

Chief Executive's Report to the SPCB November 2022

Introduction

This Report looks at activities across the organisation from mid-October to the end of November. It also incorporates the Quarter 2 Finance and Performance reports.

Items highlighted include:

- An update on the Staff Development Programme and Caseworker Forum
- Information about the retention and re-use of furniture in Holyrood and Local Offices
- An update on cyber security

David McGill

Clerk/Chief Executive

Overview of Parliamentary Activities

Legislation and Parliamentary Business

Non-Government Bills Unit (NGBU)

NGBU continues to experience high levels of demand and is seeking to meet that demand as far as is possible. The NGBU is also seeking to manage members' expectations of the support that can be provided and the timescales for this support.

Since the NGBU team appeared before the Corporate Body at the end of October, three additional members have met with the NGBU team to discuss new bills they wish to progress. In addition two members who had been considering taking forward a bill have confirmed their intention to do so.

Scrutiny

Conveners Group

The Group has agreed a package of measures to enhance parliamentary scrutiny of net zero issues as part of its strategic objective of encouraging and facilitating cross-committee working.

These measures recognise the lead role of the Net Zero, Energy and Transport Committee while also supporting other committees in embedding climate change scrutiny in their own work.

As a first stage in this package of measures, the Group held a briefing session with Chris Stark, Chief Executive of the UK Climate Change Committee at its meeting on 26 October. This briefing provided Conveners with an overview of the key issues and challenges involved in achieving net zero and the role of the Parliament in responding to these challenges. It also allowed Conveners to explore issues relating to net zero within the various policy areas. Following this briefing work is being taken forward with individual committees at official level.

At its next meeting, the Group will consider progress being made in relation to other measures agreed by the Group to embed net zero into committee scrutiny work.

Committees

Some specific areas of committee work in the last period are highlighted below:

It has been a particularly intense period for the **Equalities, Human Rights and Civil Justice Committee**, both in terms of the scrutiny process and the issues associated with the application of the visitor code of conduct.

The **Local Government Housing and Planning Committee** published a report tracking the work of the committee at the end of October. This will be an annual publication that will allow committee members, the Scottish Government, members of the public and other stakeholders to follow progress on key issues identified by the committee over time. By tracking progress in key areas over the course of the session the committee will be able to focus on impact and carryout timely and focussed follow-up work where needed.

The **Public Audit Committee** gathered further evidence to inform its scrutiny of the Auditor General for Scotland's report, "New vessels for the Clyde and Hebrides", including a fact-finding visit to the Ferguson Marine shipyard in Port Glasgow and the Committee taking evidence from the First Minister. The Committee recently wrote to the First Minister, the Cabinet Secretary for Justice and Veterans and the Auditor General to seek further information and will consider their responses in due course. The Committee plans to publish a report setting out its findings and recommendations in the coming months.

In recent months, **the Finance and Public Administration Committee** has [gathered evidence in relation to the Financial Memorandum \(FM\) on the National Care Service \(Scotland\) Bill](#), hearing from local government representatives, those working in social care, and think tanks/commentators, before taking evidence from the Minister for Mental Wellbeing and Social Care. Evidence gathered has been critical of the level of financial estimates provided in the FM for this 'framework' Bill, and there has been much media coverage as a result. This is the first FM on which the Committee has undertaken a substantial piece of work and it plans to report its findings by the end of November.

To help support future preparation and the quality of information contained in FMs, as well as better scrutiny, [the Committee published a report on its post-legislative scrutiny of the Children and Young People \(Scotland\) Bill](#), setting out some key principles for the Scottish Government to consider in its approach to all FMs. It expects to receive a response from the Scottish Government to this report before the end of the year.

The Committee published its [Pre-Budget Report on the impact for public finances 2023-24 of the cost of living and public service reform](#) in early November. This highlighted extreme pressures on Scotland's public finances, and "difficult decisions ahead" for the Scottish Government, as well as covering key areas of ongoing interest to the Committee of the delivery of national

outcomes, financing net zero, and fiscal transparency. The Committee plans to undertake further work on the SG's plans for public service reform early in the new year.

Finally, the Committee is now using a '[Pathway to Impact](#)' approach, which aims to bring more focus to and influence for its inquiries, as recommended by the Session 5 Legacy Expert Panel.

The **Constitution, Europe, External Affairs and Culture Committee** published its Pre-Budget Scrutiny 2023-24: Funding for Culture report warning that a 'perfect storm' of financial pressure is being faced by Scotland's cultural sector – and calling for increased urgency from the Scottish Government to address budget pressures through innovative approaches to funding (including greater use of public and private investment as well as multiyear funding).

The Committee received a private briefing from by Dr Lisa Whitten (Queen's University Belfast) on a piece of SPICe-commissioned research into a pilot for Tracking EU legislation; the primary purpose being to enable SP Committees, businesses, environmental organisations, and civil society to continue to be aware of EU legislative developments which may affect them. It would also assist the Parliament in scrutinising the Scottish Government's commitment to EU alignment. Members agreed to commission the work initially for a period of two years with the option to renew for the rest of Session 6 and also to write to subject committees seeking views on whether there are any additional EU policy areas they would like monitored as part of the tracker. The Convener will provide an update on progress to the Conveners Group in due course.

It also held an informal gathering to discuss links with and support for Ukrainian culture followed by a public roundtable session that included representatives from the Ukrainian Institute, the British Council, the Freedom Ballet of Ukraine, Historical Environment Scotland, and the Royal Conservatoire of Scotland.

The **Economy and Fair Work Committee** has now considered legislative consent memorandums (LCMs) (and supplementary LCMs) in respect of 5 UK Bills. Common concerns around UK Government Ministers exercising powers by subordinate legislation in devolved areas and having concurrent powers in devolved areas continue to arise. The clerks are leading the stakeholder working group for the Business in Parliament Conference due to take place in February.

SPICe

The Financial Scrutiny Unit in SPICe hosted the 12th Annual IPFIN (Inter-Parliamentary Financial Information Network) conference in October, in partnership with the Scottish Fiscal Commission. The conference brought

together colleagues from UK and Irish Parliaments, as well as independent fiscal institutions, the Organisation for Economic Co-operation and Development and academia. The conference looked at the outlook for the world, UK, and Scottish economies, as well as detailed sessions on costings practice, data visualisation, fiscal sustainability and green budgeting.

SPICe researchers across a wide range of subject areas continue to support parliamentary scrutiny of the National Care Service Bill, producing a wide range of in depth briefings, including [the SPICe Briefing on the Bill](#) and papers for five committees, as well as maintaining [a hub for all related SPICe material](#). SPICe also commissioned some research on [international models of social care](#) which was presented to the Health, Social Care and Sport Committee.

Parliamentary Services

Engagement and Communications

The Participation and Communities Team (PACT) hosted the first Third Sector in Parliament conference on Friday 4th November. The conference was attended by around 50 regional and national voluntary sector organisations and community groups celebrating the contribution of the sector in bringing lived experience into parliamentary scrutiny. Workshops at the event explored making written evidence more impactful, effective communication, engagement with young people and ensuring that the voices of lived experience are heard and valued by Parliament. PACT will now explore how to take the key themes that emerged from these conversations and ensure that they feed into the work of the wider Parliament.

Scotland's Futures Forum and the Finance and Public Administration Committee are holding a joint conference on taxation at the Royal Society of Edinburgh on Monday 21 November. The event, held in partnership with the RSE and its [Celtic Academies Alliance](#), will see the Committee explore the opportunities and challenges for Scotland's tax system over the next 20 years. With attendees expected to include Members from four other parliamentary committees, the Welsh Senedd Finance Committee Chair and a range of stakeholders from Scotland, the conference is designed to support cross-cutting and creative discussion and inform the FPA Committee's future work on taxation.

Last month, the Parliament Communications Office and Visitor Services worked together to implement a trial online booking system for our tours. Using Eventbrite, an online ticketing platform which the Parliament also

recently adopted for the Festival of Politics, it is the first time that the Parliament has offered a real-time booking system for our public tours.

Not only has this meant that we offer an enhanced service for visitors (previously they had to send an email with their preferred time) it is also much more efficient, sending out instant confirmations if the space is available to book and freeing up vital resources within Visitor Services. By using a low-cost solution (or in this case, zero-cost) we can make our processes more effective and also provide visitors with something that they expect – instant booking.

Alongside the new online shop, which will shortly be promoted both internally and externally, we can offer a much more streamlined service using technology to enhance the visitor experience and ultimately contribute to our aim of improving engagement with the Parliament.

International Relations

The International Relations Office supported:

- Deputy Presiding Officer Liam McArthur and Members at meetings with the Speaker and Members of the Icelandic Parliament and the Arctic Circle Assembly in Reykjavik
- Deputy Presiding Officer Annabelle Ewing and Members attending the 62nd British-Irish Parliamentary Assembly Plenary in Cavan, Ireland
- Members at meetings with the Housing and Heritage Committee of the Flemish Parliament
- Presiding Officer at a meeting with the Consul General of Italy
- Member at a meeting with the UK Ambassador to Azerbaijan
- Members at a meeting with a Member of the Legislative Assembly from Northern Territory, Australia
- Presiding Officer and Members attending the Nordic Council Session in Helsinki, Finland
- Presiding Officer, Deputy Presiding Officers and Members at meetings with the Speaker and Members of the House of Commons of Canada
- Parliamentary officials at a meeting with parliamentary officials from Canada, about the restoration and renewal of the Canadian Parliament Building
- Parliamentary officials at a meeting with students from Duke University, USA
- Members at a meeting with the Committee for Industry and Services, Parliament of Romania
- Members at meetings with the Procedures Committee of the House of Commons

- Members at a meeting with representatives of NGOs from Malawi.

Resilience and Sustainability

Retention and re-use of furniture in Holyrood and Local Offices

The Facilities Management Space Planning team have been working with our furniture supplier, Flexiform, to increase the amount of furniture that is re-used for issue to Holyrood and Local Offices. There is no longer any differentiation between the type of furniture used at either location, which allows much greater flexibility in the issue of furniture. Most importantly, it reduces the need to constantly buy new furniture.

So far, the team has reused 271 items of furniture since May 2021, and when the cost of refurbishing, repairing and cleaning items ready for reuse are factored in this amounts to a saving of £58,304 compared to purchasing new furniture. This approach is a much more sustainable process than the previous approach which was to always purchase new.

The team also processed orders for 365 items of new furniture due to insufficient stocks of furniture available for re-use, however, the need to purchase new is likely to reduce in the future for 2 key reasons:

1. As we reconfigure office spaces in Holyrood there will be an increase in the number of furniture items that will become available for re-use.
2. The Scottish Government has indicated that there are significant stocks of furniture purchased pre-pandemic that were installed in their offices and are now no longer required. We are working with Legal and Procurement Offices to establish a process for the Parliament to purchase this furniture through Flexiform at a reduced cost when compared to new.

The above factors also increase the likelihood and capability of issuing matching furniture to Local Offices.

The team has worked incredibly hard to achieve these results and are factoring these into requirements of the new furniture contract, which will be tendered in the new year.

Digital Services

Cyber Security

The Scottish Public Sector Action Plan on Cyber Resilience set out a commitment to develop a Scottish Public Sector Cyber Resilience

Framework. The framework provides a common, effective way for Scottish public sector organisations to assess their cyber resilience arrangements and since the introduction of the framework, the Scottish Parliament has adopted the good practice to ensure appropriate cyber controls are in place to help protect our information systems and technology from a successful cyber-attack.

The Parliament has previously assessed the cyber controls used to protect the Parliament by successfully undertaking independent assessments using the Cyber Essentials Plus assurance scheme. Cyber Essentials is a certification scheme overseen by the National Cyber Security Centre and adopted as part of the Scottish Cyber Resilience Framework.

In January 2022 the requirements necessary to achieve Cyber Essentials Plus certification changed and were extended to include personal devices used to access corporate systems and information. This change is currently being assessed as we prepare for independent reassessment in March 2023. During the coming months Business Information Technology (BIT) staff will assess the impact of the changes to establish how best to approach the use of personal devices to access Parliament information and systems and communication of any necessary changes will be issued from BIT to keep users of our systems informed as we work towards recertification of our cyber security controls.

Separate to the recertification efforts mentioned above, BIT is aware that the Speaker of the UK Parliament recently wrote to MPs on the risks of using mobile phones. Guidance developed by the National Cyber Security Centre for individuals in politics has previously been shared with our Members and BIT staff are discussing any further actions required with the NCSC. Should any new recommendations for securing mobile devices emerge then BIT will inform Members.

People and Culture

Staff Development Programme

Since returning from summer recess, the Members' Staff Development Programme has been in full flow with over 500 sign ups to sessions such as:

- Speech writing
- Proof reading essentials
- Media/social media skills

During this period, the SP Learning and Development team has worked closely with the Welsh Senedd and the Northern Ireland Assembly to deliver a

full week of learning focussed on language, culture and mental health awareness.

I am also pleased to highlight our commitment to First Aid training with 13 new emergency first aiders certified over the past 3 months.

Caseworker Forum

After surveying MSP caseworkers in the summer recess about their most pressing needs, the MSP Staff Caseworker Forum has planned a series of events over the coming months based on their feedback. These include a series of sessions covering challenges related to the cost of living (homelessness and rent concerns, child poverty, food poverty), being delivered by organisations such as Shelter Scotland, Child Poverty Action Group and Trussell Trust.

SPiCe will run sessions on the devolution of benefits to Social Security Scotland, and on how the planning system works. There are also plans to have a session on understanding the Scottish Government's new Suicide Prevention Strategy. Further sessions will be organised in the New Year. Engagement with the Forum remains positive, with our latest session on 4th November having around 30 attendees.


















The Scottish Parliament
Pàrlamaid na h-Alba

Performance Report

2022-23 Q2: July to September 2022



Performance Overview

Our Services	KPI Overall status*	Trend	Strategic Change Objectives	Overall status	Trend
 Members support and resources		→ **	 A modern, dynamic parliamentary democracy		→
 Scrutiny and debate		→	 Adapting for a Sustainable Future		↓
 Public involvement		→ **	 A values-driven culture		→
 Corporate services and governance		→ **	 Operational excellence		→ **
 Working environment		→			

*Operational plans, process and procedures were invoked for London Bridge/Operation Unicorn following the passing of the Queen and during the national mourning period. Normal parliamentary business was suspended on 8 September and resumed on 20 September 2022 (KPIs reflect this). The Q2 Members' feedback interviews were rescheduled to take place between 26 September to 4 November 2022. Feedback will be reported to LG on 28 November and SPCB on 22 December 2022

**Amber for second consecutive quarter

Delivering excellence in our parliamentary services

Key Performance Indicators



Members support and resources

Members' satisfaction

To be reported to LG - 28 November & SPCB - 22 December 2022

Core Members' services operating within targets



Exceptions:

Core Members' services operating within targets is reported as **Amber** due to:

- BIT average resolution of reported incidents (within 4 hours) - **Amber** - achieved 59% (target 65%). A few variables exist in lower resolution time including staff absence (leave and illness) within small team, varying levels of efficiency/experience including new team member – resulting in re-prioritisation of completing incident administration (updating/closing calls to quieter periods), focusing on first time fix rates than other metrics, and other tasks / work within role.
- Members expenses paid in accordance with SLA - **Amber** – achieved 87% (target 95%). During July due to staff leave, prioritised processing invoices/claims and providing support to Members' in using T&E System over approving general ledger budget transactions (included in calculation). For information, transactions meeting SLA was 75% (July), 91% (August) and 96% (September). New system calculations, processes and SLA requirements are to be reviewed, timescales TBA.
- SPICe enquiries answered in accordance with agreed timescales - **Amber** - achieved 94% (target 96%). Responses were delayed due to awaiting a response from a third party. This is being monitored and any patterns for late responses discussed with third parties.

Note, the overall KPI is now being reported as **Amber** for the second consecutive quarter.



Scrutiny and debate

Members' satisfaction

To be reported to LG - 28 November &
SPCB - 22 December 2022

Parliamentary Business takes place as scheduled*



Parliamentary business services operating within targets



Exceptions:

- None

*Overall, 100% parliamentary business took place as scheduled. Note, although committee rooms were available, some issues were experienced with power provision to the desks and have now been resolved.



Public involvement

Members' satisfaction

To be reported to LG - 28 November &
SPCB - 22 December 2022

Exceptions:

Digital engagement reported as **Amber** due to:

- Quarterly increase in follower growth across social channels - **Amber** – achieved 1.4% (target 2.5%)*
- Committee Twitter accounts are hitting or exceeding their monthly engagement rate targets - **Amber** – achieved 62% (target 75%)*

Public feedback surveys



*Both new targets to be kept under review until baseline established to determine realistic incremental increase (subject to annual peaks & troughs). Longer term, the intention is to move to a target around 'conversion rates' for Digital Engagement that would be in line with our overall Public Engagement strategy – aim to be in place for 2023-24 reporting.

Note, the overall KPI is now being reported as **Amber** for the second consecutive quarter.

Digital engagement





Corporate services and governance

Outturn against SPCB budget

5.8%



Corporate payment performance



Compliance*



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

*Equalities is reported annually in Q4

Exceptions:

- SPCB budget Q2 outturn is £3,123 million underspent to date (5.8%) (target 0-5%) reported as **Amber** – due to:
 - SPS - £2.724m across staffing, projects and running costs
 - Members - £999k
 - Officeholders - £410kThis YTD underspend translates to a year end forecast underspend of £4.6million. Note, the KPI is now being reported as Amber for the second consecutive quarter.
- Environmental Management - **Amber** - Although carbon emissions and gas consumption targets were achieved. Reduction in electricity consumption was at 39% (target 40%) - likely due to high energy usage during large events including Festival of Politics. From analysis of Q1 and Q2, the data shows difficulties in achieving the 40% reduction target. As we move into winter, the target is unlikely to be achieved as will need to heat and light the building more due to anticipated higher building occupancy levels. On reflection, the Board for the Climate Change and Sustainable Development Programme have agreed to maximise energy saving opportunities of NWOW through the objective “Identify and explore the SD opportunities and challenges presented by NWOW’.
- Complaints - **Amber** - One stage 1 complaint exceeded 5 working days to respond due to staff absence, raising the average closure time from 2.5 to 7.7 days. 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.
- Lobbying - **Amber** - Although target for issuing breach emails was achieved. Targets (internal) for publishing valid substantive information returns and for returning invalid substantive information returns within 7 days of submission were not achieved. With performance at 76% (target 80%) and 28% (target 66%) respectively. Note, following SRB approval recruitment is underway for two extra temporary full-time admin team members (2 years).
- Note, Environmental Management is being reported as **Amber** for the 2nd consecutive quarter, and Complaints and Lobbying for the 5th consecutive quarter. Note, Lobbying KPIs are internally set measures.



Working environment

SPCB staff turnover

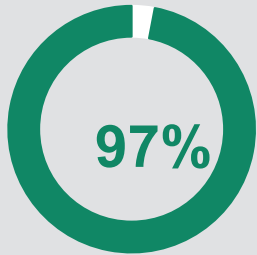
4.1%



SPCB staff absence rate



SPCB staff attendance rate



Respect Complaints
(Independent Support Service)

0



Exceptions:

- None

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
RED	There are significant issues impacting the achievement of the objectives and outcomes. To achieve delivery, changes must be made to timing, budget and/or scope.
AMBER	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.
GREEN	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
Scrutiny Improvement Programme Callum Thomson / Tracey White	 		-			Q2 completed milestones: <ul style="list-style-type: none"> Agreed programme scope to deliver outcomes, governance, methodology and resourcing in September 2022. Upcoming key milestones: <ul style="list-style-type: none"> Communicate to staff the purpose and benefit of the Scrutiny Improvement Programme and how they can get involved by October 2022. Develop workstreams to deliver the objectives and assign Board leads by November 2022.
Engagement Strategy Delivery Plan Susan Duffy	 		-	-		Q2 completed milestones: <ul style="list-style-type: none"> Conducted research to identify current audiences and data gaps, and scope additional research requirements. Research report was completed in July. Determined the known priority groups for pilot activities. Mirroring Citizen Participation and Public Petitions Committee and priority groups will be: low income, people with disabilities and people from BME background.













Activity	Overall status & trend	On track	Time	Budget	People	Outcomes	Delivery Plan milestones
						<p>Upcoming key milestones:</p> <ul style="list-style-type: none"> • Develop bi-annual evaluation survey template by November 2022, with first survey completed by April 2023 • Pilot post-Covid public engagement service models; and, evaluate benefits and impact by December 2022. • Map existing partnerships across the Parliament, develop guidance on how to work effectively with partners and test with current or potential partners by December 2022. 	
<p>Constitutional Issues Board David McGill / Judith Morrison</p>	 →		-			<ul style="list-style-type: none"> • There are no issues arising or further action required. <p>Upcoming key milestones:</p> <ul style="list-style-type: none"> • Report to LG in Q3 via performance report. 	



















Adapting for a Sustainable Future

New ways of working

Activity	Overall status & trend	On track				Delivery Plan milestones
		Time	Budget	People	Outcomes	
Workplace Flexibility Lynsey Hamill						Upcoming key milestones: <ul style="list-style-type: none"> Support Members to work in a flexible/hybrid manner in local offices by December 2022 Following assessment of trials, plan for wider roll out by October 2023
New ways of Working Toolkit and Working Practices Lorna Foreman			-			Q2 completed milestones: <ul style="list-style-type: none"> Communicated and engaged on toolkit with Office Heads and Team Leaders and tool kit published on Intranet by October 2022 Upcoming key milestones: <ul style="list-style-type: none"> Commence test, try and adjust phase for offices between September 2022 and September 2023

Activity	Overall status & trend	On track				Delivery Plan milestones
		Time	Budget	People	Outcomes	
Telephony Modernisation Alan Balharrie	 ** 					<p>Q2 completed milestones:</p> <ul style="list-style-type: none"> Replaced current telephones lines at Holyrood with internet connection in line with UK telecoms industry switch from analogue to digital telecoms by July 2022. All services working as planned. <p>Upcoming key milestones:</p> <ul style="list-style-type: none"> Design, pilot and engage, SPS, Members and their staff on the new replacement telephony solution by December 2022 Begin migration from legacy Holyrood telephone system to new solution by December 2022 Complete deployment to all telephony users based in Holyrood by end March 2023.
Digital Meeting Room Facilities* Alan Balharrie	 					<p>Q2 completed milestones:</p> <ul style="list-style-type: none"> Updated current meeting rooms whilst delivering a simplified and consistent user experience which better supports hybrid meetings by September 2022 <p>Upcoming key milestones:</p> <ul style="list-style-type: none"> Increase number of rooms equipped with hybrid meeting capabilities by December 2022.

Activity	Overall status & trend	On track Time	Budget	People	Outcomes	Delivery Plan milestones
IT Device and Technical Refresh Alan Balharrie	 					Q2 completed milestones: <ul style="list-style-type: none"> Completed Members and their staff end point refresh Upcoming key milestones: <ul style="list-style-type: none"> Complete SPS device refresh by February 2023 (subject to approval of exception report*)
Hybrid Parliamentary Business Systems and Support Tracey White	 					Upcoming key milestones: <ul style="list-style-type: none"> Subject to Member approval, switch to new system for hybrid and remote business to enable interventions and other improvements to enable more flexible parliamentary business arrangements in the Debating Chamber by November 2022 and a timescale for committee rooms is to be confirmed.
Members' Hybrid Business Requirements Alan Balharrie / Callum Thomson / Tracey White			-			Q2 completed milestones: <ul style="list-style-type: none"> Analysed SPPA Committee Report by August 2022 Considered service implications for SPCB strategic planning day by August 2022 Ensured outcomes are reflected in budget bids for 2023-24 by September 2022 Upcoming key milestones:

Activity	Overall status & trend	On track	Time	Budget	People	Outcomes	Delivery Plan milestones
						<ul style="list-style-type: none"> Review agreed temporary roles following Parliaments' consideration of the SPPA Committee Report and SPCB determinations on service delivery as part of 2023-24 budget process by October 2022 	











*Activities to be completed within 2022-23

** Activities reported as **amber** for second consecutive quarter

Exceptions:

- Telephony Modernisation - **Amber** – People are not on track. Awaiting confirmation of allocation of Business Analyst resource to complete engagement on deployment with SPS and Members. Note, reported as **Amber** for the second consecutive quarter.
- IT Device and Technical Refresh - **RED** – Timescales and resources are not on track due project resource being diverted to support London Bridge/Operation Unicorn. Resources and project needs to be extended from December 2022 to February 2023 - Exception Report submitted.
- Hybrid Parliamentary Business Systems and Support - **RED** - Timescales are not on track due resource being diverted to support London Bridge/Operation Unicorn (including Motion of Condolence) and contractor illness. Chamber hybrid system went live in November 2022 and date for committee room go live is to be confirmed.

Sustainability and Climate Change
















Activity	Overall status & trend	On track Time	Budget	People	Outcomes	Delivery Plan milestones
Net Zero Infrastructure Programme Building Energy Management System Strategic Building Infrastructure Investments Lynsey Hamill	 		-			Upcoming key milestones: <ul style="list-style-type: none"> • BEMS Budget bid to presented to SRB in November 2022 • Award tender by June 2023 • Development of critical path to net zero investment plan by December 2022
Sustainable Development (SD) Thinking and Action across the SPS Lynsey Hamill	 		-			Upcoming key milestones: <ul style="list-style-type: none"> • Report to the Scottish Government our agreed year by which we will become Net Zero by November 2022 • Review Travel Strategy by December 2022, for publication in 2023 • Develop 2023-24 Sustainable Development Plan by April 2023






Exceptions:

- Net Zero Infrastructure Programme - **Amber** – timescales are not on track due to resignation of internal BEMS Project Manager (June 2022). Reviewed entire project status, identified revised dates and developing Business Case (including cost estimate). The Strategic Resources Board approved the Business Case to move to the procurement phase in November 2022.



A values-driven culture

Activity	Overall status & trend	On track Time	Budget	People	Outcomes	Delivery Plan milestones
Internal Communication and Engagement Strategy* Lorna Foreman	 		-			Q2 completed milestones: <ul style="list-style-type: none"> Completed the strategy for SPS staff in September 2022. Note, will explore separately how to engage effectively with Members and their staff. Upcoming key milestones: <ul style="list-style-type: none"> LG to approve the strategy by December 2022
Minority Ethnic Development Programmes Lorna Foreman	 		-			Upcoming key milestones: <ul style="list-style-type: none"> Evaluation and closure report August 2023
Organisational Training Needs Analysis (TNA) and Review of our Approach to Setting Training Budgets*	 		-			Q2 completed milestones: <ul style="list-style-type: none"> Completed mandatory training review by September Upcoming key milestones: <ul style="list-style-type: none"> Mandatory training policy to be approved by November

Activity	Overall status & trend	On track				Delivery Plan milestones
		Time	Budget	People	Outcomes	
Lorna Foreman / Lynsey Hamill						<ul style="list-style-type: none"> Conduct organisation-wide training needs analysis and review approach to setting training budgets by January 2023
Performance Management* Lorna Foreman	 		-			<ul style="list-style-type: none"> Q2 completed milestones: <ul style="list-style-type: none"> Online tool implemented and contract finalised in September 2022. Upcoming key milestones: <ul style="list-style-type: none"> All staff and managers to use the tool to capture performance discussions by March 2023

*Activities to be completed within 2022-23


















Exceptions:
















- Organisational Training Needs Analysis (TNA) and Review of our Approach to Setting Training Budgets – **AMBER** - timescales are not on track as other resource demands have meant that the TNA element will be completed in January 2023 rather than December 2022.















Operational excellence

Activity	Overall status & trend	On track				Delivery Plan milestones
		Time	Budget	People	Outcomes	
Strategic Resourcing Review Deliverables Sara Glass	 ** 		-			Upcoming key milestones: <ul style="list-style-type: none"> Draft quarterly report for Strategic Resources Board approval by November 2022 Quarterly reporting live from January 2023
Project Pipeline Development* Sara Glass	 		-			Q2 completed milestones: <ul style="list-style-type: none"> By August, ensured forecast was robust enough to be a key input to 2023-24 budget cycle for the SPCB planning day and LG resource planning discussion. Upcoming key milestones: <ul style="list-style-type: none"> Updated Session 6 pipeline forecast to be completed alongside 2023-24 budget by December 2022
Workforce Planning* Sara Glass / Lorna Foreman	 		-			Q2 completed milestones: <ul style="list-style-type: none"> Mobilise a LG sub-group to design by December 2022 Upcoming key milestones: <ul style="list-style-type: none"> Present proposals to LG and Strategic Resources Board by February 2023 Trial launch by March 2023

Activity	Overall status & trend	On track				Delivery Plan milestones
		Time	Budget	People	Outcomes	
Candidate Processes for Improvement* Alan Balharrie			-		-	<p>Upcoming key milestones:</p> <ul style="list-style-type: none"> Analyse information contained in Strategic Resourcing Review Reports and office plans/strategies for opportunity to improve efficiency by automating processes or services by December 2022 Develop and agree initial improvement plan by March Note, this work has not yet started as resources are not yet identified to progress activities.
Official Report Production and Publishing System Replacement*¹ Alan Balharrie						<p>Upcoming key milestones:</p> <ul style="list-style-type: none"> Complete discovery phase of project by December 2022 including reviewing best practice from other legislators and opportunity for introducing automation technologies to improve efficiency of production
Business Bulletin Improvements*¹ Alan Balharrie			-			<p>Upcoming key milestones:</p> <ul style="list-style-type: none"> Validate the problem statement and capture high level business stakeholders and Members' experience and aspirations by December 2022
Finance Literacy Development Sara Glass						<p>Q2 completed milestones:</p> <ul style="list-style-type: none"> Finance Business Analyst in post in September 2022 <p>Upcoming key milestones:</p> <ul style="list-style-type: none"> Collaborate with a Group to pilot approach and content by March 2023

Activity	Overall status & trend	On track				Delivery Plan milestones
		Time	Budget	People	Outcomes	
Investment Decision Making Blueprint Sara Glass	 					Upcoming key milestones: <ul style="list-style-type: none"> • Design process and secure Strategic Resources Board approval by January 2023 • Develop training materials and approach by March 2023 • First pilot group training by March 2023
Digital Literacy and Digital Leadership Capability* Alan Balharrie	 		-			Q2 completed milestones: <ul style="list-style-type: none"> • Recruited Digital Capability Manager and in post in August 2022 Upcoming key milestones: <ul style="list-style-type: none"> • Develop initial digital literacy / digital leadership improvement plan and begin improving digital literacy levels by December 2022
Broadcast Infrastructure Programme Tracey White	 					Q2 completed milestones: <ul style="list-style-type: none"> • Completed installation of Chamber audio system by August 2022 Upcoming key milestones: <ul style="list-style-type: none"> • Business Case for Chamber Conferencing system due to be reviewed by SRB November 2022

Activity	Overall status & trend	On track				Delivery Plan milestones
		Time	Budget	People	Outcomes	
Financial System Replacement Sara Glass	 ** 					Upcoming key milestones: <ul style="list-style-type: none"> Establish initial plan to deliver people, process and technology changes necessary to respond to Scottish Government System Replacement Programme to replace our current financial system (SEAS) in time for a go live during 2023-24 by March 2023
Digital Workplace Programme Alan Balharrie	 					Q2 completed milestones: <ul style="list-style-type: none"> Completed migration of all documents and records to SharePoint Online by September 2022. All Groups now using SharePoint Online for their documents and records management. Completed migration to new intranet by July 2022. With the hub and spoke model implemented within People & Culture (service owner) and an Intranet Management Officer supporting the day-to-day operations, and, each Group responsible for managing and maintaining their content. Intranet governance was embedded in September 2022. Completed proposal & high level plan for Members' portal replacement and SCP report in September 2022. Upcoming key milestones: <ul style="list-style-type: none"> Migrate/redevelop priority 1 and 2 small services and forms by December 2022

Activity	Overall status & trend	On track	Time	Budget	People	Outcomes	Delivery Plan milestones
							<ul style="list-style-type: none"> • Install a cloud backup and recovery solution for SharePoint Online by December 2022 • Members Portal - develop a prototype application for Members to access their Staff Cost Provision Report by January 2023

*Activities to be completed within 2022-23

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

** Activities reported as **amber** for second consecutive quarter

Exceptions:

- Strategic Resourcing Review Deliverables - **Amber** - Timescales are not on track. As resource is now in place, need to review milestones and other programme timetables. Note, reported as Amber for the second consecutive quarter.
- Workforce Planning - **Amber** - Timescales are not on track due to competing priorities and resourcing challenges. Completion still expected by March 2023.
- Candidate Processes for Improvement – **Red** – Timescales and resources are not on track due to resource not yet identified and allocated to progress activities. Likely to postpone start of activity impacting original milestones, therefore, replanning will be required.
- Financial System Replacement – **Amber** – timescales are not on track and there is a risk around the recruitment of Project Manager. Activity is dependent on the SG timetable, with latest information is finance system to go live for SPCB in September 2023. Note, reported as Amber for the second consecutive quarter, and, during Q3, the Project Manager was appointed, start date to be confirmed.
- Broadcast Infrastructure Programme – **Amber** – the budget is not on track with an estimated increase for 2023-24 due to increased material costs (inflation and availability) and improved cost certainty of some items and labour to deliver the solution.
- Digital Workplace Programme – **Amber** – timescales and budget are not on track. The migration/redevelopment of small services and forms delayed from October to December 2022 due to complexity of redesigning and developing People and Cultures MSP staff forms (inc new start, leaver, 2 approval apps). As a result, an additional £36,000 is to be secured for the

extension of contractor developer to support development and ensure knowledge transferred to in-house team. Exception report to be submitted to DSB for approval. In addition, due to a change in scope, DSB approved an increase of £28,000 to the DWP budget for the installation and 1 year subscription to a cloud backup and recovery solution for SharePoint Online. DWP will still be on track to complete within the overall estimated cost of the approved business case.

Q2 2022-23 Finance Report – SPCB

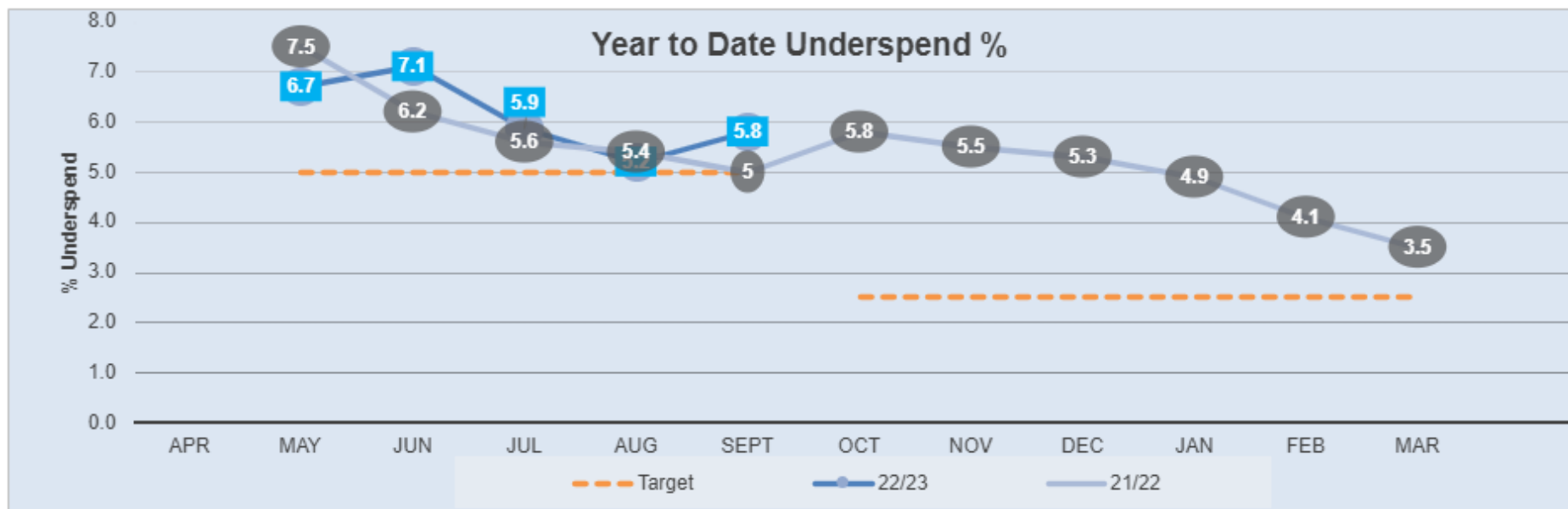
Executive Summary

- Q2 outturn is £3.123 million (5.8%) under the year-to-date current annual budget. This exceeds the target underspend for the first 6 months of the year of 5%. It exceeds the YTD underspend in September 21 of 5.0%.
- £1,714k of the underspend is in the Parliamentary Service, including
 - £542k in staff pay due to ongoing vacancies while the recruitment backlog reduces.
 - £224k in Running costs.
 - £777k in projects
- Members' costs account for £999k of the underspend against year-to-date budget (P05 £840k) including main areas of underspend in Engagement and Staff Cost Provisions
- Officeholders account for £410k (P05 £401k) of the YTD underspend.

Summary Outturn position year to date including forecast:

SPCB Expenditure Summary Outturn – Q2:

	Year to Date					Full Year
	Actual	Budget	Variance	Variance		Current Annual Budget
	£'000	£'000	£'000	%		£'000
Parliamentary Service Costs	25,839	27,553	1,714	6.2		56,187
Members Costs	17,852	18,851	999	5.3		39,182
Commissioners & Ombudsman Costs	7,072	7,482	410	5.5		15,390
Sub Total	50,763	53,886	3,123	5.8		110,759
Reserves – SPCB contingency						1,402
Total SPCB Expenditure	50,763	53,886	3,123	5.8		112,161



SPS Expenditure Summary Outturn – P06:

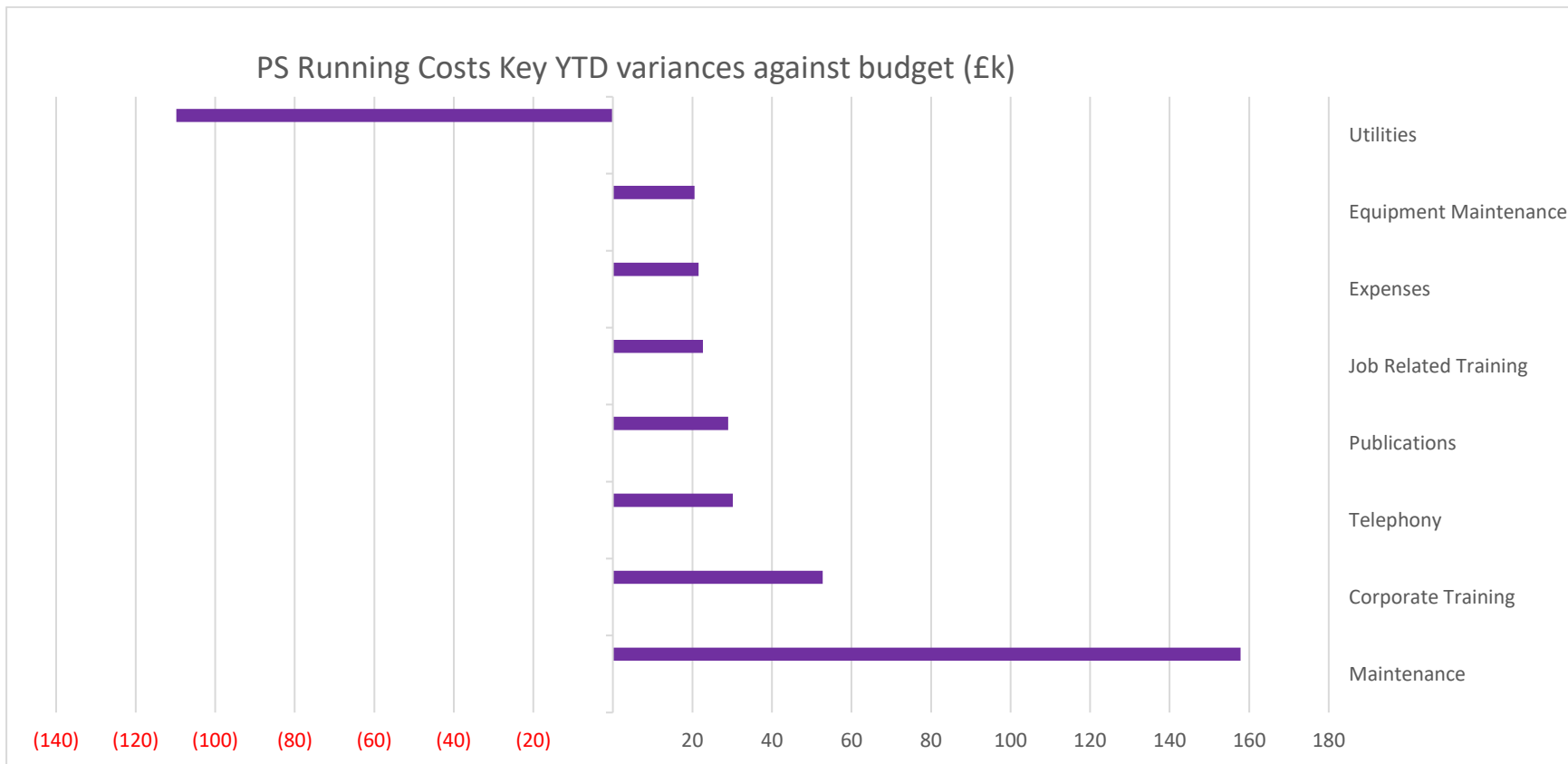
	Year to Date					Full Year
	Actual	Budget	Variance	Variance		Current Annual Budget
	£'000	£'000	£'000	%		£'000
Staff	17,056	17,598	542	3.7%		35,311
Staff Related Costs	247	355	108	43.4%		766
Property Costs	3,854	3,917	63	0.0%		8,014
Running Costs	3,136	3,361	224	6.7%		7,060
Projects	1,546	2,323	777	33.5%		5,036
SPS Expenditure	25,839	27,553	1,714	6.2		56,187

Staff Costs

Staff Full time equivalents:	Original Budget FTE	Current budget FTE	Actual FTE
Total	581	602	549.02

Staffing has not changed since August, with vacancies remaining at about 50FTE. While recruitment has been steady, turnover has been such that vacancies have not reduced.

This is consistent with the YTD underspend of £542k.



Commentary on variances against year-to-date budget:

Utilities - (£110k) overspend due to price rises

Equipment Maintenance - £21k underspend due to timing issues

Expenses and Travel - £22k YTD underspend a downturn in travel due to sustainability and time considerations.

Job related training - £23k YTD underspend – plans delayed due to competing work priorities

Publications - £29k underspend – due to delays in publishing environmental reports

Telephony - £30k YTD underspend – due to reduced building usage and use of Teams as the default method to communicate with colleagues and external contacts

Corporate Training - £53k underspend – delayed plans

Property Maintenance – £158k YTD underspend from £94k in P05. This budget is being held to support the forecast overspend in utilities resulting from prices hikes.

Projects

Portfolio	Year to Date					Full Year
	Actual	Budget	Variance	Variance		Current Annual Budget
	£'000	£'000	£'000	%		£'000
BIT and Digital	793	1,221	428	35.0%	2,268	
FM Building & Equipment	444	679	235	34.6%	1,691	
Sound & Voting/Broadcasting	161	301	140	0.0%	366	
Other	147	122	(25)	(25.1%)	336	
Unallocated budget	0	0	0	0.0%	374	
Total projects	1,546	2,323	777	33.5%	5,036	

Categories:	Actual	Budget	Variance	Variance		Current Annual Budget
Capital projects	517	810	293	36.2%		956
Revenue projects	1,028	1,513	484	32.0%		3,706
Unallocated budget	0	0	0			374
Total projects	1,546	2,323	777	33.5%		5,036

31% of the annual project budget had been spent halfway through the year and a further £374k, 7.4% of the budget, is currently unallocated.

BIT & Digital

£428k YTD underspend in DSB

- Leidos, who undertake work on several projects are encountering resourcing challenges. The buoyant market for IT staff has meant that they have lost many staff and are struggling to recruit replacements. There are key resources who have been unavailable due to sickness.
- £219k YTD underspend relates to IT equipment which has been ordered but later than originally planned

FM

The YTD underspend of £235k represents delays caused by to a change in key personnel at Mitie at the start of the year getting up to speed and the inability to recruit a G4 project manager following the departure of an experienced member of staff. This affects the M&E projects.

Additionally, the carbon management plan and chiller replacement projects are delayed.

Broadcasting

£140k YTD underspend is due to delays in installing and commissioning the new Chamber video conferencing system.

Members

Members are showing a YTD underspend of £999k (5.3%) of which £878k is in MSP expenses. The main areas of underspend are in:

- Engagement Provision - £462k
- Staff Costs Provision - £348k
- Edinburgh Accommodation Provision - £93k

For the first six months of the year members have spent 43.5% of their full year expenses budget. Monthly expenditure trends and levels of uptake will be kept under review.

Officeholders:

Officeholders have underspent by £410k (5.5%) against the YTD budget:

- £113k (3.6%) – Scottish Public Services Ombudsman,
- £143k (28.1%) - Ethical Standards Commissioner Scotland
- £113k (10.7%) – Scottish Information Commissioner

The SPCB has already approved potential calls from Officeholder's contingency of £355k this year with potential further calls of up to £518k which would take them £173k over the Officeholders contingency. This may be a potential call on the SPCB contingency. Contingency funding will not be released until later in the financial year once the requirement for these funds has been demonstrated.