scrutiny.

The Committee's continued its work on the appointment of a new Chair and Members to the Poverty and Inequality Commission, which was concluded this month. It spoke to the Scottish Government's nominees to ensure that there is the requisite expertise, lived experience and skills to ensure the Commission can fulfil its functions and recommended, in its report to the Parliament, that the appointments should be approved.

### **Public Audit Committee**

The committee continued its scrutiny of the 2022/23 audit of the Scottish Prison Service (SPS), taking evidence from HM Chief Inspector of Prisons for Scotland, GEOAmey Limited, the Scottish Government and SPS. The audit report raises serious concerns about the Scottish Courts Custody Prisoner Escorting Services contract which is managed by the SPS and was awarded to GEOAmey Limited. It also highlights wider concerns about the projected increases in the prisoner population and the impact this will have on the ageing prison estate. The Committee will publish a report on its scrutiny findings in summer 2024.

The Committee also continued scrutiny of the administration of Scottish income tax 2022/23 by taking evidence from HM Revenue and Customs (HMRC) and the Scottish Government. During the evidence session, the Committee explored a number of areas including the behavioural impacts associated with the income tax divergence between Scotland and the rest of the UK, the reasons for employers applying incorrect tax codes and how HMRC calculates Scottish income tax revenue estimates. Follow-up written information from HMRC, and the Scottish Government will be considered once received before it considers any further steps it may wish to take.

The Committee held its annual evidence session with the Auditor General for Scotland on his future work programme during the reporting period. The draft programme sets out how the Auditor General intends to respond to the current context for the public sector in Scotland, including the focus, intended outcomes and priority audit themes for the years ahead, as well as confirming

audit work in the pipeline. Following the evidence session, the Committee wrote to Parliamentary committees to seek their views on the draft work programme in order to provide collective Parliamentary feedback to the Auditor General before summer recess.

### **Net Zero, Energy and Transport Committee**

As noted in the last report, over two weekends in February and March, the 23 members of the People's Panel on Scottish Government public engagement on climate change met at the Parliament, hearing from and putting questions to a variety of experts and stakeholders, as well as Committee members and government officials.

The Panel have since [produced their report](#), which makes a number of recommendations. Their core message is that the Scottish Government must do much more to “deliver a positive vision of climate change”. They say—

“There needs to be truth and honesty from the Scottish Government about the scale of the challenge, and a compelling vision of the better world we are all aiming for. The panel feel that people need to know they are being told the truth in order to mobilise together on the challenge ahead. The public needs to trust in the Government and that everyone is tackling climate change together.”

Committee members met panellists informally and then formally, when five Panellists gave evidence at a meeting in April. The Scottish Government has been asked to respond in writing to the Panel's recommendations, and the Committee will have a further opportunity to follow up on this when they take evidence from the Cabinet Secretary for Net Zero and Energy later this month.

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

The Committee began this period with continued work on its consideration of the Scottish Government's Housing to 2040 strategy. In place since 2021, the Committee held sessions in the previous reporting period with key stakeholders to understand whether the strategy is still fit for purpose. In this period the Committee explored the issues raised in these sessions with the Minister for Housing. The Committee also continued its work on Housing to 2040 with a specific session focussing on rural housing. In the session with the Minister for Housing, the Committee also followed up on ongoing concerns about building safety, including on damp and mould, cladding and Reinforced Autoclaved Aerated Concrete (RAAC).

Looking ahead to the forthcoming Climate Change Plan and Heat in Building Bill, the Committee had agreed to work with the Net Zero, Energy and Transport Committee and Scotland's Futures Forum to arrange an event on net zero and housing. This event was held on 22 April in the Parliament. Members discussed with key stakeholders on what is needed to be done to tackle the carbon emissions released by our homes. The Committee will reflect on what it has heard as it shapes its ongoing work on this issue.

Finally, the Housing (Scotland) Bill was introduced to the Parliament on 26 March. The Committee began undertaking pre-legislative scrutiny of the Bill in January with two lived experience panels. One consists of landlords and the other of tenants. The Committee has continued to work with these groups as it seeks to understand the key issues these groups face and the extent to which the Bill responds to these issues. The Committee's subsequent scrutiny of the Bill will be shaped by these conversations.

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

The main area of the Committee's focus during this reporting period has been gathering evidence for its inquiry into Scotland's Commissioner Landscape: A Strategic Approach. It has so far heard evidence from current Commissioners, researchers and academics, campaign groups and Conveners, as well as holding informal discussions with former Commissioners and former and current Members who have themselves put forward proposals to create new Commissioners. The Committee expects to hear from the SPCB and then the Cabinet Secretary for Finance and Local Government before summer recess, before it reports its findings in September.

Financial Memorandum scrutiny continues to be an area of particular focus for the Committee, as well as lead committee scrutiny of the Scottish Aggregates Tax Bill and examining the Scottish Fiscal Commission's latest fiscal sustainability report on climate change.

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

The main area of the Committee's focus during this period has been continuing its work on the Regulation of Legal Services Bill (now starting Stage 2) and trying to resolve a timetable with the Scottish Government which is struggling to lodge the 600+ amendments in the time available before the deadline but currently resisting taking a decision to move the planned Stage 2 deadline.

Plans have been put in place to start Stage 1 scrutiny of the Disability Commissioner (Scotland) Bill; a members' bill. The Committee has finished its

work on the Gender Representation on Public Boards (Amendment) (Scotland) Bill, which was not as controversial as expected.

The Committee has started two short inquiries: on HIV treatment and awareness in Scotland, and on Suicide Prevention.

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

The Committee spent much of March and April undertaking its inquiry into Additional Support for Learning. This followed an excellent response to its call for views, which included the highest ever response to the BSL version, with 29 responses received.

The inquiry was built around post-legislative scrutiny of the Education (Additional Support for Learning) (Scotland) Act 2004 and looked at:

- The implementation of the presumption of mainstreaming, meaning that, where possible, children and young people with additional support needs should be educated in mainstream schools alongside other pupils, rather than in special schools;
- The impact of the COVID-19 pandemic on additional support for learning;
- The use of remedies set out in the 2004 Act.

Alongside formal evidence sessions, the Committee carried out extensive engagement with young people, parents and teachers/support workers. The Committee achieved consensus on the issues raised and produced an impactful report with clear, targeted recommendations. An Easy Read and BSL version of the report were also produced and published alongside the main report on May 15th. This attracted widespread positive media coverage.

The Committee has also continued its scrutiny of The Promise, which seeks to implement the findings of the Independent Care Review. The Committee, working with PACT colleagues, jointly organised an evening event at the Parliament with Who Cares? Scotland, bringing together 37 care experienced young people to share their experiences directly with Members. The notes of this session will inform the Committee's future scrutiny of The Promise later this year.

The Committee has also begun its consideration of the Scottish Languages Bill at Stage 1. This has required significant planning, with the Committee Clerks coordinating a large-scale project across multiple teams, including SPICe, Public Information, Gaelic Officers, BSL Officers, Broadcasting and

Official Report. A Call for Views was published in English, Gaelic, Scots and BSL simultaneously. The Committee has also been trialling new resources, including using simultaneous interpretation in a committee setting for the first time.

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

The main focus of the Committee during this period has been its work on the Trade and Cooperation Agreement (which is due to be reviewed in 2026). During the course of this inquiry, evidence has been taken from Scottish Government officials, the Scottish Advisory Forum on Europe, trade bodies, business representative groups, the agri-food sector, think tanks and others. The engagement with businesses, including two visits to Small and Medium-Sized enterprises (SME) who have also provided formal evidence, has been a particularly positive development, given the challenges in recent years of encouraging the business community to speak to parliamentary committees.

We have also published the second EU Law Tracker report, including case studies, which were shared with relevant subject committees to help scrutinise the Scottish Government's commitment to EU alignment.

### **Conveners Group**

At its April meeting, the Group considered correspondence from the Standards, Procedures and Public Appointments Committee seeking views on the possible creation of a system for elected conveners. The Group agreed that it is not a matter on which it should reach a collective view. However, it would be happy to look at any proposals to introduce a system for elected conveners.

CG also considered correspondence from the Rural Affairs and Islands Committee seeking the Group's views on the challenges involved in scrutinising framework bills. The Group agreed the need for adequate accompanying documents to support effective scrutiny in the absence of legislative detail. It noted the Delegated Powers and Law Reform Committee's planned inquiry into framework bills and agreed to return to this issue once this was concluded.

Finally, the Group signed up to a set up principles on CPD for members. These are aimed at supporting the embedding of CPD for Members as one of its session 6 strategic priorities. It will also inform the development of an induction programme for new Members in session 7.

### **SPICe**

In April, staff from the Financial Scrutiny Unit in SPICe supported two separate international visits. The SPICe Head of Research and Financial Scrutiny helped deliver a two-day workshop at the Malawi Parliament, organised by the Commonwealth Parliamentary Association, to help develop skills and knowledge in budget scrutiny and oversight with MPs and staff. One of the Senior Researchers from the Financial Scrutiny Unit supported a technical consultancy visit to Liberia with the National Democratic Institute and House Democracy Partnership alongside two counterparts from Washington DC. Local staff and politicians were encouraged to strengthen links between their budget office and library service and consider focusing on building a sustainable impartial staffing resource, with SPICe providing evidence of this model working in practice.

Responding to the fast-changing events in the Scottish Government leadership, SPICe published [a series of four blogs](#) providing information on the implications of the ending of the Bute House Agreement; the implications of motions of no confidence; the process for nominating a new First Minister and updating on the Cabinet appointments. SPICe also published a [blog providing context for the review of the National Performance Framework](#) national outcomes and outlining the process for Parliamentary scrutiny.

Two SPICe breakfast seminars on natural capital took place in April/May as well as a further seminar highlighting the outcomes of two pieces of academic research commissioned by SPICe in relation to aspects of public participation in the Scottish Parliament.

Responding to Recommendation 12 of the Report of the Parliament's Gender Sensitive Audit, SPICe published [data on the gender balance of MSPs in the Scottish Parliament](#). Going forward, the SPICe Enquiries and Collections Team will update the data on an annual basis.

## **Parliamentary Services**

### **International Relations**

The International Relations Office supported the following during this period:

#### **USA and Canada, Scotland Week**

In April, a delegation led by the Presiding Officer took part in Scotland Week, visiting both New York City and Victoria, British Columbia for a series of engagements. The delegation included Maurice Golden MSP, member of the Citizen Participation and Public Petitions Committee; Michael Marra MSP,



Deputy Convener of the Finance and Public Administration Committee; and Evelyn Tweed MSP member of the Economy and Fair Work Committee and the Equalities, Human Rights and Civil Justice Committee. As part of a series of meetings and engagements, the Presiding Officer met with representatives from the Carnegie Corporation, a philanthropic fund setup by Andrew Carnegie to create education programmes across the world, and with NYC Civic Engagement Commission (CEC) for a discussion on citizen assembly models as part of citizen engagement initiatives.

While in British Columbia, the delegation was hosted by the Speaker of the Legislative Assembly of British Columbia, the Honourable Raj Chouhan MLA, and met with both Members and officials to discuss key issues and share best practice. This was the first official visit by a Scottish Parliament delegation to British Columbia since 1999.

### **British Irish Parliamentary Assembly**

Deputy Presiding Officer Annabelle Ewing MSP and the Parliament's four other Full Members of the British Irish Parliamentary Assembly (BIPA) attended the 66<sup>th</sup> Plenary session in County Wicklow – the final plenary Session ahead of next autumn's plenary in Holyrood.

## Q4 2023-24 Finance Report – SPCB Executive Summary

Q4 outturn is £915k (0.8%) below the year end current annual budget. The year-end underspend of 0.8% is within the target underspend for the year of below 2.5%.

YTD 000's		
	Q4 23-24	Q4 22-23
SPS	(621)	(20)
Members	498	1,342
Officeholders	364	194
Contingency	674	
<b>Total</b>	<b>915</b>	<b>1,516</b>

The year-end underspend of 0.8%, compares to 1.1% in 22-23 and 3.4% in 21-22.

Outturn includes SPS overspends in staffing (£750k) and utilities by (£258k).

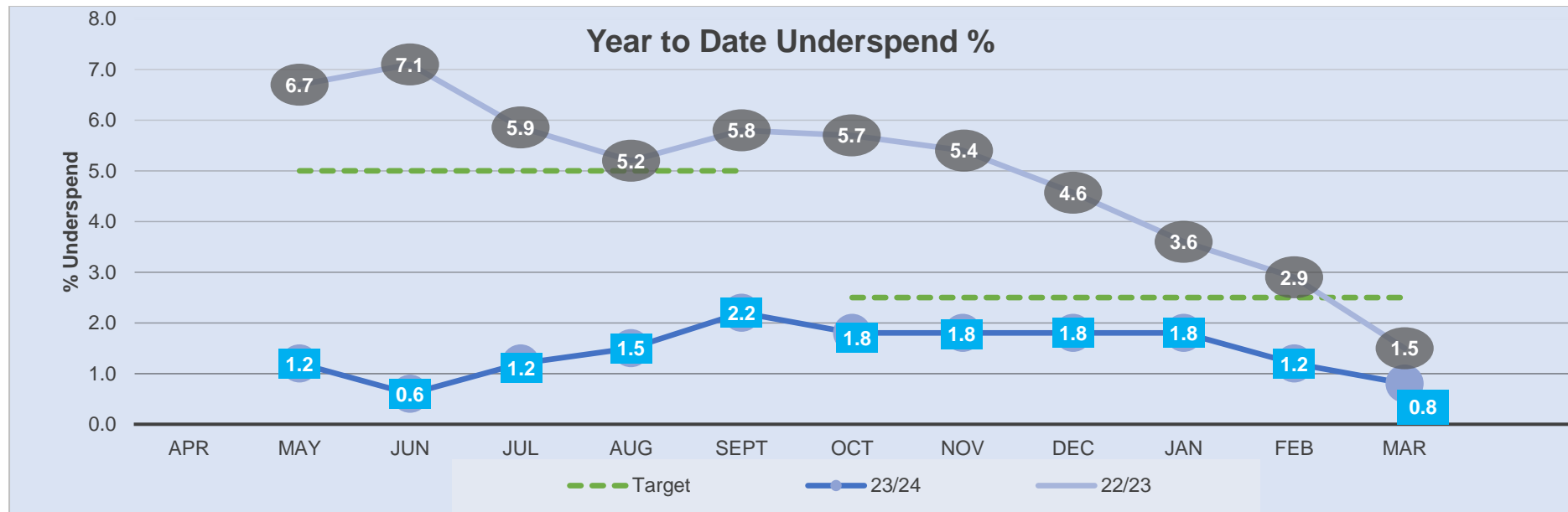
2021-22 (P13)		2022-23 (P13)		2023-24 *	
£3,785k	3.4%	£1,198k	1.1%	£915k	0.8%

\* Figure includes known year end transactions to be processed in accounting period 13.

**Summary Outturn position year to date including forecast:**

**SPCB Expenditure Summary Outturn – Full Year:**

	Full Year Out-turn			
	Actual	Budget	Variance	Variance
	£'000	£'000	£'000	%
Parliamentary Service Costs	60,489	59,868	(621)	(1.0)
Members Costs	39,919	40,417	498	1.2
Commissioners & Ombudsman Costs	16,385	16,749	364	2.2
<b>Sub Total</b>	<b>116,793</b>	<b>117,034</b>	<b>241</b>	<b>0.2</b>
Reserves – SPCB contingency		674	674	
<b>Total SPCB Expenditure</b>	<b>116,793</b>	<b>117,708</b>	<b>915</b>	<b>0.8</b>



## SPS Expenditure Summary Outturn – Q4:

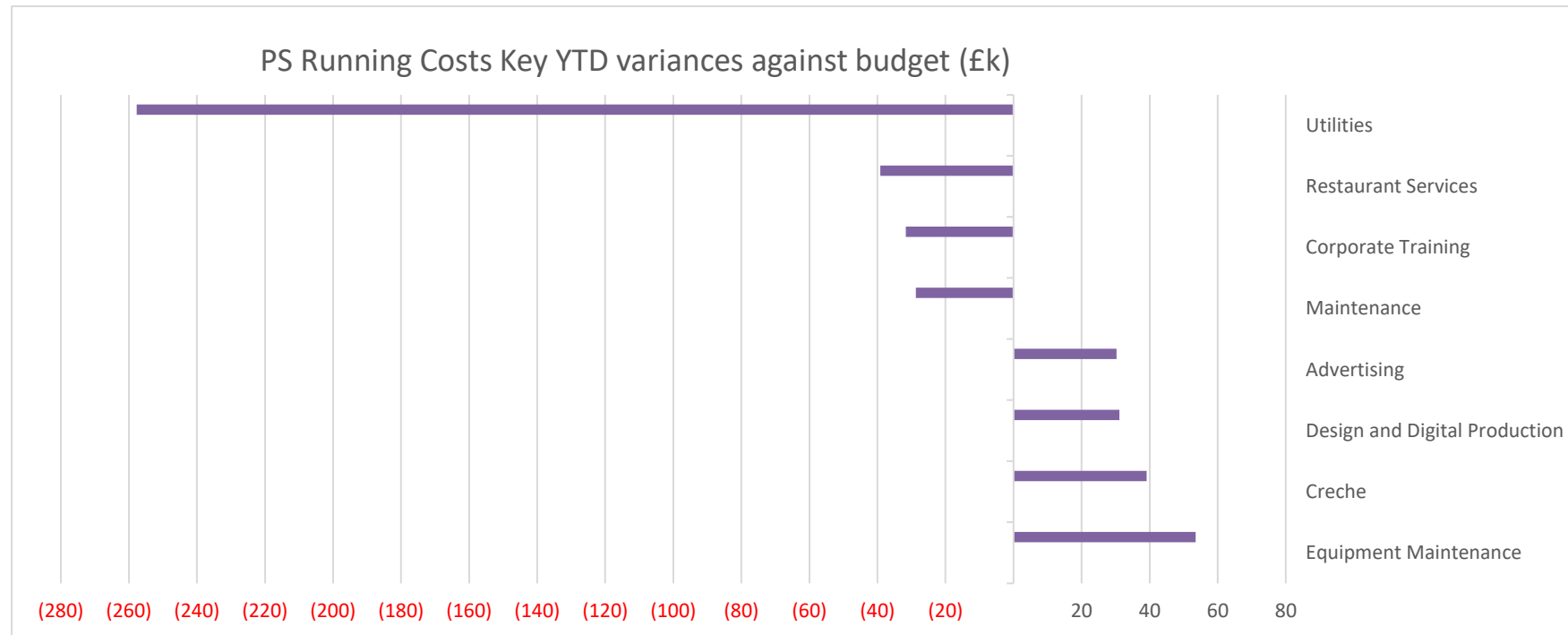
	Q4 Out-turn			
	Actual	Budget	Variance	Variance
	£'000	£'000	£'000	%
Staff	38,501	37,751	(750)	(2.0%)
Staff Related Costs	801	759	(43)	(5.6%)
Property Costs	9,299	8,991	(309)	(3.4%)
Running Costs	6,859	7,052	193	2.7%
Projects	5,029	5,316	287	5.4%
<b>SPS Expenditure</b>	<b>60,489</b>	<b>59,868</b>	<b>(621)</b>	<b>(1.0%)</b>

### Staff Costs

The approved FTE 2023-24 is 583.

At Q4 most Offices remain fully staffed apart from continuing vacancies in Security, BIT and Official Report.

## Running Costs



### Commentary on significant variances to the annual budget:

**Utilities (£258k)** overspend is due to the unexpected increase of price per kwh of electricity in April. We have had confirmation of the unit prices for 24-25 and, as long as consumption is consistent with 23-24, the increased 24-25 budget will cover the cost of utilities.

**Restaurant Services – (£39k)** overspend as at Q4. This is largely caused by footfall which remains below pre-COVID levels.

**Corporate Training – (£32k)** overspend at Q4. 23-24 is the first year that SPS training budgets have been fully utilised in recent years. The overspend is in Colleague Engagement (Weekly 10) and the extension of Learning Pool due to delays in the procurement of a new training platform.

**Property Maintenance – (£29k)** overspend as at Q4. The overspend is caused by an accelerated spend in minor works towards year end and a KPI bonus payable on one of the maintenance contracts.

**Advertising** - £30k underspend at Q4. This is due to some corporate events not taking place.

**Design and Digital Production** – £31k underspend as at Q4. This is due to the successful pilot of an in-house graphic designer and the work required being cheaper to produce than anticipated.

**Creche** - £39k underspend in 23-24. This is due to the Creche manager not starting until P04 and opening being delayed at the start of the year. Underspend has been around this figure for most of the year. The Creche is expected to be fully staffed going forward and we should not see this saving in future years.

**Equipment Maintenance** - £54k underspend in BIT, where costs have reduced due to the increase in cloud storage with the ongoing migration of data storage and hosted software to the cloud.

## Projects

Portfolio	Actual	Budget	Variance	Variance
	£'000	£'000	£'000	%
BIT and Digital	971	1,181	210	17.8%
FM Building & Equipment	1,743	1,722	(21)	(1.2%)
BEMS	1,385	1,415	29	2.1%
Sound & Voting/Broadcasting	394	435	41	9.4%
Other	535	564	29	5.1%
Unallocated budget				
<b>Total projects</b>	<b>5,029</b>	<b>5,316</b>	<b>287</b>	<b>5.4%</b>

Categories:	Actual	Budget	Variance	Variance
Capital projects	1,735	1,781	46	2.6%
Revenue projects	3,293	3,535	242	6.8%
Unallocated budget				
<b>Total projects</b>	<b>5,029</b>	<b>5,316</b>	<b>287</b>	<b>5.4%</b>

## **BIT & Digital**

BIT and Digital underspent by £210k. £114k of this is in the Corporate Systems Project where some costs have slipped into 25/26. Underspend is largely caused by an overestimation within BIT about the work that could take place before the end of financial year.

## **FM**

The core portfolio has overspent by **£21k**. FM projects have done a great job in advance planning and delivering successful projects, especially considering staff shortages within the team.

BEMS underspent by a £29k. The expenditure of the project was profiled 4 months before the procurement process concluded. The project was originally expected to cost £2.1m – which was the original budget awarded. This was reduced to £1.4m, with FM been the beneficiary of the underspend and reallocation of funds.

## **Sound and voting /broadcasting**

P12 underspend is £41k. The underspend is caused by the failure of some electrical work taking place – which did not impact the project's ability to go live. Delivery of this has largely come in on track.

## **Members and Officeholders**

### **Members Costs**

Members underspend is £498k (1.2%) including an estimated offset for year-end accounting adjustments. This compares to an underspend of £1,342k (3.4%) in 22-23.

The main areas of underspend are:

- Engagement Provision - £180k
- Staff Cost Provision - £429k
- Edinburgh Accommodation Provision - £194k
- Office Cost Provision - £195k

There are offset by overspend in Members pay of **(£179k)** which arose due to an increased pension contribution rate and Ministerial severance costs earlier in the year.

### **Officeholders:**

Officeholders have underspent by £364k (2.2%) in 23-24 compared to an underspend of £194k (1.3%) in 22-23. The underspend is due to underspends in contingency (£225k), Scottish Information Commissioner (£71k) and Ethical Standards Commission (£52k).



The Scottish Parliament  
Pàrlamaid na h-Alba

# Performance Report



























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2023-24 Q4: January to March 2024





# Performance Overview



Our Services	KPI overall status	Trend	Strategic Change Objectives	Overall status	Trend
 <p>Members support and resources</p>			 <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>		
 <p>Working environment</p>		 2 <sup>nd</sup> qtr			

# Delivering excellence in our parliamentary services

## Key Performance Indicators



 **Members support and resources**

**Core Members' services operating within targets**



 **Scrutiny and debate**

**Parliamentary Business takes place as scheduled**



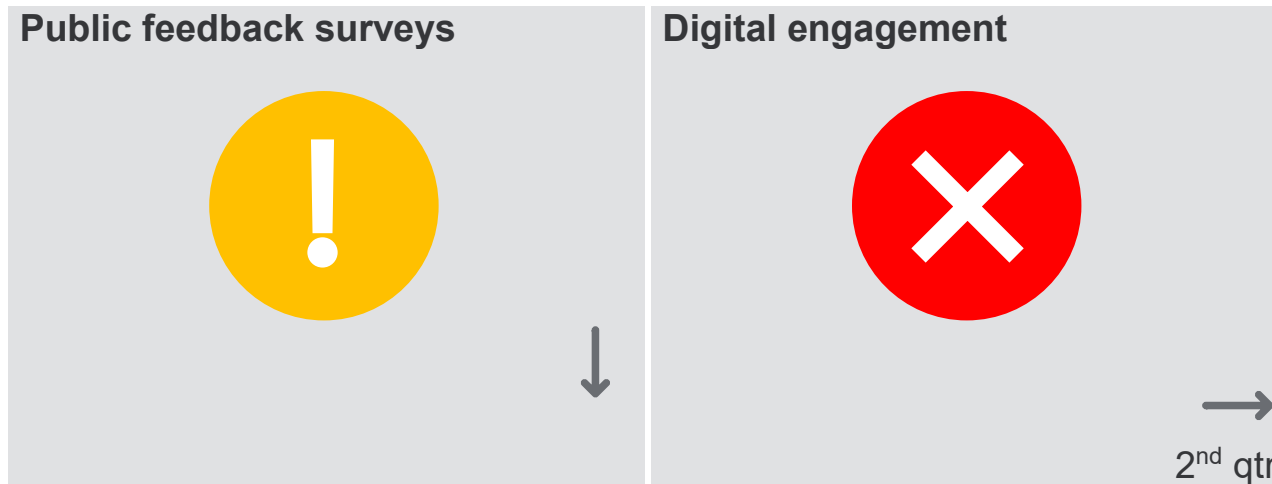
**Parliamentary business services operating within targets**



**Exceptions:** Parliamentary business takes place as scheduled is reported as **Amber** as FMQs was disrupted on 7 March 2024 due to a number of protests in the public gallery. On each occasion, proceedings were suspended before getting back underway. All scheduled questions were taken.



## Public involvement



**Exceptions:** The overall KPI for public involvement is now being reported as **red**, due to:

Public feedback surveys reported as **Amber**:

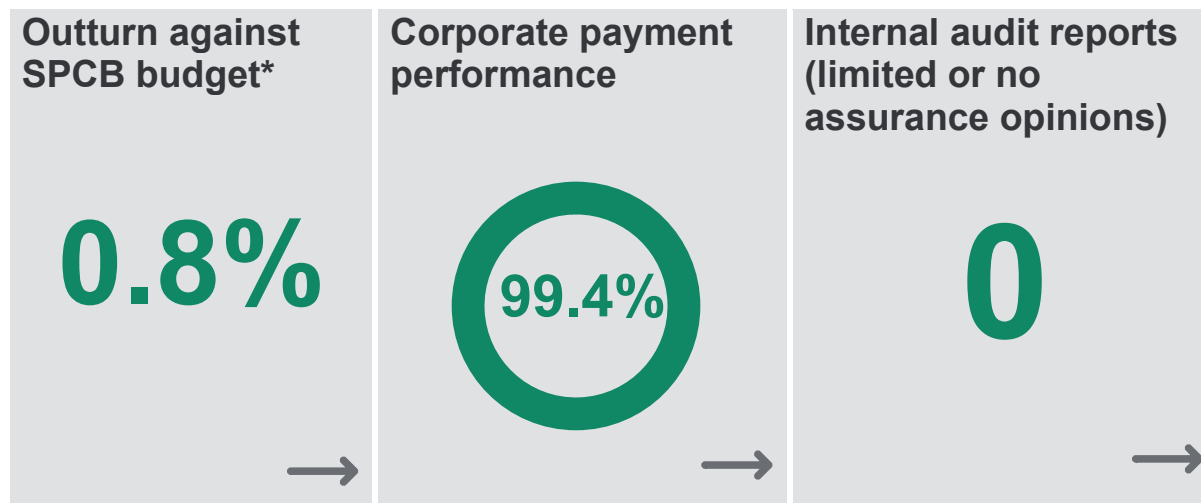
- People feel their views will be valued by the committee (5-point scale) – **amber** - achieved 3.8 (target 4+) - mainly relates to the Rural Affairs and Islands committee's event on the Agriculture bill with Scottish crofters and farmers where people were positive about event but expressed concerns about the extent their views would be incorporated by the committee based on past experience.

Digital engagement reported as **Red** for the 2<sup>nd</sup> consecutive quarter due to:








- social media channels meet bespoke engagement rates – **red** for 3<sup>rd</sup> consecutive quarter – achieved 60% (target 75%) - on investigation, the original targets for committee accounts were based on what proved to be unusually high performances in Q4 2022-23 which have not been sustained. This was further impacted by detrimental changes to algorithms when Twitter became X, which was not foreseen. Taking this into account, more realistic and reflective targets are being put in place for reporting year 2024-25.
- Bespoke adverts aimed at key Public Engagement Strategy audiences - **red** – result 0 (target 3) – this was not completed due to other work prioritisation.



## Corporate services and governance



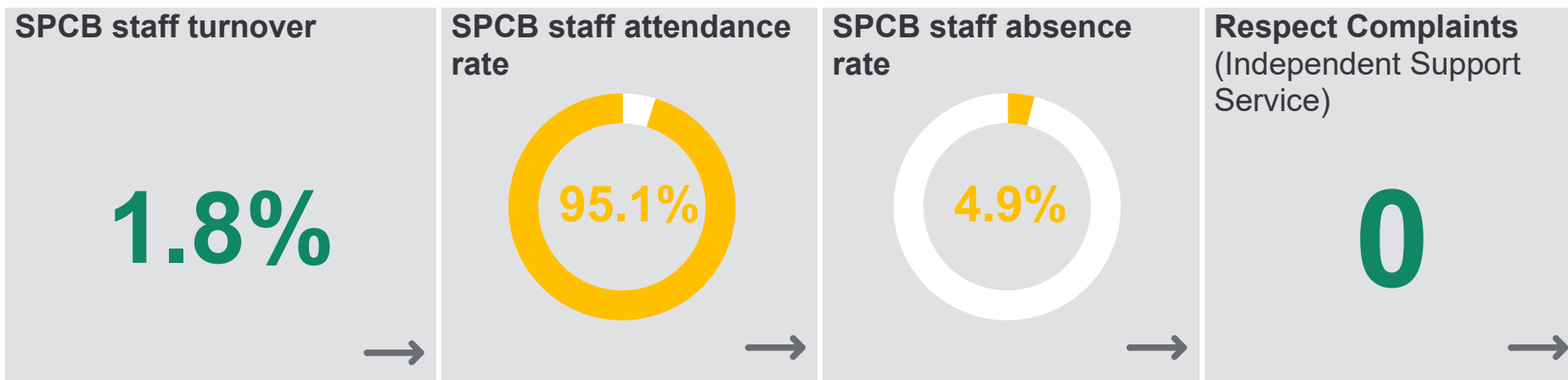
\* Figure includes forecast P13 transactions such as accounting adjustments, these will be finalised and the final outturn reported in audited annual report (filed September 2024)

<b>Fulfilment of compliance obligations</b> 	Resilience & Sustainability		Business Assurance	
	People and Culture		Engagement & Communications	
	Scrutiny		Digital Services	
	Legislation & Parliamentary Business		Financial Governance	

Exceptions: N/A



## Working environment



**Exceptions:** Note, the overall KPI is now being reported as **Amber** for the 2<sup>nd</sup> consecutive quarter, due to:

- SPCB staff attendance (target 96%) and staff absence rates (target 4%) remain **amber** for the 2<sup>nd</sup> consecutive quarter. There has been an improvement compared to Q3, where attendance was 94.7% and absence was at 5.3%. The majority of sickness absence continues to relate to long-term absences within specific offices and are not organisation wide. However, there is evidence that these absences are reducing.

## Strategic change objectives: key activities

### Status

A red, amber, green status (RAG) sets out the overall performance against the project, programme or activities time, cost, people and change resources, and outcomes and benefits:










Indicator	RED	AMBER	GREEN
Time	Milestone(s) and/or activity completion date delayed by more than one month	Milestone(s) and/or activity completion date delayed by up to one month	Milestones and activity completion date remains on schedule
Cost/Budget	Costs exceed approved budget for current financial year and/or overall agreed activity cost by more than 5% or over £50,000	Costs exceed approved budget for current financial year and/or overall agreed activity cost up to 5% or a maximum of £50,000	Current approved budget and overall agreed activity cost is on target
People and Change Resources	Lack of resources to deliver activity impacting ability to meet activity plan.	Risk to resources as not yet committed and is being managed	Resources committed and plans in place.
Outcomes and benefits	Significant change in outcomes and/or benefits are not or highly unlikely to be delivered.	Risk of / or minor changes in outcomes and/or delivering benefits	Outcomes and benefits will be delivered in line with business case and benefits plan
<b>Overall</b>	<b>RED</b> if one or more indicators are red OR If one or more indicators are reported as Amber for the 3 <sup>rd</sup> consecutive quarter	<b>AMBER</b> if one or more indicators are amber and none are red	<b>GREEN</b> if all indicators are green.

If there are any issues and/or risks either addressed during the reporting quarter or are currently being addressed and remedial action taken, the activity must be reported as Amber or Red.



## A modern, dynamic parliamentary democracy

Activity	Overall status & trend	On track Time	Total cost/ current fy budget	People/ Change Resources	Outcomes/ Benefits	Delivery Plan milestones Q4 completed milestones
<b>Conveners Group Session 6 Priorities</b> Callum Thomson	 		-			
<b>Scrutiny Improvement Programme*</b> Callum Thomson	 		-			<ul style="list-style-type: none"> <li>Completed communication and implementation phase in March 2024.</li> <li>Updated LT on programme benefits and outcomes measurement in March 2024.</li> <li>Established working groups to drive forward and embed the recommendations beyond the programme in March 2024, with transition to business as usual completed in April 2024.</li> </ul>
<b>Constitutional Issues Board</b> Judith Morrison	 		-			

Activity	Overall status & trend	On track Time	Total cost/ current fy budget	People/ Change Resources	Outcomes/ Benefits	Delivery Plan milestones Q4 completed milestones
<b>Engagement Strategy Delivery Plan</b> Susan Duffy	 ↓					<ul style="list-style-type: none"> <li>Engagement and collaboration: implemented the agreed new marketing and engagement campaign - 'Join In' and materials commissioned in March 2024.</li> <li>25th Anniversary of the Scottish Parliament programme: co-ordination delivery group set up in January; completed recruitment competitions for additional posts</li> </ul>
<b>Implement recommendations of the Parliaments' Gender Sensitive Audit</b> Susan Duffy	 ↑		-			<ul style="list-style-type: none"> <li>Overall proposals on data collection, data monitoring form and surveys agreed by the Gender Sensitive Advisory Group in January. Data monitoring form and survey issued to all MSPs in March 2024.</li> <li>Worked with Conveners Group to provide set of draft guidance on principles and 'best practice' guides for gender equality policy making, budgeting and scrutiny.</li> </ul>

### Exceptions:


- Constitutional Issues Board – **Amber** – timescales are not on track. The implications of Supreme Court judgment (legislation for an independent referendum) for Scottish Parliament processes and procedures will now be considered in April, rather than March 2024 (originally December 2023) due to reprioritisation taking account the level of risk.
- Engagement Strategy Delivery Plan – **Red** – timescales are not on track - work has been reprogrammed due to re-prioritisation. The scoping and development of the Scottish Parliament websites' 'what's new' feature by March, has been delayed to June 2024. In addition, work to streamline the user journey between Scottish Parliament website and citizen space by March, has also been delayed until June 2024 due to other priorities.
- Implement recommendations of the Parliaments' Gender Sensitive Audit – **Amber** – people/change resources and outcomes are not on track due to a risk with resources not yet committed for the replacement accountable lead as at end of Q4. Measures to mitigate the risk were taken including a recruitment competition for the Head of Operations in the Chief Executive Group (now appointed) and a comprehensive handover document including recommendations for a more appropriate resourcing model to be discussed by SET.





## Adapting for a Sustainable Future


### New ways of working

Activity	Overall status & trend	On track Time	Total cost/ current budget	People/ Change Resources	Outcomes/ Benefits	Delivery Plan milestones Q4 completed milestones
Hybrid Parliamentary Business Systems and Support Tracey White	 → 2 <sup>nd</sup> qtr					<ul style="list-style-type: none"> <li>Debating Chamber hybrid systems: Installed consoles in January; completed testing in February and engaged with Members in March 2024.</li> </ul>

### Exceptions:

- Hybrid Parliamentary Business Systems and Support – reported as **Red** for the 2<sup>nd</sup> consecutive quarter – timescales are not on track due to engagement with Members on the debating Chamber hybrid systems being delayed from January until March 2024. In addition, changes in timescales for the configuration of the Committee room broadcast automation system due to supplier delays with the installation of the test system in committee room 5 to be completed by April instead of February 2024, and testing and configuration of the automation system to be completed by May instead of March 2024 (originally September 2023).

## Sustainability and Climate Change









Activity	Overall status & trend	On track Time	Total cost/ current budget	People/ Change Resources	Outcomes/ Benefits	Delivery Plan milestones Q4 completed milestones
Net Zero Infrastructure Programme Lynsey Hamill						<ul style="list-style-type: none"> <li>Phase 1 of the installation of the Building Energy Management System (BEMS) was completed by March 2024.</li> </ul>
Embed Sustainable Development thinking across the organisation Lynsey Hamill						

### Exceptions:

- Net Zero Infrastructure Programme - **Amber** – timescales are not on track due to strategic building infrastructure investments – the planned progress update to LT has been rescheduled from February to SET in September 2024 to allow more time for detailed planning. Note, the BEMS project is on track and reported as Green.
- Embed Sustainable Development thinking across the organisation - **Amber** – people and change resources are not on track – difficulties are being experienced with resources due to long term absences which are affecting the outcomes. A recruitment competition is under way for a temporary Environmental Sustainability Advisor.


























## A values-driven culture

Activity	Overall status & trend	On track Time	Total cost/ current budget	People/ Change Resources	Outcomes/ Benefits	Delivery Plan milestones Q4 completed milestones
<b>Power Imbalances</b> Lorna Foreman	 →		-			
<b>Positive Action</b> Lorna Foreman	 ↑		-			<ul style="list-style-type: none"> <li>Criteria to apply to future considerations of partnerships and accreditations was agreed.</li> <li>Implemented the Minority Ethnic Development Programme - “Emerging Leaders” to develop ethnic minority MSP staff in January 2024.</li> </ul> <p>Note, the milestone to establish a Diversity and Inclusion Advisory Board by April 2024 was removed and will be considered in context of the recommendations of the review of leadership and governance.</p>



## Operational excellence

Activity	Overall status & trend	On track Time	Total cost/ current budget	People/ Change Resources	Outcomes/ Benefits	Delivery Plan milestones Q4 completed milestones
<b>Workforce Planning</b> Sara Glass / Lorna Foreman	 ↓		-			
<b>Corporate Systems Programme</b> Sara Glass	 ↑					<ul style="list-style-type: none"> <li>Developed Delivery Plan milestones for HR/payroll system by February 2024.</li> </ul>
<b>Official Report Digital Transformation Programme</b> Tracey White	 ↑					
<b>Business Bulletin Improvements</b> Tracey White	 ↑		-			
<b>Self Service Meeting Room Booking</b> Alan Balharrie	 ↑					<ul style="list-style-type: none"> <li>Business case was reviewed and approved by Digital Strategy Board in February 2024 including estimated budget.</li> </ul>

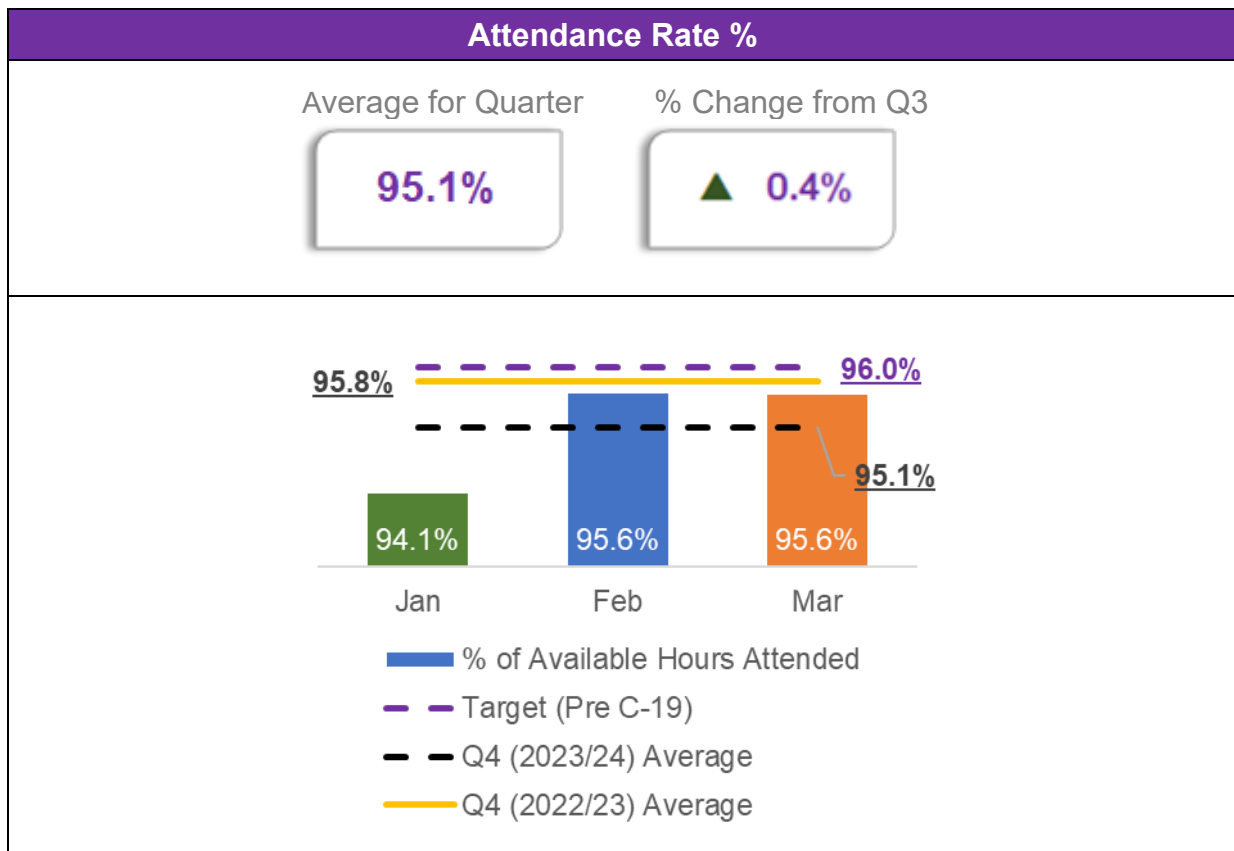
Activity	Overall status & trend	On track Time	Total cost/ current budget	People/ Change Resources	Outcomes/ Benefits	Delivery Plan milestones Q4 completed milestones
Skills and Capability to Support Operational Excellence Sara Glass / Alan Balharrie			-			

### Exceptions:

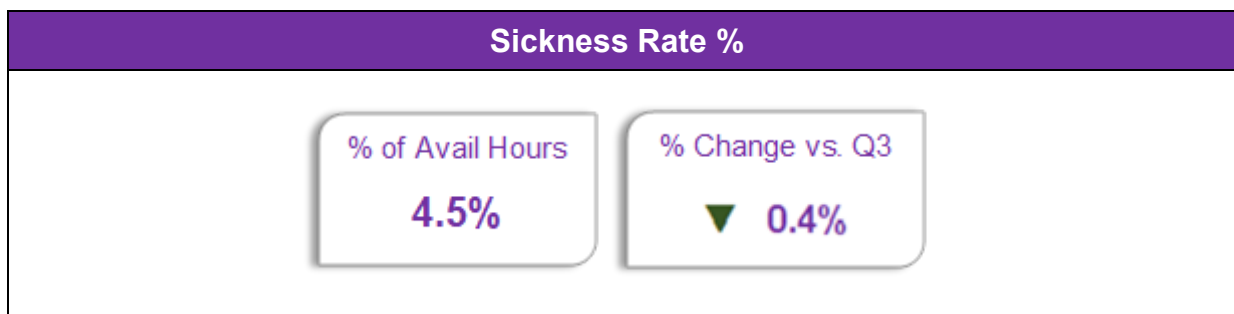
- Workforce Planning - **Red** – timescales are not on track due to the Office Heads and Team Leaders Workforce Dashboard to be developed by September instead of March 2024; and the retention plans focused on areas with highest turnover and vacancy rates to be developed by September instead of June 2024. Completion of the milestones were re-scheduled to September 2024 to enable SET to have a strategic discussion on workforce planning prior to implementation. This is scheduled to take place in June 2024.
- Skills and Capability to Support Operational Excellence – **Red** – timescales are not on track as for Investment Decision making as the updated governance intranet pages including guidance for SPCB major projects has been delayed from March 2024 to September 2024 due to the need for alignment with the updating governance arrangements following the senior management review. In addition, for digital literacy and leadership timescales to deliver the session on Data have been delayed from May 2024 and are currently to be advised.

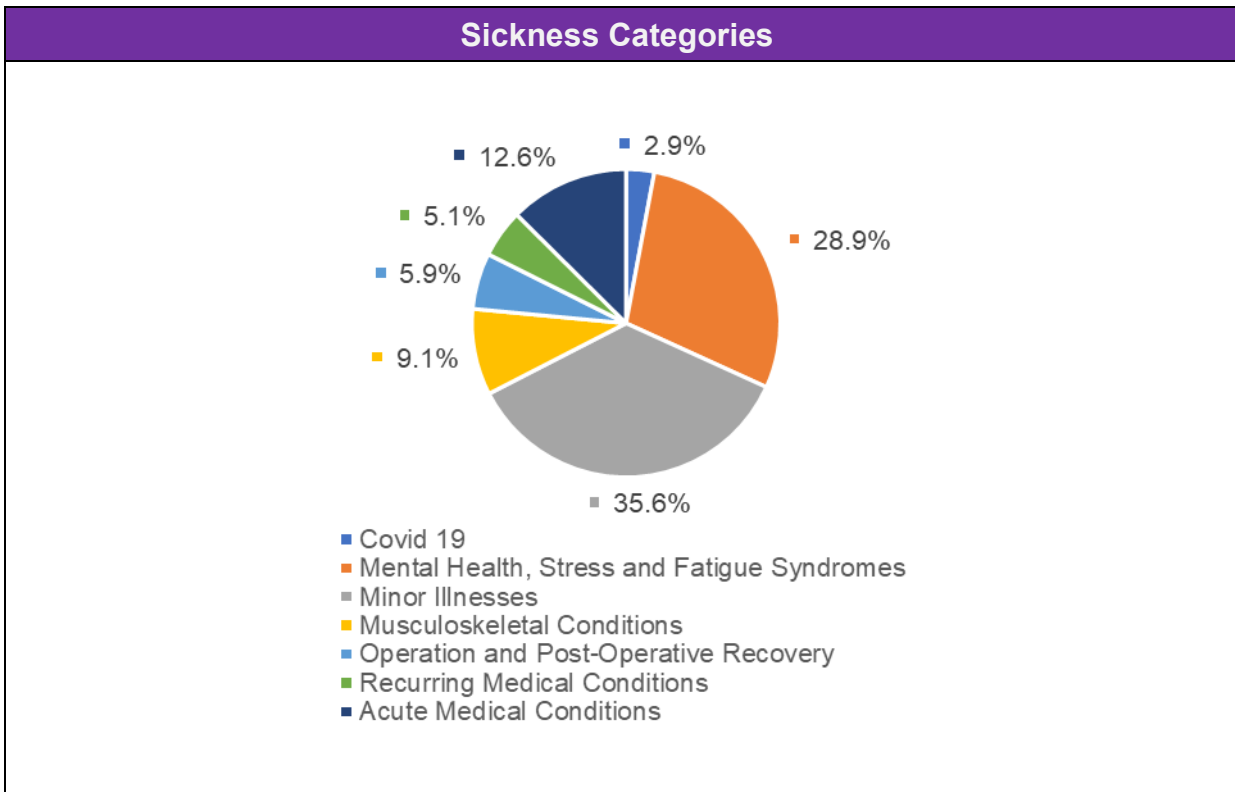
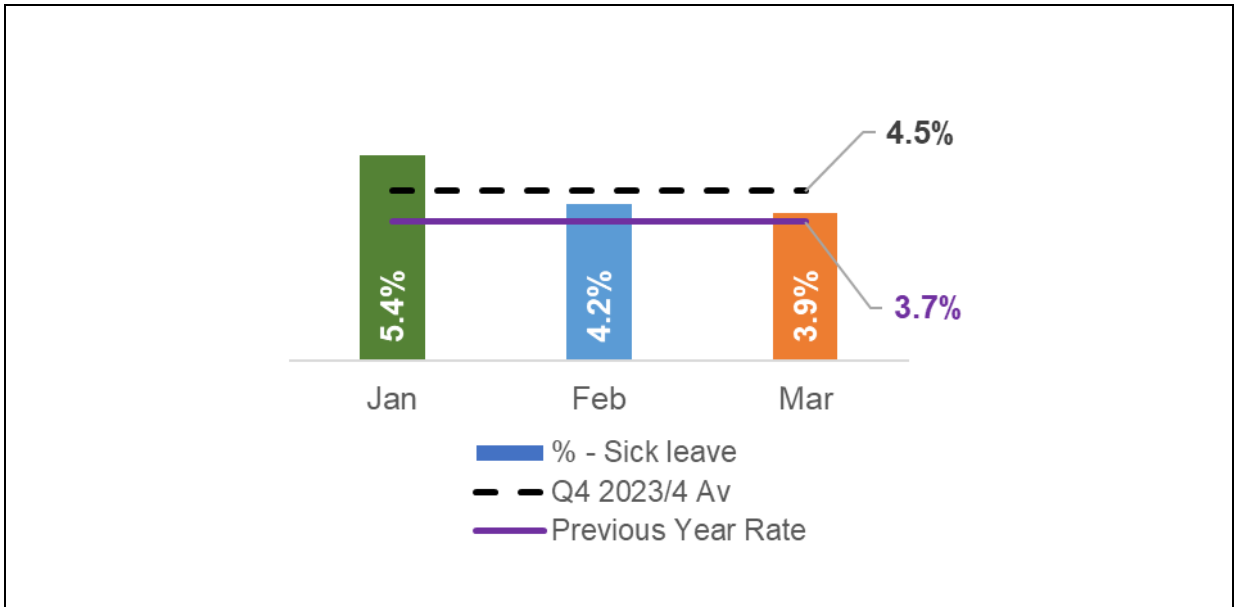
## Quarter 4 2023/24 Workforce Report

### Attendance



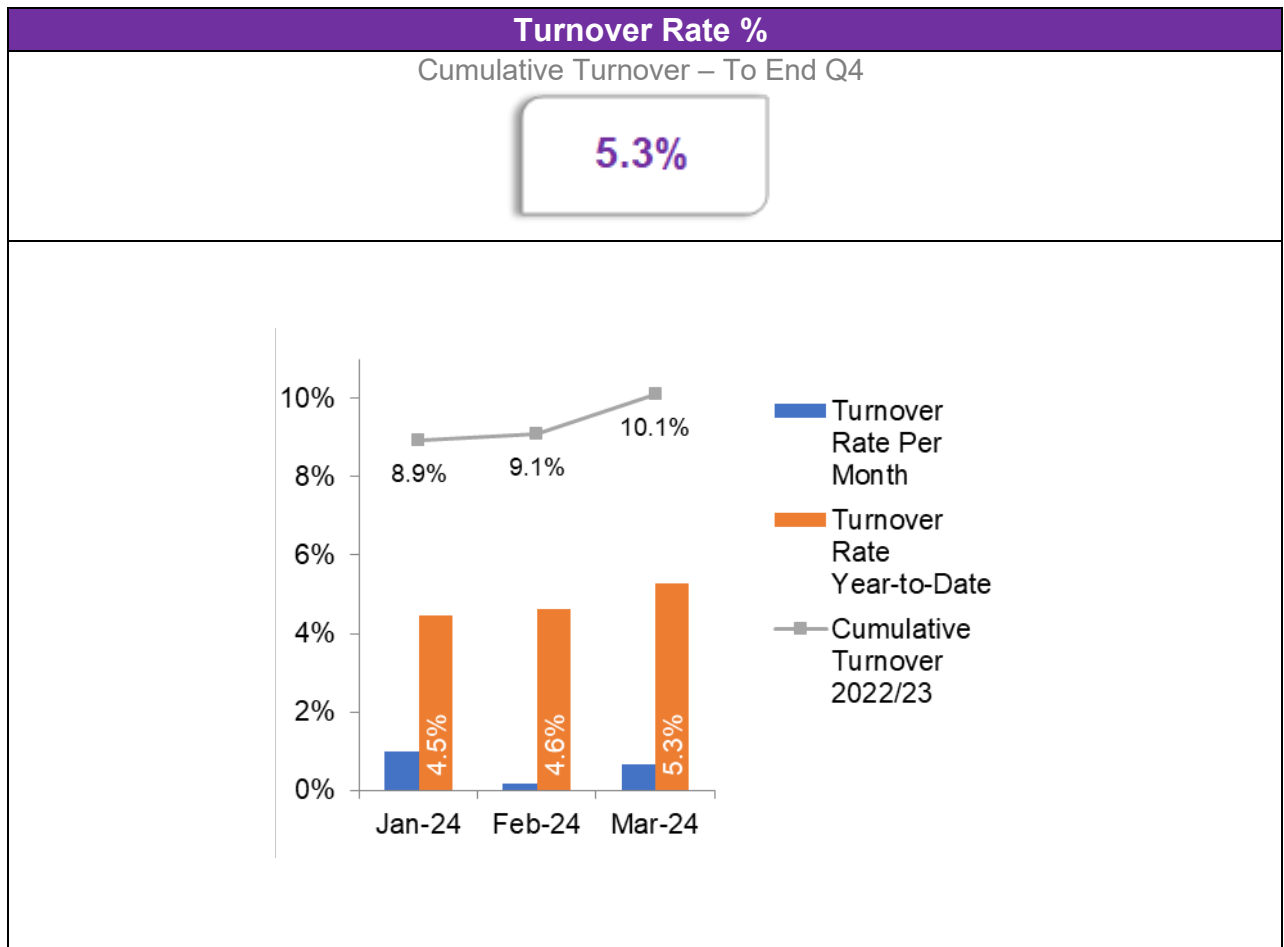
The Attendance Rate has increased 0.4% on Quarter 3 to 95.1% and remains below the organisational target of 96%.





The rate of sickness absence is 4.5% which is a decrease of 0.4% on the previous Quarter. Minor Illness has increased compared to Quarter 3 (29.8%) and accounts for the largest proportion of all absence followed by Mental Health, Stress and Fatigue Syndromes which has reduced from 40.4% in Quarter 3.

## Turnover



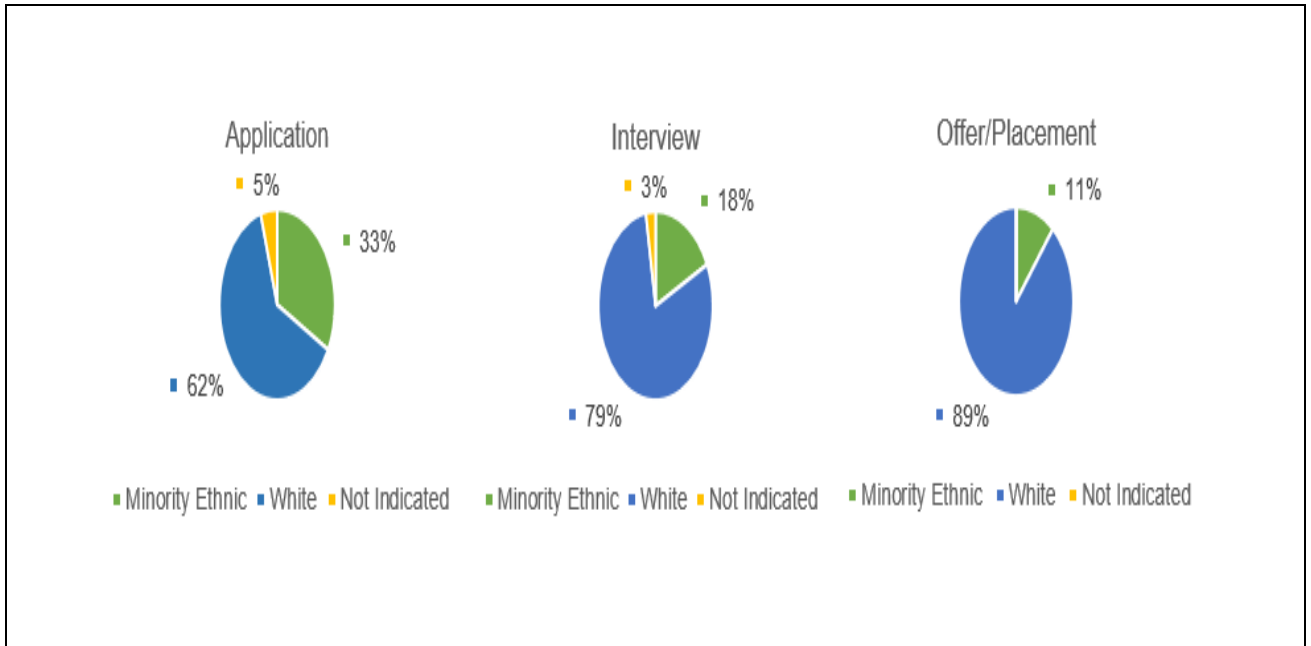
The cumulative Turnover Rate for the full year is 5.3% compared to 10.1% in 2022/23. There were 11 Leavers in Quarter 4 and average Headcount over the Quarter was 614.

## 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.

## Recruitment





Eleven recruitment campaigns were carried out in Quarter 4. Of the 18 appointments made, two were to candidates from a minority ethnic background.