

**National Assembly for Wales**  
Assembly Commission

**Draft Budget 2016–17**  
September 2015

Cynulliad  
Cenedlaethol  
Cymru

National  
Assembly for  
Wales



The National Assembly for Wales is the democratically elected body that represents the interests of Wales and its people, makes laws for Wales and holds the Welsh Government to account.

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# 01.Introduction

The National Assembly for Wales is the democratically elected body that represents the interests of Wales and its people, makes laws for Wales and holds the Welsh Government to account.

Throughout the Fourth Assembly, the Commission has taken a strategic approach to budget planning, with a budget strategy for the full duration of the Assembly and multiple year budgets. This approach has delivered greater clarity, transparency and consistency and has been approved year on year by the Assembly. Underpinning the budget strategy, we have detailed plans which allow us to take a long term view of spending requirements, such as a plan for maintenance and refurbishment of the estate. The Commission has an annual budget and has no facility to carry over funds from one year to the next; however, having clear plans about work that we know will be required, allows us to prioritise and make considered, well-judged use of our annual budgets. An Investment and Resourcing Board is the decision making body for resourcing in the Assembly, providing challenge and review for all resource decisions ranging from staff recruitment through to project funds or additional operational expenditure. Throughout the financial year, the Board balances the availability of funds with the needs of projects and services over multiple years to ensure its investment in the Assembly is properly scrutinised, prioritised and managed.

The Assembly Commission believes that securing value for money is vital; an internal audit report from March 2015 concluded that “the Assembly Commission has a well-developed value for money culture in place and this culture is embedded throughout the organisation”. Throughout this Assembly, one of the Commission’s strategic goals has been to “use resources wisely”. To strengthen our approach further we are shifting the focus of our value for money target from vacancy management to gains from projects in benefits realisation, Assembly services and procurement delivering successful contract negotiations that result in tangible savings. Beyond this, the measures published in our regular Corporate Performance Reports provide comprehensive information by which we can be judged. This in turn is part of our Assurance Framework, which is independently tested in a number of ways. Together all these elements, by ensuring that our budget planning is expert, thorough, transparent and subject to proper scrutiny, provide assurance that the Commission uses its resources efficiently, economically and effectively, avoiding waste and extravagance.

This budget relates to the first year of the Fifth Assembly and seeks to build on the Commission’s progress and achievements over the last five years. Throughout the Fourth Assembly, the Commission has focused investment and effort in the delivery of its strategic goals, and so in the effective performance of Welsh democracy. Continuing with that approach will be essential if the Assembly is to meet the challenge of increased responsibilities within the capacity constraints that are a feature of the UK’s smallest legislature.

With only 60 Members, the National Assembly is small by any objective local, national or international comparison. Assembly Members are thinly spread, especially in their committee work, and these pressures will only intensify as our legislative and fiscal responsibilities increase. Members in the next Assembly will be solely responsible for creating law in Wales in devolved policy areas. The breadth of that devolved policy responsibility will increase and they will have responsibility over aspects of the tax regime and government borrowing. Those Members not in Government will carry responsibility for holding the Welsh Government to account for all of its spending, policy and legislative actions and for articulating alternative visions for the future. Yet, although the view that the Assembly is too small in increasingly widely accepted, an increase in the number of Assembly Members is unlikely to occur before 2021.

The primary aim of this 2016-17 budget is to provide stability and ensure the continued delivery of excellent services to Members until the new Commission is established and their goals and priorities are clear. It will enable the new Commission to discharge its day to day responsibilities to the same high standards that have been achieved during the Fourth Assembly, with a sustained emphasis on continuous improvement, innovation and value for money.

Beyond that, however, the greatest challenge for the new Commission will be to ensure that an Assembly charged with greater responsibility than ever before is properly equipped and served to take account of its small size and consequent constraints on its capacity. How it does so will, of course, be a matter for the next Commission. We are confident that the services and culture of sound financial management that this Commission leaves behind will place it in a strong position to do so and that this budget will provide a secure start for first year of the next Assembly.

## **Useful Links**

### **A Vision for World Class Parliamentary Committees**

<http://senedd.assemblywales.org/documents/s29820/Review%20of%20support%20for%20committees%20-%20December%202013.pdf>

### **Commission Key Performance Indicators**

<http://www.senedd.assembly.wales/mgissueHistoryHome.aspx?lid=6022>

### **Commission Equality Report 2014-15**

[http://www.assembly.wales/NAfW%20Documents/Annual-Equality-Report-2014-2015\\_Word.docx](http://www.assembly.wales/NAfW%20Documents/Annual-Equality-Report-2014-2015_Word.docx)

### **Annual Reports and Statement of Accounts**

<http://www.senedd.assembly.wales/mgissueHistoryHome.aspx?lid=2850>

### **Remuneration Board – Determination for the Fifth Assembly**

<http://www.senedd.assembly.wales/mgIssueHistoryHome.aspx?lid=9636>

## 02.Budget 2016-17

The 2016-17 budget, as the first year of the Fifth Assembly, must ensure that services are maintained to the highest standard during the transition between the Fourth and Fifth Assemblies and position us to take forward the priority work areas of the new Commissioners.

The Commission budget, for which the Chief Executive and Clerk of the Assembly is accountable, is split into distinct parts providing funds for:

- expenditure under the Commission’s direct control;
- the Budget for the costs associated with the Remuneration Board’s Determination for Members’ Pay and Allowances;
- the accounting provision for the Members’ Pension Scheme under the HM Treasury’s Annually Managed Expenditure (AME) heading; and
- a ring-fenced budget for election related expenditure.

The proposed Commission budget for 2016-17 is shown in Table 1, together with the 2015-16 budget for comparison purposes.

Table 1	Budget 2015- 16	Proposed Budget 2016- 17
	£m	£m
<b>Commission Staff</b>	18.7	20.3
<b>Fixed Costs (including Depreciation)</b>	11.6	9.9
<b>Variable Costs</b>	5.4	5.4
<b>Development funds</b>	0.7	0.9
<b>Total for Commission Services</b>	<b>36.4</b>	<b>36.5</b>
<b>Budget for Remuneration Board’s Determination for Assembly Members</b>	14.5	15.5
<b>Total Operational Budget</b>	<b>50.9</b>	<b>52.0</b>
<b>Annually Managed Expenditure</b>	1.2	1.5
<b>Election related expenditure</b>	0.5	2.5

The Commission Services budget has been prepared on the basis of a 1.5% cut in real terms. Since 2014-15 we have tracked the funding changes to the Welsh Block when considering our own budget. The results of the comprehensive spending review that will cover 2016-17 are not expected to be published until November 2015. We have therefore used data published in the UK Government’s Autumn Statement (2014) as a guide (a 1.1% real terms cut to funding) and assumed that the final settlement will be harsher. Despite this reduction, the Commission will be able to continue to deliver strong, integrated support to meet the needs of individual Assembly Members and committees.



For some areas of Commission expenditure, such as staff costs, an increase in funding is proposed to provide additional capacity and skills to support Assembly business. The staff budget for 2016-17 also reflects the additional costs that arise from the end of contracting out for National Insurance.

This budget will provide full year funding for 441 staff posts, 13 more than in 2015-16. New posts are in several key areas:

- in the Assembly Business and Legal Services Directorates, where 7 additional posts increase capacity and expertise in financial scrutiny in the light of the enhanced fiscal and legislative powers of the Assembly, extend bilingual service in the Table Office, and provide for the introduction of trainee posts within Legal Services;
- in the Members Business Support and Equalities teams where 3 new posts will ensure that new and out-going Members receive the support they require;
- in the Learning and Development Team where an additional post will enhance our continuing commitment to staff training and development; and
- other staff changes include the restructure of the Pensions team to maintain service delivery and manage increasing legislative and regulatory requirements.

This level of funding also provides for: an extension of the apprenticeship scheme across the Assembly and continuation of graduate and training schemes in translation, research and human resources.

These staffing developments have been carefully planned. Commission staff work to an annual business cycle to specifically address the Commission's short to medium term resourcing needs and to assess options for meeting these, including changing ways of working and prioritising the use of existing resources. One of the key ways we do this is through a twice yearly capacity planning review where we consider changes to service plans and priorities for new development, identify risks and opportunities and assess the implications for the Commission's budget and resource needs. Effective challenge forms a significant part of this review process, which involves peer challenge and oversight and assurance from the Audit and Risk Assurance Committee.

Challenge and review for all resource decisions is also undertaken by the Investment and Resourcing Board. The Board meets fortnightly and is chaired by the Chief Executive and Clerk of the Assembly. Throughout the financial year, the Board balances the availability of funds with the needs of projects and services over multiple years to ensure its investment in the Assembly is properly scrutinised, prioritised and managed. It oversees the capacity planning exercise and assesses business cases for all staff recruitment, including the filling of existing vacancies as well as new posts.

Increased staffing costs will be balanced by reductions elsewhere. For example, the Commission will continue to benefit from the 2014 transition to in-house ICT services; this transformational change reduced our ICT costs by over 15% as well as providing the Commission with full control over time, cost and delivery. Similarly, we continue to benefit from a 20 % increased productivity in our translation and reporting services building on the successful launch of the Microsoft Translator facility. Other savings have been delivered through procurement and contract negotiations, ensuring that the savings reduce the baseline operating costs for the Commission as it enters its first year of the Fifth Assembly.

## Remuneration Board’s Determination for the Fifth Assembly

The costs of the Remuneration Board’s Determination have been provided for in full.

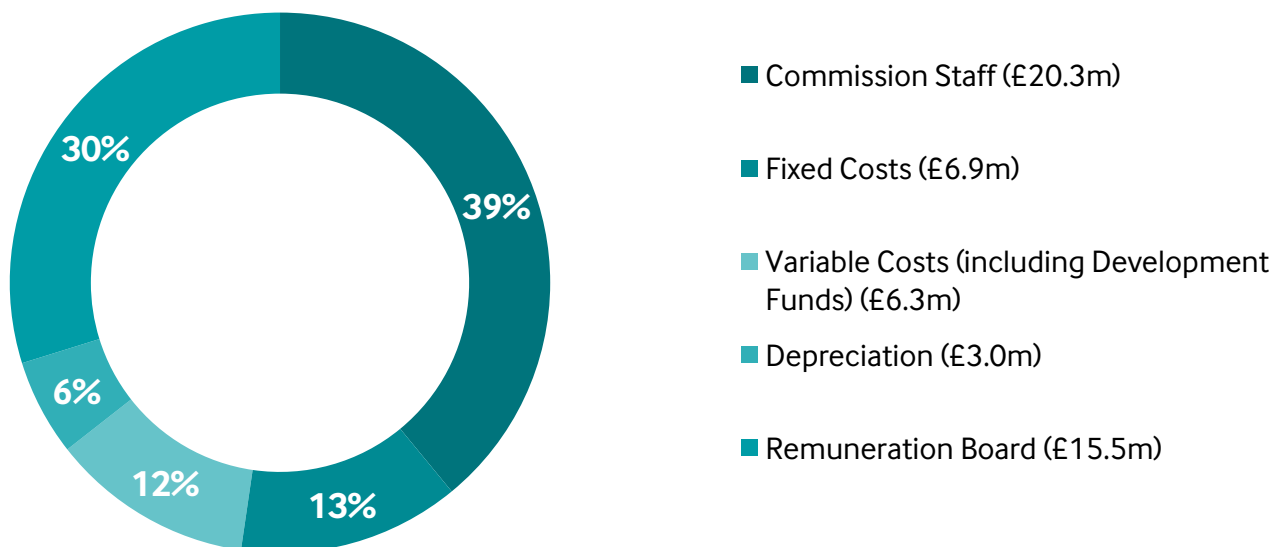
The Remuneration Board undertook a thorough review of Members’ Pay and Allowance during 2014-15 to target resources to support Members to fulfil their core functions: scrutinising policy and finance; holding the Welsh Government to account; legislating; and representing their constituents. The Board’s determination for the Fifth Assembly proposes a pay increase to £64,000 per annum (increasing from £54,391 in 2015-16) for Members with effect from 2016-17 to reflect the increased level of responsibility. The cost of this increase was offset by changes to the Members’ pension scheme and reduction in the level of additional salary payable to Ministers and other office holders. An increase in the funding available for the support of Members’ staff also contributes to the rise in the budget required. The **full report can be read here**<sup>1</sup> and explains the changes coming into effect from 1 April 2016. We are proposing a budget of £15.5m to fund the Remuneration Board’s first Determination for the Fifth Assembly.

Linked to the Remuneration Board’s Determination is the budget for the accounting adjustment related to the Assembly Members’ Pension Scheme. This adjustment arises from the prescribed accounting treatment and has a separate ring –fenced budget, Annually Managed Expenditure, to provide the appropriate funds. For 2016-17 we are seeking a budget of £1.5m which includes a £300k contingency for any additional accounting adjustments arising from the pension scheme changes.

### Costs relating to the election

Finally, we are proposing a budget of £2.5million for one-off costs specifically related to the election. It includes the costs associated with the termination of office for those Members who will cease to hold office, the cost of providing ICT equipment and support for incoming Members, any accommodation requirements that need to be met and the costs associated with managing these processes. By including this as a distinct budget, the specific election related costs charged to the budget are transparent and easily identifiable. Any surplus funds will be returned through a supplementary budget for use elsewhere in the Welsh Block. This robust financial management practice also safeguards the funds for Commission’s services to Members, ensuring these continue to be provided as normal.

**Figure 1: Costs of the National Assembly for Wales 2016-17**



<sup>1</sup> <http://www.senedd.assembly.wales/mglIssueHistoryHome.aspx?lId=9636>

## 03. Supporting the increasing programme of legislative work

The volume and complexity of legislative scrutiny being undertaken in the Assembly is increasing significantly and rapidly. We expect this level and pace of legislative activity to continue until the very end of this Assembly and to be the norm from the earliest days of the next.

The key features of this increase are:

- Assembly Bills are now comparable with those of the UK Parliament in terms of size and complexity. There are more of them and they include larger, wide-ranging and / or technically complex Bills. In addition, the entire legislative procedure in the Assembly – from introduction, through scrutiny and amendment to final approval – is undertaken bilingually. Our Acts carry equal legal status in both Welsh and English;
- A corresponding increase in the numbers of amendments tabled by Assembly Members, most of which are drafted or advised on by Commission lawyers;
- Increased demand for in-depth legal advice on legislative competence; given the ratio of referrals to the Supreme Court of Assembly Bills, this work has to be given the highest possible priority and detailed attention;
- Demand for legislative drafting of individual Member Bills. The Commission has invested in external mentoring services from an internationally acknowledged expert so as to foster and improve the in-house provision of this skill;
- Increasing demand for accessible Research Service information; supporting legislative scrutiny, and publically available information explaining how a Bill changes as it progresses through the Assembly. Bill summary papers (which look at the policy context, main objectives and provisions of each new Bill) and glossaries of Welsh technical terms and phrases used in Assembly Bills are growing in popularity;
- More subordinate legislation flowing from powers in Acts of the Assembly, leading to an increased volume of legislative scrutiny work both for Members and Commission lawyers;
- Increasing numbers of Legislative Consent Memoranda, where far-reaching policy and constitutional implications arise; and
- Legislation to put in place new fiscal arrangements for the setting and collection of taxes – a new area of responsibility for the Assembly.

Ahead of the 2016 election, it is impossible to confidently predict what legislation will be introduced in the first year(s) of the Fifth Assembly. However, all indications suggest that the volume of legislation is likely to remain high so we have tried to ensure we are ready for this through capacity planning.

The Commission considers it essential that high quality support is in place for legislative scrutiny and amendment, as it is for the scrutiny of Welsh Government policy and financial decisions. This,

therefore, forms a crucial part of our capacity planning work to align resources to priority areas. We also continue to improve the services provided in support of Members' committee work through the Commission's framework on world class committees. Feedback from Members and their support staff reflects high levels of satisfaction with the enhanced services the Commission has delivered for committees. These enhancements have also been informed by a Member preference exercise, which has given Commission staff valuable insight into how Members approach committee work, use the products and services provided to them and what else teams can do to help Members engage and participate in committee work. This approach will be at the heart of the support offered to committees after the election and we hope that our successor Commission will share our aspiration for Assembly committees:

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to demonstrably improve the quality of policy outcomes, legislation and public services for society as a whole in Wales; to be respected, influential, and accessible, acting with integrity and independence; to be strategic and rigorous.

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# Legislation introduced during the Fourth Assembly

1

**Stage 1:** Committee inquiry then Plenary debate on general principles

**Historic Environment (Wales) Bill | Environment (Wales) Bill**

**Public Health (Wales) Bill | Tax Collection and Management (Wales) Bill**

**Holiday Caravan Sites (Wales) Bill | Financial Education and Inclusion (Wales) Bill**

2

**Stage 2:** Committee consideration of amendments

**Renting Homes (Wales) Bill | Regulation and Inspection of Social Care (Wales) Bill**

**Safe Nurse Staffing Levels (Wales) Bill**

3

**Stage 3:** Plenary consideration of amendments

**Local Government (Wales) Bill**

4

**Stage 4:** Plenary debate on whether to pass Bill

**Post Stage 4:** The period when a Bill is prepared for Royal Assent, or sometimes referred to the Supreme Court

**Recovery of Medical Costs for Asbestos Diseases (Wales) Bill**



**Royal Assent:** Bill becomes law

**Qualifications Wales Act 2015 | The Planning (Wales) Act 2015**

**Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015**

**Well-being of Future Generations (Wales) Act 2015 | Higher Education (Wales) Act 2015**

**Housing (Wales) Act 2014 | Agricultural Sector (Wales) Act 2014**

**Education (Wales) Act 2014 | Social Services and Well-being (Wales) Act 2014**

**Control of Horses (Wales) Act 2014 | National Health Service Finance (Wales) Act 2014**

**Further and Higher Education (Governance and Information) (Wales) Act 2014**

**Active Travel (Wales) Act 2013 | Human Transplantation (Wales) Act 2013**

**Local Government (Democracy) (Wales) Act 2013 | Public Audit (Wales) Act 2013**

**Food Hygiene Rating (Wales) Act 2013 | School Standards and Organisation (Wales) Act 2013**

**Mobile Homes (Wales) Act 2013 | Local Government Byelaws (Wales) Act 2012 |**

**National Assembly for Wales (Official Languages) Act 2012**

## 04. Bilingual Services

The Commission's ambition is to be recognised and function as a truly bilingual institution, allowing staff and those who engage with the Commission to do so in the language of their choice.

Assembly Members and their support staff have told us that they value bilingual documentation and the bespoke provision that has already been made. The annual survey of Assembly Members and their support staff shows a marked improvement in the rating for the support provided to enable them to work in the language of their choice. We are enhancing this support by working with Assembly Members to deliver:

- increasing provision of bespoke services to Members and their Support Staff and tailored support to individuals or groups to ensure everyone has the ability and facility to work in their language of their choice as the default position;
- provision of bilingual committee support documentation including briefing documents for Committees;
- a review of the current language learning provision for Assembly Members and their Support Staff with the aim of implementing creative and innovative methods of supporting them; and
- improvements in the production processes of bilingual surgery notices, newsletters and other constituency related documentation.

The external translation contract that provides monolingual transcription services, text translation, interpretation and proof-reading will continue to be used to support peak work times. This contract is due for re-tendering in time for the Fifth Assembly and will be modified to include:

- new categories of translation to include text which has been machine translated and also post-edited text (this will attract different rates and differing turnaround times);
- bilingual sub-titling services of all Commission videos and exploration of sub-titling for Senedd.tv;
- enhancing the Assembly Members' constituency contract by extending choice of call-off contractors and the types of work included; and
- an enhanced interpretation call-off contract.

In addition, we will aim to effect greater awareness of bilingualism within the Assembly by various means e.g. holding an "official languages week" to tie-in with the Shwmae/Su'mae national day.

Plans are underway to secure independent feedback and evaluation of the quality of the Assembly's bilingual services offered to the people of Wales. This feedback will prove invaluable in ensuring that our services provide excellent "value for money" and are indeed of exemplar quality.

## 05. Professional Development for Members

The provision of Continuing Professional Development (CPD) for Members was a new initiative for the Fourth Assembly and is one which has gathered significant momentum and value since its inception. We have been at the forefront of this area of activity in comparison with other legislatures and are now working with them to help develop their interventions and share best practice.

The service has now developed to a level that means it can be tailored to the individual needs of each participant, covering a varied and wide range of subjects to assist Members in carrying out their formal duties, for example, scrutiny of legislation, financial scrutiny and effective questioning. In addition we have run a pilot programme of CPD for Committee Chairs and a joint CPD session for Chairs from both National Assembly for Wales and the Northern Ireland Assembly.

Support staff as well as Members actively engage with the service and they have been provided with a wide range of development opportunities to reflect the different ways in which Members utilise their staff resource. Examples of the types of skills provided include press and media training, language learning provision, casework, dealing with constituents, speech writing, the legislative process and amending legislation and an accredited management development course.

As we move towards the Fifth Assembly and a change to the cohort of Assembly Members, the initial focus will be on providing a welcome programme and induction for newly elected Members which will allow them to get on with the job as soon as possible. It is likely that this will include access to support from a range of officials, with briefings, guidance, a 'buddy' system and specific induction sessions.

Following this induction period there will be a continuing programme of CPD available to all Members. The CPD offer will reflect what has worked well during the Fourth Assembly as well as incorporating new opportunities based on feedback from current Members and input from Members elected to the next Assembly as to what additional support they feel would be beneficial. As part of this, we anticipate that there will be an increasing demand for language learning from both new Members and their support staff.

As far as possible, interventions for Members will continue to be tailored to suit the needs of the individual whilst support staff will still be able to access a flexible and varied programme to meet their needs. The programme will encompass a mixture of learning opportunities including training sessions, online and written materials, briefing and coaching reflecting the range of Member and AMSS responsibilities. Individual Members will be supported in getting to grips with their responsibilities in running offices and managing staff alongside the more formal business of the Assembly. They will then be individually supported as they identify areas of particular interest. Committees will have access to an ongoing flexible programme of support to enable them to carry out their scrutiny functions, which will include coaching for Chairs, evidence gathering and questioning skills, and the scrutiny of legislation. The existing CPD offer for AMSS will be maintained, with an additional focus on supporting caseworkers and staff in constituency office that deal directly with the public.

There will be a significant focus on ensuring Members are ready to operate under the arrangements that will arise from the new financial powers of the Assembly which are expected over the next 1-2 years. The support available will build on the financial scrutiny programme delivered in the Fourth Assembly and will include providing specialist, targeted training and briefings

In the first year of the Fourth Assembly, £73k was invested in providing training and development for Members. As the Assembly has progressed and more work has been done to establish a comprehensive training programme, this has increased to an estimated cost of £149k for 2015-16. In order to maintain this level of provision and in addition provide induction to new Members, the budget for 2016-17 has been set at £165k.



## 06.Supporting Constitutional Change

Constitutional developments across the UK will be a significant factor in the work of the next Assembly. Fundamental questions will be asked about the nature of the Union, the powers of its parliaments and the size and powers of national and local governance.

The Presiding Officer has consistently promoted her three priorities for constitutional change: enhancing the capacity of the Assembly by increasing its size; embedding the sovereignty and permanence of the Assembly; and moving towards a clearer devolution settlement.

The Commission has focused on making sure that the support and services provided to Members are fully prepared for the implications of constitutional change.

We will continue to ensure that the Assembly has a strong voice in, and is prepared for, UK and European constitutional changes, the scale of which will be significant following the Wales Act 2014 and the St David's Day UK Announcement in February 2015. Our focus will be on influencing any future Wales Bill, securing the Assembly's constitutional position and significance, and ensuring delivery of the Presiding Officer's priorities.

Preparing for the fiscal devolution contained in the Wales Act 2014 is a priority area of work for the Commission and its staff. The Finance Committee has published two reports on Best Practice Budget Procedures in response to the Silk recommendations. The second report, published in March 2015, provided a model budget process and recommended that the Assembly and the Government work together to implement a new budget procedure that meets the needs and requirements of both organisations.

We are investing resource to provide additional expertise and capacity required to support Members in exercising these new powers and scrutinising the Government. The first Bill relating to the new tax raising powers will be introduced in 2015, with further tax specific Bills anticipated early in the Fifth Assembly. As further powers are devolved to the Assembly, we will ensure the continuation of appropriate support to Members in carrying out their duties in the future and for the development of any Assembly-led legislation arising from new legislative powers for the Assembly's internal arrangements and electoral matters.

## 07. Continuing and increasing engagement work

Over the course of the Fourth Assembly considerable progress has been made to:

- Establish consistent and professional branding for the Assembly;
- Engage with hard to reach groups through schemes such as the Women in public life programme and a new focus on youth engagement;
- Develop an enhanced social media presence for Assembly activity;
- Deliver an ambitious programme that positions the Senedd as the stage for events of national significance;
- Promote the Presiding Officer's Democratic Deficit initiative aimed at increasing awareness;
- Increase and improve the way we support public engagement with Assembly committees; and
- Deliver a new youth engagement strategy which provides opportunities for children and young people to influence the Assembly's work.

The priority for the first half of 2016-17 will be to:

- Raise awareness about the Senedd's 10 anniversary, the election and its outcome;
- Deliver a successful Royal Opening of the Assembly; and
- Deliver a programme of engagement work for the new Assembly and Commission.

The second half of 2016-17 will give the chance to reflect on and respond to the impact of constitutional change. This is expected to impact particularly on the work of Committees and we will have to be ready to respond to the challenges of communicating new and different information in a way which is effective and accessible.

In addition, the following activity will enable us to consolidate and build on the achievements to date:

- Roll out 'What is the National Assembly for Wales?' and 'Train the Trainer' projects for young people and professionals to help promote greater awareness of the Assembly and its relevance to young people;
- Explore the potential for Erasmus+ programmes to fund future youth activities and content development;
- Produce more online interactive resources for public use;
- Continue to provide Assembly committees with access to first class services that support their inquiries;
- Further enhance our online profile; and
- Deliver a community and national events programme aimed at raising awareness about the new Assembly and its powers.

## SOCIAL MEDIA

OUR TWITTER FOLLOWERS  
HAVE INCREASED TO

**13,555**



AVERAGING

**600**  
NEW  
FOLLOWERS  
A MONTH

**36**

TWITTER FEEDS  
REACH OVER  
**30,000**  
PROFILES



WE NOW HAVE OVER

**50**

CHANNELS ACROSS MULTIPLE  
SOCIAL MEDIA PLATFORMS



WE NOW HAVE

**30000**

LIKES OVER 5  
FACEBOOK PAGES



THE NUMBER OF VIEWS ON OUR  
YOUTUBE CHANNEL IS NOW OVER

**75,000**

THATS THE EQUIVALENT OF

**70**

DAYS' WORTH OF  
VIDEO VIEWING

## Europe

From a wider viewpoint, and in particular focussing on the influence of Europe in Wales, we propose an annual conference throughout the Fifth Assembly. This will act as a forum to discuss EU matters which are of importance to both Wales and the work of the Assembly.

Other ideas which will help develop links with Europe and with the general public regarding the work of the Assembly and how it links with Europe are:

- An 'Annual Europe Day' reception including a debate or discussion featuring Welsh MEPs as well as other dignitaries on a theme of interest and in co-operation with the EC-Wales and with the European Parliament's UK Office (EP-UK); and
- Themed debates around the EU referendum, EU reform and Wales' role in the EU; these would be aimed at the general public to bring to their attention and engage with them on relevant issues to Wales on the EU agenda.

## 08. Technological service development – progressing our work as a digital, open, accessible parliament

We will continue to invest in technology to become a truly digital parliament, transforming our support for Members. With the challenging workloads Members carry, a key benefit will be to transform Member's digital access to our services and Assembly business information.

The Review of Reporting is addressing our production and use of the information in the Record of Proceedings (RoP) and the way in which we present information about what has happened in committees and Plenary. The recommendations will address how we can use information technology to make what we publish more accessible and usable and how we can improve our approach to translating the RoP.

The Review has led us to reflect more widely on the way that the Assembly's key outputs meet the needs of those who use what we publish, in a digital world. We will be embarking on a programme to transform the way we create, use and manage our information to ensure that the Assembly becomes a parliament that is open, accessible and easy to engage with. A digital information management system will allow us to structure our data as information and make it a valuable asset for use by Members, staff and the public.

It is also the start of a move towards publishing more open data. Enabling third parties to take our data and use it in different ways to create messages for their audiences would enable much wider engagement, with more organisations and citizens able to access the Assembly on their terms, and engage with us on an issues led basis. Indications are that the availability of data in this transparent way could have a positive effect on the trust felt by the general public towards politicians and the organisations in which they work. It is also likely that information about the work of the Assembly will travel further and engage audiences that may not be currently known to us.

### **Siambr Refresh**

The facilities within the Siambr to support Members during Plenary have remained largely unchanged since the Senedd was opened in 2006. However, the needs of Members have changed in terms of access to information and physical working space in the Siambr and many of the supporting ICT systems have reached the end of their operational and support life. Therefore, we have taken the opportunity to consult with Members on their views on how to make the Siambr a better environment in which to conduct Plenary business and we have used this information to identify and select solutions to deliver cost-effective improvements. The planned changes are expected to be implemented in 2016-17 following on from trials in summer 2015. The exact costs will depend on the final options selected and we have identified an initial budget estimate of £0.65 million. The work will involve a replacement of the conferencing and interpretation system and the audio-visual hardware in the Siambr. Alongside this, we will also replace the Siambr software system, which enables the smooth running of the Plenary meeting and voting functions. The system will integrate with our wider piece of work on transforming Assembly Business information management. Finally, the ergonomic layout of the Members' Siambr desks will be improved to address existing accessibility and practical work-space limitations.

## Creating opportunities and efficiency in ICT services

The Future ICT Services Transition Programme was completed on time and under budget in July 2014. The vision was to:

- provide the Assembly and Commission with an ICT service specifically designed for its needs;
- return control over investment and development to the Commission;
- introduce flexibility and innovation into ICT solutions supporting the business; and
- do all of this within the existing ICT budget and, in addition, to release funds to deliver the ICT Strategy.

We are delighted that our efforts have achieved all elements of this vision and proud that the way in which the transition was planned, managed, governed and delivered has been recognised as an exemplar by external auditors and the Assembly Commission's Audit and Risk Assurance Committee. We gained a great deal of valuable learning from this 18-month journey and we are now regularly asked to share this with other organisations considering both outsourcing and insourcing of their ICT services.

Having full control over time, cost and delivery has provided the Commission with the capability and capacity to address new ways of working. We recognise that for Assembly Members and many of their staff, an office-centric way of working is far from ideal. Equally, Constituency offices have distinct needs that a one-size-fits-all service will not satisfy. Therefore, we are working towards delivering applications and information via secure cloud services, over an improved data network, as this will significantly improve accessibility and resilience and over time, will reduce costs to the Commission.

In bringing the ICT service in-house, we recognised the need for a different approach to providing the Assembly with ICT applications to support its business. We have established an in-house applications management and development function and where we need additional expertise, we engage mainly with Wales-based SME software specialists. This means, wherever possible, we no longer buy off-the-shelf products which require significant configuration work by the supplier, at great cost and time, but which experience has shown rarely fully meet our needs.

We have adopted an agile approach to development which has already proven itself in the building of a replacement Plenary Business System, due for deployment in 2016. This approach has actively facilitated involvement by Members, Commission staff, our business analysts and applications experts to build and agree the application in incremental stages, ensuring we get what is needed at a fraction of the cost on the open market. We will continue this approach as the core methodology for future applications development.

In 2016-17 the Commission's 'core' ICT service is anticipated to cost £3.7 million. Operating costs have fallen to £2.0 million and, as set out in the original business case, the balance in the ICT budget of £0.7 million is being used to further enhance ICT services. We have developed a rolling 3-year ICT investment plan which has been designed to redress the deficiencies inherited from the previous outsourced arrangements as we are taking a forward look to enhance the cost-effectiveness of the Assembly's ICT infrastructure. All proposed works and expenditure is subject to business case approval by the Investment and Resourcing Board and this ensures that the fund is spent wisely on corporate priorities.

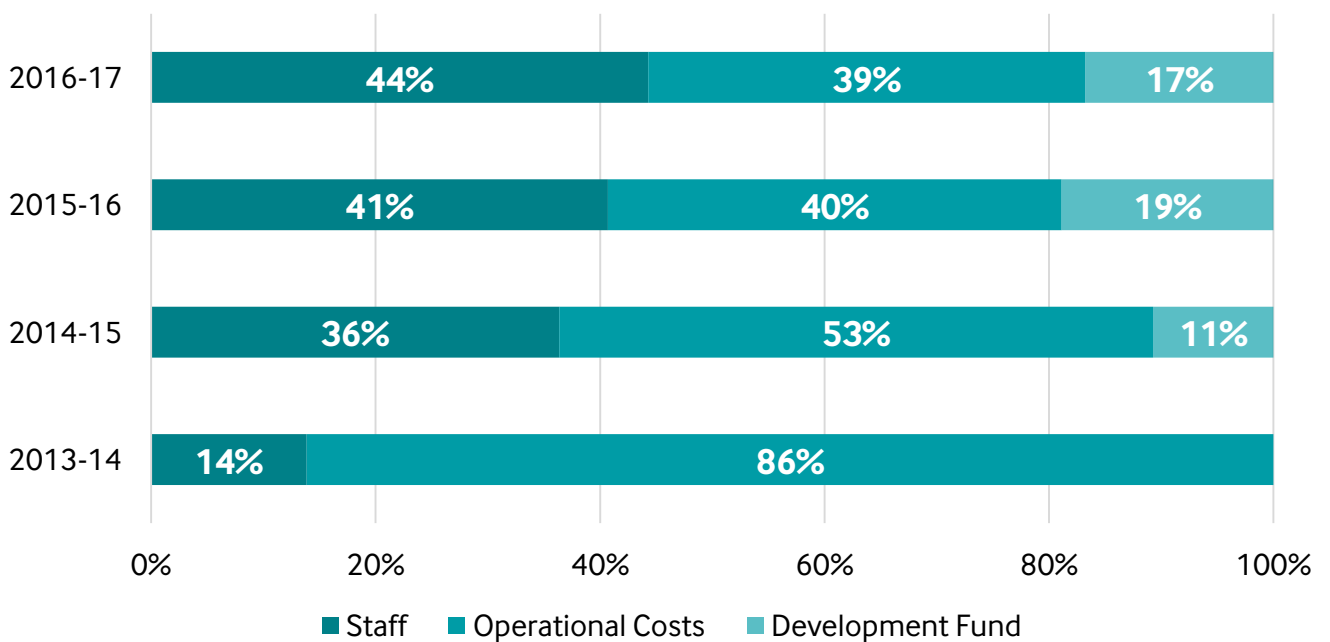
Looking ahead into the Fifth Assembly, flexibility will be the cornerstone of the ICT Strategy as we focus our resources, services and systems on solutions that work for all users. There are significant

opportunities to build on the current development of cloud-based services and the new communication system introduced in 2015 has the potential to revolutionise collaborative working and engagement. Equally, there are opportunities to improve legacy back-office systems and reduce costs. All this work will prepare the Assembly to face the challenge of possible future expansion in the size of the Assembly.

The strategic aims of the service going forward will ensure the service is fit for purpose and continues to deliver the highest standard to its customers by:

- Being innovative, responsive, reliable, flexible and offering value for money solutions;
- Making ICT services and information available to users, regardless of their location, in the correct format for their needs;
- Providing users with a choice of end-user device;
- Providing effective support to users;
- Supporting collaborative working and sharing information safely and securely;
- Managing information assets effectively; and
- Structuring the service to meet business need whilst at the same time improving efficiency, delivering value and enhancing engagement with the people of Wales.

**Figure 2: ICT Costs 2013-2017**



## 09. People and Places - Estates and Investing in our staff

### Enhancing the estate

Our work in managing the Assembly estate is underpinned by the strategic priority 'to make the most of our estate,' one of five updated priorities agreed by the Commission in May 2014.

The estate has benefitted greatly from investment over the last 4 years allowing the highest priority lifecycle replacements and refurbishments to take place and help to maintain an estate that reflects the Assembly's status, both nationally and internationally.

We continually work to ensure that our estate, with its iconic buildings plays a key part in the Assembly's wider engagement strategy striving to ensure the estate is open, welcoming and secure.

In order to ensure investment is targeted and demonstrates value for money, we have produced a long-term investment plan for maintenance and refurbishment which has been endorsed by Investment and Resourcing Board. This was developed for us by experts who reviewed the condition of all our buildings, equipment and plant, together with forecast lifespans and timetables for refurbishment and replacement. As a result, we have a schedule of the work required over a ten-year period, which we use to inform our investment decisions.

The estate is constantly reviewed to identify potential security enhancements and in recent years, in response to the changing international political landscape has seen its perimeter reinforced with the installation of more robust security measures. More recently a pro-active change to armed officers has been implemented to provide a higher level of protection and the ability to respond should the situation arise.

The security of our estate and all those that access it, will continue to be of paramount importance and will, as part of the wider rolling programme of works be an investment priority (where investment is required) for the foreseeable future.

Underpinning our approach to managing our estate is our commitment to sustainable working and our continued investment in the fabric of the building to ensure waste is managed effectively and the utilisation of energy is minimised. The aim for the Fifth Assembly is to send zero waste to landfill and continue to make savings on energy usage.



## People coming to see us: 2014-15



**88%** RATED THE  
SENEDD POSITIVELY  
AFTER THEIR VISIT



OVER **87,000**  
VISITORS TO  
THE PIERHEAD

OVER **80,000**  
VISITORS TO  
THE SENEDD

TRIP ADVISOR CERTIFICATE  
OF EXCELLENCE



THERE WERE **17,168**  
VISITORS ON TOURS  
OF THE ASSEMBLY

THERE WERE **296**  
EVENTS HELD ON  
THE ASSEMBLY ESTATE

## Our sustainability achievements

THERE HAS BEEN A **35%**  
REDUCTION ON ENERGY  
EMISSIONS IN 2014-15  
COMPARED TO 2008-09



GREEN DRAGON  
ENVIRONMENT  
MANAGEMENT  
STANDARD LEVEL  
5 FOR THE 7TH  
YEAR IN A ROW



WE NOW RECYCLE  
**95%** OF OUR WASTE

# Estates and Facilities Management

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The Commission pro-actively manages its resources by understanding its spending commitments for current and future financial years.

One of the key services in assessing future commitments is the Estates and Facilities Management (EFM) team.

EFM have a comprehensive programme of works for the next 10 years which is continually reviewed and updated. Indicative costs for the works required to maintain the upkeep of the Estate in achieving our priorities and fulfilling our obligations are currently £4.15million as we head into the Fifth Assembly.



## Human Resources

At the heart of the HR agenda is a commitment to build organisational capability, to ensure the Assembly has the right people in the right place at the right time with the right skills to provide outstanding parliamentary services against a backdrop of changing organisational need.

Recent work on capacity planning has identified areas for investment to ensure our people resources are aligned with business need, particularly the expanding programme of legislation. In the future we will continue this work to inform investment decisions and provide a strategic approach to the work of the Investment and Resourcing Board.

Staff surveys show that our people have high levels of engagement, a prerequisite to delivering high quality services and this is illustrated through a large number of external awards and accolades. We will work to maintain and increase levels of engagement, using the 2015 staff survey results and other formal and informal engagement strategies, such as breakfast meetings with the Chief Executive, alongside our partnership arrangements with Trade Unions, to maintain and further improve staff engagement and review and update our people policies and practices as required.

We have done much to strengthen our Performance Management arrangements and in the year ahead will place increasing emphasis on our values and the behaviours and competencies critical for success and in so doing, raise performance further, address areas of underperformance and inform our learning and development agenda.

An engaged workforce alone will not deliver excellence and a key priority for the year ahead is the development of the talent and potential within our people. Key priorities include refining our management development programme to ensure those leading and managing our people, are effective in their role. To meet the change agenda ahead we will focus on improving our change management capability, including project management capability alongside the softer skills required to deliver change effectively.

We have successfully run two apprenticeship schemes and are intending to run an apprenticeship scheme with Assembly Members. Due to the level of specialist skills required within the Commission, some services are now also looking to 'grow their own' staff in-house to aid succession planning. For the first time, Legal Services will be taking on trainees in 2016-17 who will receive training specific to the nature of the Commission's legal work as well as addressing succession planning in the service for the future. Research Service have already used this approach in the past with success and will be running a training scheme again in 2016-17.

In progressing the HR agenda we will seek to be an exemplar employer and to gain appropriate recognition for the best practice we seek, reflecting our aspiration to be an employer of choice to all sections of our community.

## 10. Value for Money

The Commission believes that securing value for money (VfM) is essential and VfM targets have been a feature of budget management every year. In March 2015, an internal audit report concluded that:

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“the Assembly Commission has a well-developed value for money culture in place and this culture is embedded throughout the organisation.”

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We aim to ensure that every pound spent in supporting the Assembly represents good value for money and that resources are used in the most appropriate way to deliver effective services to the Assembly and the people of Wales. We have had three priorities:

- improving management information to better understand the activity and costs associated with Assembly services and what drives those costs;
- simplifying processes and how we work in order to maximise the effectiveness of Assembly services and make even better use of resources; and
- maximising the benefits and cost savings from procurement and robust contract management.

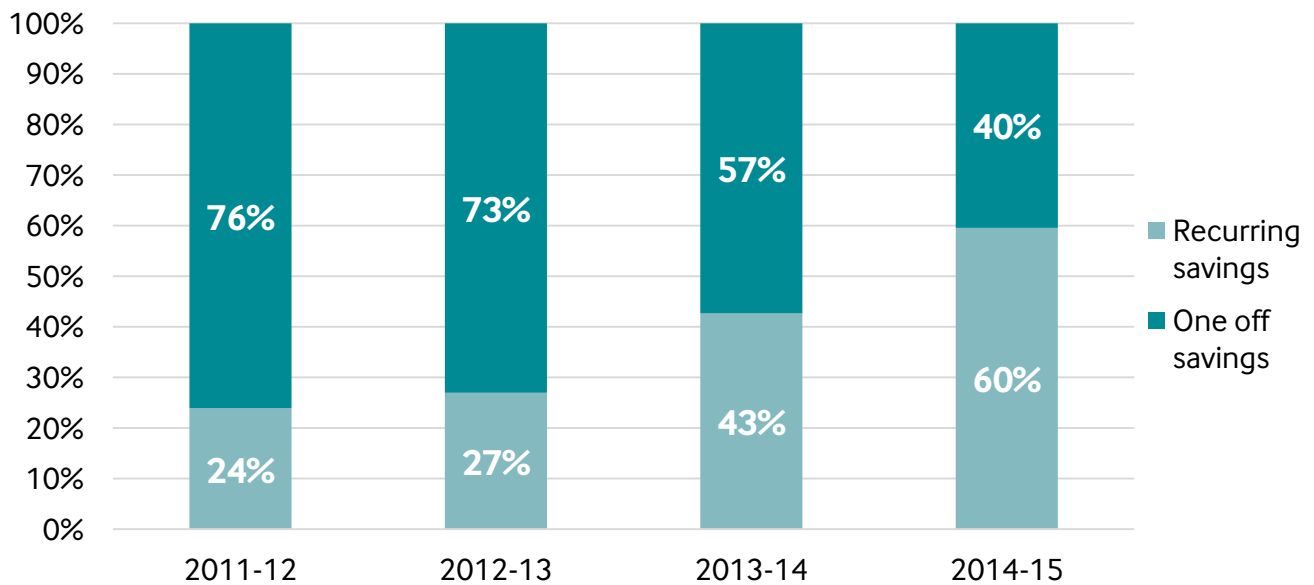
A business efficiency review planned for 2015-16 will provide assurance that what we are doing is fit for purpose and cost effective. The first step following this review will be to set a savings target specifically targeted at service and contract savings. The business efficiency review will contribute to a more comprehensive approach that will reinforce the commitment to efficiency and excellence in all aspects of the Commissions’ work as well as providing a broader range of evidence of achievements to date in projects, programmes, business change, service delivery and procurement and contract management. This will be supported by careful prioritising of investment and robust cost control disciplines as well as additional independent or external validation and benchmarking.

Whilst encouraging efficiency, it is important to note that the drive for continuous improvement does not necessarily always result in cash savings. We have also seen, and will continue to see, savings demonstrated by a release of resource. For example, a review of the way in which the Record of Proceedings is produced was started in 2014. It was found that there were parts of the process were long-established but potentially no longer required. This has provided options for streamlining how this work is undertaken which will be taken forward ready for the Fifth Assembly.

In addition we will be seeking to streamline processes for Members as far as possible. To date this has included automation of Members expense claims and provision of a dashboard on a quarterly basis to show expenditure against allowances.

Figure 3 below shows the types of savings which have been made, split between savings which have a one-off benefit and those which reduce the future baseline operating costs. The latter are realised via procurement and as we move forward are expected to continue generating the majority of savings.

**Figure 3: Savings by financial year**



Moving away from being part of a large ICT services contract that supported thousands of users with differing needs has enabled us to be far more flexible in our choice of products and maintenance agreements. By doing this we have already realised significant savings, including over £50k per year on a new back-up system and £30k on new proxy servers. Using our own staff has also enabled us to introduce controlled change, at the pace appropriate for the organisation. This has also meant that we delivered an upgrade of the Microsoft Office application suite at no additional cost to the organisation – an upgrade that would have cost tens of thousands of pounds under the previous arrangement.

The first major product delivered under our Applications Strategy – the Assembly website – has resulted in significant hosting and licencing savings of almost £50k per year.

As we move into the Fifth Assembly, the key values and principles which will underpin delivery of strong procurement and value for money are:

- Be the best and to provide a service which is modern, efficient and socially responsible;
- Put sustainability at the heart of everything we do;
- Deliver the quality of services that Assembly Members and the public have the right to expect;
- Provide opportunities for small suppliers to compete for our business;
- Deliver value for money, but not just through buying the cheapest option;
- Be transparent and adopt the highest professional standards when dealing with suppliers; and
- Ensure our processes have due regard to equality.

# 11. Budget to fund the independent Remuneration Board's Determination for Assembly Members

The National Assembly for Wales Remuneration Board (the Board) is the independent body responsible for setting the pay, pensions and allowances of Assembly Members and their staff.

The Board ensures Assembly Members have access to funds to cover the expenses associated with their role as a Member and / or Office Holder, including:

- Running and office and engaging with constituents;
- Salaries and travel expenses of their own Support Staff;
- Residential accommodation in Cardiff (if Member is eligible);
- Travel expenses incurred necessarily in the discharge of their duties; and
- Support for the Party Groups and policy research.

During 2014-15 a thorough review was undertaken of the pay and allowances system. This was subject to extensive consultation and challenge by Members and the public alike resulting in their final Determination published in May 2015. This makes some fundamental changes to the existing pay and allowances which are in place and reflects the increase in responsibilities following changes to the devolution settlement. The main changes are to:

- Increase the basic salary of an Assembly Member from £54,391 per annum to £64,000 per annum and adjust in each subsequent year to reflect the change in the ASHE Median Earnings in Wales between March and the March of the previous year.
- Reduce the additional salaries payable to Ministers and some other office holders.
- Increase the maximum annual sum available per Member for the purpose of employing support staff from £91,879 to £94,000.
- Decrease the costs of the Members' Pension scheme by reducing the contribution made by the Commission and by moving to Career Average Revalued Earnings rather than Final Salary scheme.

Table 2 shows the budget to fund the Remunerations Board's Determination for 2016-17.

<b>Table 2</b>	<b>2016-17 £000</b>
<b>Assembly Members – Salary and Office Costs</b>	£7,508
<b>Support Staff</b>	£7,960
<b>Total</b>	<b>£15,468</b>

## 12. Budget Ambit

This budget submission is laid in compliance with the National Assembly Standing Order 20.13 to assist in the compilation of the Annual Budget Motion required by Section 125 of the Government of Wales Act 2006. The submission covers the resource and cash requirements of the Assembly Commission for the year ending 31 March 2017.

The Budget Motion will authorise the net resources to be used for the services and purposes of Members and Assembly Services. The motion includes the maximum income (or accruing resources) that may be retained for use on those services and purposes instead of being paid into the Welsh Consolidated Fund and the cash amount that will need to be issues from the Welsh Consolidated Fund to meet the anticipated net amounts falling due for payment by the Commission.

The 2016-17 Budget for the Assembly Commission addressing these requirements is set out in Table 3 below.

<b>Table 3</b>	<b>£000</b>
<b>Resources other than accruing resources for use by the National Assembly for Wales Commission on revenue and capital costs associated with the administration and operation of Assembly Services to support the National Assembly for Wales (“The Assembly”; promotion of the Assembly including payments to the Electoral Commission and others; payments in respect of the Commissioner for Standards and Remuneration Board; any other payments relating to functions of the Assembly or functions of the National Assembly for Wales Commissions</b>	<b>£36,470</b>
<b>Resources other than accruing resources for use by the National Assembly for Wales Commission in respect of decision of the Remuneration board</b>	<b>£15,468</b>
<b><i>Total resources other than accruing resources</i></b>	<b>£51,938</b>
<b>Annually managed expenditure for use by the National Assembly for Wales Commission in respect of the Assembly Members’ Pension provision</b>	<b>£1,500</b>
<b>Accruing resources for retention pursuant to section 120(2) of the Government of Wales Act 2006 and use by the National Assembly for Wales Commission;</b>	<b>£400</b>
– From the disposal of fixed assets and other capital income for use on the purchase or acquisition of fixed assets	
– Rental income, gifts, grants, recharges and income from commercial sales and other services provided to the public or others for use on administrative cost of the Assembly	
<b>Amount to be issued from the Welsh Consolidated Fund to meet the anticipated amounts falling due for payment in the year in respect of the above services and purposes less expected retainable receipts and recoverable VAT</b>	<b>£49,538</b>

Table 4 below reconciles the net resource requirement to the cash drawing requirement from the Welsh Consolidated Fund.

<b>Table 4: Cash Requirement</b>	<b>2016-17 £000</b>
<b>Members Net Revenue Requirement</b>	£15,468
<b>Commission Net Revenue Requirement</b>	£36,220
<b>Net Capital Requirement</b>	£250
<b>Annually Managed Expenditure</b>	£1,500
<b><i>Adjustments</i></b>	
<b>Depreciation</b>	(£3,000)
<b>Movements in provisions</b>	(£1,500)
<b>Movements in debtors and creditors</b>	£600
<b>Use of provisions</b>	
<b>Net cash requirement for issue from the Welsh Consolidated Fund</b>	<b>£49,538</b>



## Annex 1: Budget Overview

Table 5 shows a comparison between the 2015-16 budget for the last year of the Fourth Assembly compared with the proposed budget for the start of the Fifth Assembly.

<b>Table 5</b>	<b>2015-16 Budget £000</b>	<b>2016-17 Budget £000</b>
<b>Budget Heading</b>		
<b>Staff salaries and related costs</b>	£18,750	£20,391
<b>Accommodation and facilities</b>	£7,509	£7,514
<b>ICT costs</b>	£2,758	£2,614
<b>Other costs</b>	£1,266	£2,133
<b>Training and development</b>	£380	£385
<b>Promoting awareness and understanding</b>	£368	£324
<b>Staff travel and subsistence</b>	£134	£156
<b>Other HR costs</b>	£103	£103
<b>Depreciation and amortisation charges</b>	£4,700	£3,000
<b>Revenue Expenditure</b>	<b>£35,968</b>	<b>£36,620</b>
<b>Revenue Income</b>		
<b>Sales – the Assembly Shop</b>	(£15)	(£15)
<b>Accommodation – rental income</b>	(£90)	(£50)
<b>Miscellaneous income</b>	(£195)	(£335)
<b>Total Income</b>	<b>(£300)</b>	<b>(£400)</b>
<b>Capital Expenditure – creation of fixed assets</b>	<b>£732</b>	<b>£250</b>
<b>Total Resource</b>	<b>£36,400</b>	<b>£36,470</b>
<b>Members’ salaries and related costs</b>	<b>£14,500</b>	<b>£15,468</b>
<b>Net Resource</b>	<b>£50,900</b>	<b>£51,938</b>
<b>Election related expenditure</b>	<b>£500</b>	<b>£2,500</b>
<b>Members’ Pension finance costs</b>	<b>£1,200</b>	<b>£1,500</b>

## Annex 2: Financial Information
















Expenditure areas over the Fourth Assembly















	2011-12	2012-13	2013-14	2014-15	2015-16
	Actual	Actual	Actual	Actual	Budget
	£000	£000	£000	£000	£000
<i>Accommodation and facilities costs</i>					
<b>Leases - buildings</b>	2,204	2,812	2,837	2,830	2,835
<b>Maintenance</b>	1,357	1,163	1,299	1,243	1,625
<b>EFM Projects and Works</b>	359	808	635	2,293	-
<b>Rates</b>	1,285	1,356	716	1,236	1,272
<b>Security</b>	581	603	573	574	600
<b>Utilities</b>	506	518	507	569	537
<b>Catering</b>	323	305	306	328	320
<b>Leases photocopier</b>	127	161	134	132	150
<b>Car parking</b>	99	115	105	102	120
<b>Furniture and fittings</b>	68	79	268	51	50
<i>ICT costs</i>					
<b>ICT Contracted-Out Services, including Telephone</b>	2,856	2,558	2,669	1,085	498
<b>Broadcasting</b>	433	475	578	637	490
<b>Licence and maintenance costs</b>	289	385	520	730	740
<b>IT Projects</b>	147	215	795	549	770
<b>Website</b>	176	121	117	86	130
<b>ICT consumable purchases</b>	63	90	292	255	130
<i>Other costs</i>					
<b>Other administrative expenses</b>	61	343	202	551	214
<b>Language Contracted-Out Services</b>	116	204	276	241	263
<b>Printing, Stationery and Postage</b>	181	203	242	216	277
<b>Insurance and Specialist Advice</b>	109	195	130	120	131
<b>Publications</b>	174	110	102	104	110
<b>Accounting and Financial Service</b>	126	92	77	108	25
<b>Audit</b>	82	87	128	89	93
<b>Committee Advisors</b>	71	57	117	80	50

<b>Hospitality</b>	31	37	45	57	35
<i>Training and development costs</i>	194	250	384	370	380
<i>Promoting awareness and understanding</i>	170	178	217	286	368
<i>Staff travel and subsistence costs</i>	92	136	128	159	134
<i>Other HR costs</i>	1,035	211	113	119	103
<i>Election Costs</i>	442	-	-	-	500
<i>Depreciation and amortisation charges</i>	3,781	3,942	3,734	4,008	4,700
<b>Income</b>	190	165	281	223	300

# Annex 3: Corporate Performance Report – Achievements against Strategic Goals

Summary overview of the more detailed KPI information included in the Assembly Commission Corporate Performance Report April 2014– March 2015.

KPI group no.	Providing Outstanding Parliamentary Support	April 2013 - March 2014	April 2014- March 2015	
1	Member Satisfaction	 amber	 green	No change in scores for plenary and committee meetings; the score for working in language of choice has increased from 6.2 in 2013 to 8.9 in 2014. The next Member satisfaction survey will be conducted in Jun/July 2015.
	Timeliness and Service Delivery	 green	 green	Consistently high performance on timeliness. For issuing committee papers and publishing committee proceedings, more challenging targets have recently been set.
	Professional Development	 green	 amber	The number of new AMs and AMSS participating in CPD activity has been maintained and the number of Welsh learners has increased.
	Progress on Corporate Plan Priorities	 green	 green	Further embedding of progress towards “world class committees”. Upgraded technology improving access to information and proceedings. Efficiencies realised from use of improved translation tools.
KPI group no.	Engage with the People of Wales and Promote Wales	April 2013 - March 2014	April 2014- March 2015	
5	Member Satisfaction	-	 amber	Score of 6.7. This is a new measure with no comparator from previous surveys.
	Engagement at the Assembly	 green	 green	Visitor numbers have been maintained and visitor satisfaction levels have improved (90% good/satisfactory ratings).
	External Profile of the Assembly	 green	 green	Significant increases in social media interactions, particularly for Twitter, YouTube and Senedd TV.
	Progress on Corporate Plan Priorities (better engagement)	 green	 green	Good levels of engagement with Assembly business, particularly with young people and for committee work. Significant increases in social media interactions.

KPI group no.	Use Resources Wisely	April 2013 - March 2014	April 2014 - March 2015	
9	Member Satisfaction	 green	 green	Improved scores across each category with significant increases to ICT scores.
10	Budgetary Performance	 green	 green	Strong position on % underspend forecast and spend against profile. Annual VfM target achieved during December. We are shifting our focus to savings on contracts and services.
11	Staff	 amber	 amber	Sickness absence rate remains below sector average. More accurate reporting methods now allow a better insight into absence reasons.
12	ICT Customer Service	 amber	 amber	Overall performance of SLA targets for incident handling was down and issues have been addressed to rectify this. Customer satisfaction score remains high.
13	Governance	 green	 green	Payments remaining within target times. Improvement in % FOI requests answered to deadline (94% against a target of 100%).
14	Sustainability	 amber	 green	New target of reducing energy emissions by a further 30% by 2021 have been introduced.
15	Progress on Corporate Plan Priorities (making the most of the estate)	 green	 green	Priorities in Forward Investment and Maintenance Plan completed.

## Key



**RED:** There are significant issues impacting the achievement of business objectives. To achieve delivery, changes must be made to timing, costs, and/or scope.



**AMBER:** There are issues or risks which must be addressed. However, successful delivery is achievable without major impacts to budget, service standards, or target dates.



**GREEN:** Work is meeting agreed standards or is proceeding to plan. All known risks are being managed.

## Annex 4: Glossary

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### **Annually Managed Expenditure (AME)**

A categorisation of expenditure reserved for less predictable and controllable items. Can only be allocated to the purpose for which it is assigned.

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### **Barnett formula**

A formula used to allocate a population-based share of changes in planned expenditure on comparable services by departments of the UK Government to the devolved administrations of Scotland, Wales and Northern Ireland.

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### **Budget**

Sets out the resource and cash amounts proposed for use in the following financial year and indicative figures for the subsequent financial years.

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### **Capital**

Expenditure that generally results in a fixed asset (e.g. A building, equipment or land) intended to benefit future accounting periods, or spend that increases the capacity, economy, efficiency or lifespan of an existing fixed asset.

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### **Creditor**

An organisation or someone that you have an obligation to pay for goods or services received.

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### **Debtor**

An organisation or someone that has an obligation to pay you for goods or service that you have delivered to them.

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### **Depreciation**

A measure of the consumption, wearing out or otherwise reduction in the useful life of a fixed asset.

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### **Fixed Assets**

Items that are purchased with an expected life greater than one year for the economic benefit of the business such as land, buildings and equipment.

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### **Government of Wales Act 2006**

The Act of the Parliament of the United Kingdom that reforms the National Assembly for Wales and allows further powers to be granted to it more easily. The Act creates a system of government with a separate executive drawn from and accountable to the legislature.

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### **Provisions**

A provision is a liability of uncertain timing or amount. A cost is recognised in the Commission's Resource Account when we have a present obligation (legal or constructive) as a result of a past event, when it is probable that a transfer of economic benefits will be required to settle this obligation, and when a reliable estimate can be made of the amount of the obligation.

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**Real terms**

The value of expenditure adjusted to take account of general price inflation. Enables comparisons of spending across years without the distortion caused by price changes.

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**Revenue/ Running Costs**

Current expenditure covering day-to day running costs such as staff salaries and the purchase of consumable goods and services.

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**Value for Money**

The process under which organisation's procurement, projects and processes are systematically evaluated and assessed to provide confidence about suitability, effectiveness, prudence, quality, value and avoidance of error and other waste, judged for the public sector as a whole.

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**Variable Costs**

Expenses that change in proportion to the organisation's activities.

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**Welsh block**

Is the block grant of money, calculated using the Barnett Formula, voted by Parliament to the Secretary of State for Wales for funding that comes to Wales.

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**Welsh Consolidated Fund**

Created by the Government of Wales Act 2006, this is a neutral bank account held by the Paymaster General. The account into which the money voted by the UK Parliament for use by the Welsh Government, the Assembly Commission, the Auditor General and the Public Services Ombudsman for Wales is paid.

