Agenda – Public Accounts Committee

Meeting Venue:	For further information contact:
Committee Room 3 – Senedd	**Fay Buckle**
Meeting date: Monday, 17 October 2016	Committee Clerk
	0300 200 6565
Meeting time: 13.45	SeneddPAC@assembly.wales

(13.45 – 14.00 Private pre-meeting)

1   Introductions, apologies, substitutions and declarations of interest

2   Paper(s) to note

(Pages 1 – 80)

Scrutiny of Accounts: Additional information from the Assembly Commission (28 September 2016)

3   Hospital Catering and Patient Nutrition: Health Boards

(14.05–15.15)   (Pages 81 – 98)

Research Briefing
Legal Advice Note (1) – Hospital Catering and Patient Nutrition

Lynda Williams – Director of Nursing, Cwm Taf University Health Board
Anthony Hayward – Assistant Director of Facilities, Cwm Taf University Health Board
Rhiannon Jones – Director of Nursing, Powys Teaching Health Board
Helen Ward – Head of Dietetics, Aneurin Bevan University Health Board
Colin Phillpott – Facilities Manager, Aneurin Bevan University Health Board

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(15.15–15.25 Break)

4   Hospital Catering and Patient Nutrition: Welsh Government

(15.25 – 16.30)   (Pages 99 – 118)

Research Briefing
PAC(5)-06-16 Paper 1

Dr Andrew Goodall – Director General/NHS Chief Executive, Welsh Government
Professor Jean White – Chief Nursing Officer, Welsh Government

5   Motion under Standing Order 17.42 to resolve to exclude the public from the meeting for the following business:

(16.30)

Item 6 and the meeting on 31 October 2016

6   Hospital Catering and Patient Nutrition: Consideration of evidence received

(16.30– 17.00)   (Pages 119 – 121)

PAC(5)-06-16 Paper 2

Concise Minutes – Public Accounts Committee

Meeting Venue:

Committee Room 3 – Senedd

Meeting date: Monday, 3 October 2016

Meeting time: 14.01 – 16.05

This meeting can be viewed

on **Senedd TV** at:

http://senedd.tv/en/3735

Attendance

Category	Names
Assembly Members:	Nick Ramsay AM (Chair) Rhun ap Iorwerth AM Neil Hamilton AM Mike Hedges AM Rhianon Passmore AM Lee Waters AM Paul Davies AM (In place of Mohammad Asghar (Oscar) AM)
Witnesses:	Sir Derek Jones, Welsh Government Gawain Evans, Welsh Government Peter Kennedy, Welsh Government
Wales Audit Office:	Huw Vaughan Thomas, Auditor General for Wales Mark Jones
Committee Staff:	Fay Buckle (Clerk) Meriel Singleton (Second Clerk) Claire Griffiths (Deputy Clerk)

Cynulliad Cenedlaethol Cymru
National Assembly for Wales

Transcript

View the meeting transcript (PDF 1MB) View as HTML (259KB)

1   Introductions, apologies, substitutions and declarations of interest

1.1   The Chair welcomed Members of the Committee.

1.2   Apologies were received from Mohammad Asghar. Paul Davies substituted.

1.3   The Chair also welcomed a delegation from the Botswana Parliament who observed part of the meeting from the public gallery.

2   Paper(s) to note

2.1 The minutes were agreed.

3   Scrutiny of Accounts 2015-16: Welsh Government

3.1 The Committee scrutinised Sir Derek Jones, Permanent Secretary, Gawain Evans, Director of Finance and Peter Kennedy, Director of Human Resources, at the Welsh Government on the Welsh Government's Consolidated Accounts 2015-16.

3.2 Sir Derek Jones agreed to send further information on:

- The extent to which local authorities are recruiting people externally with appropriate procurement expertise
- Figures capturing Welsh Government and public sector procurement in Wales
- Clarification on the variances for the Health and Social Services Group underspend of £153m as detailed in the Summary of Outturn table and the impact on the HSS Ambit underspend had two of the health bodies not overspent. (together with the effect of the Welsh Government providing additional money to two health boards who had overspent and the effect this had on provisions of cash requirement)
- Direct the Committee to links for further information (previous correspondence) on the Welsh risk pool
- Keep the Committee informed on possible disciplinary taken that might need to be taken regarding the fruitless payment of £1.25m

- How restricted and unquantified potential liabilities are accounted for in terms of clarity

4 Motion under Standing Order 17.42 to resolve to exclude the public from the meeting for the following business:

4.1 The motion was agreed.

5 Scrutiny of Accounts 2015–16: Consideration of evidence received

5.1 Members discussed the evidence received during the course of the accounts scrutiny work for 2015–16.

Closing Remarks

Due to the unavailability of the witness scheduled to attend the meeting on 10 October, the Committee agreed to defer the business until the witness can attend on 14 November.

The Chair is away on Assembly Business on 17 October and called for nominations for a temporary Chair for the meeting on 17 October under Standing Orders 17.22 and 18.6. Rhiannon Passmore nominated Rhun ap Iorwerth who was duly elected.

Suzy Davies AC/AM

Comisiynydd y Cynulliad
Assembly Commissioner

Cynulliad
Cenedlaethol
Cymru

National
Assembly for
Wales

Nick Ramsay AM
Chair of Public Accounts Committee
National Assembly for Wales
Tŷ Hywel
Cardiff Bay
CF99 1NA

28 September 2016

Dear Nick

Following our appearance at your Committee on 19 September, I am writing to provide you with further information to add to the responses we provided during the meeting. The information is set out in the attached annex.

We would like to thank the Committee for your scrutiny. The Commission's approach is always to try to operate with openness, transparency and clarity. So if there is anything else that we can provide you with to assist the Committee, please do not hesitate to let me know.

Yours sincerely

Suzy Davies

cc Claire Clancy, Nia Morgan

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Ysgrifenyddiaeth Comisiwn y Cynulliad/Assembly Commission Secretariat

Croesewir gohebiaeth yn y Gymraeg a'r Saesneg/We welcome correspondence in both English and Welsh

Assembly Commission: Additional information following 19 September 2016 appearance at Public Accounts Committee

<u>Addressing HMT's Streamlining requirements</u>

We welcome the HMT initiative to streamline the Annual Report and Accounts, but it is critical for the Commission to balance streamlining with transparency.

The Committee commented on the lack of simplicity of the information set out on page 85 of the 2015-16 Annual Report and Accounts. This page details our staff numbers by category and by gender and band.

We are required by HM Treasury's Financial Reporting Manual (FReM) to provide an analysis of staff numbers, distinguishing between permanent staff and other staff. Historically, to provide clarity, we have provided this information as an average full time equivalent (FTE) figure for the year and also as a FTE figure as at the end of the year.

We will revisit this information and consider whether providing both tables aids the reader in understanding the activities of the Commission.

<u>Website</u>

We regularly collect and report on the following data for the Assembly's website:

- number of visitors (users)
- number of visits (sessions)
- number of page views

Through our use of Google Analytics we have the ability to interrogate a wide range of information about how our website is being used including which of our pages are most popular and least popular, the duration of time that users spend on our website and the geographic locations of our users.

This information is monitored by the Communications Service and is used to give indications of what our website users are interested in and which areas of the site are proving to be most popular and therefore inform website improvement work.

School Engagement

The Assembly's Education and Youth Engagement programme has a dedicated website for young people and professionals to keep them informed about the Assembly and its work
http://www.yourassembly.org/

Established in 2014, the website enables young people to find out more about Assembly business, respond to open committee and other consultations and provides a platform for young people to share their own experiences of issues that fall under the Assembly's remit.

The site is used by professionals in the education and youth sector as it includes many resources and presentations about the Assembly's work tailored to suit key stages in the curriculum. These include information booklets and activities for teachers to use in support of PSE education, a school council pack and many interactive resources to aid learning.

The resources aimed at secondary schools include the following packs:

- Your Assembly – Making Laws in Wales
- Your Assembly workbook
- Create a new law
- My Local area report
- Debate Pack: Energy Drinks
- What is Plenary

We also have Approved Challenge Briefs that schools can follow as part of the WJEC's Welsh Baccalaureate which are available on the WJEC's website.

Absence

The Commission is actively working on initiatives to improve absence levels and the wellbeing and mental health of staff.

The Commission's Management Board dedicated a whole meeting on sickness absence in June 2016 to address the increase in our absence rates and to agree on a strategy to manage sickness absence going

forward. They considered a paper that included details on the reasons for short and long term sickness, sickness by department and common reasons for absence. A number of actions and recommendations on how best to address the increase in sickness absence levels were agreed by Management Board.

Since June the sickness figures have marginally improved, though we have yet to see the impact of the action we are taking:

Month	Days Lost
June	8.16
July	8.00
August	7.95

Since June, a Mental Health Policy has been developed and is due to launch during the dedicated Mental Health Awareness Week 10 – 14 October. During this week, events have been organised to raise awareness and support our employees and managers. A feature of the week will see both Claire Clancy and Joyce Watson sign the Time to Change pledge.

This week forms part of two weeks of events the HR department has developed dedicated to better health and wellbeing. The Work Life Balance Week is also taking place on 3 – 7 October and there will be advice for employees and managers about how best to manage their work and home life in order to improve their wellbeing and lifestyle.

Work has also taken place on developing improved system management and management capability. Absence is the focal point of HR Business Partner discussions, and absence data and reporting have been improved to clearly show how each department compares to the benchmark and our organisational target.

Training is also underway with service areas on the importance of absence management at the Assembly and the actions available to tackle sickness absence.

VES payback period and audit

With regard to the question on the Voluntary Exit Scheme (VES) payback period, the cost of the scheme was £660k with an anticipated maximum annual saving of £484k. This would result in a payback period of 1.4 years or 16 months.

The Commission's Head of Internal Audit was involved throughout the process. He observed at meetings at each stage and was given access to all relevant papers and information.

He has undertaken an assurance review of the 2015/16 Voluntary Exit Scheme and his final report states that the scheme had taken account of previous internal audit report recommendations raised in previous years, and recommendation raised by the Auditor General for Wales in his report on Managing Early Departures published in February 2015.

The Assurance Review concludes that the scheme had appropriate and proportionate governance arrangements. The Head of Internal Audit also advises that the Commission reassess the success or otherwise of the Scheme on an ongoing basis and considers its impact on future efficiency and financial savings. The Commission accepts the need for regular review and the Investment and Resourcing Board will receive a further report from Human Resources outlining lessons learned from this scheme.

Performance Reporting

The Commission met on the 19 September to discuss the format and frequency of the Corporate Performance Report. We prepare performance information including KPI information on a bi-annual basis and will continue to do so in 2016–17. The format of the performance information has been amended and the performance report for the six month period to 30 September 2016 will present the information in a revised layout. A draft version of the new format Performance Report is attached for information. Please note this includes "dummy" information for the 2016–17 figures.

The Performance Report for the twelve month period to 31 March 2016 has now been published and is also attached to this letter.

Investing to save / Savings target

The VfM target increased over the course of the Fourth Assembly, from £350k in 2011-12 to £500k per annum. As with all our KPI targets, we try to make sure they are stretching and relevant to achieving our strategic goals.

Over the last couple of years, we have had a change in emphasis for the VfM target to aim to achieve more non-staff savings (such as on contracts) and more recurring savings (so that we continue to benefit from lower costs in future years even though we only count the saving once for our target). We will continue to look to achieve recurring savings in future years through contract renewal and also via other initiatives such as the transformation work under MySenedd.

We have recently completed a full review of the Commission's approach to organisational efficiency and effectiveness. This review was requested by our Accounting Officer, and our Audit and Risk Assurance Committee (ACARAC). The report presents a comprehensive view and we hope it is a model of good practice for the public sector. A copy is attached for the Committee's reference.

Organisational Efficiency and Effectiveness
Review of the Assembly Commission's approach

September 2016

National Assembly for Wales
Assembly Commission

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

Organisational Efficiency and Effectiveness
Review of the Assembly Commission's approach

September 2016

National Assembly for Wales
Assembly Commission

Contents

Assembly Commission Strategy 2016 – 2021

Our purpose

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

The Assembly Commission serves the National Assembly to help facilitate its long-term success as a strong, accessible, inclusive and forward looking democratic institution and legislature that delivers effectively for the people of Wales.

Our strategic goals

— To provide outstanding parliamentary support.

— To engage with all the people of Wales and champion the Assembly.

— To use resources wisely.

Introduction

Purpose

As a publicly funded organisation, the Assembly Commission must consistently demonstrate that it uses its resources efficiently and effectively. We recognise that across the public sector there is continuing pressure on finances, with many organisations facing year-on-year budget reductions, often resulting in cuts to services which can in fact lower effectiveness and efficiency. However, for the Commission, it is both critical and essential that we maintain the delivery of excellent services to Assembly Members so that they are able to undertake their elected role to provide effective scrutiny of the Welsh Government, to make good laws for Wales and to represent the people of Wales.

Both the Chief Executive and the Commission's Audit and Risk Assurance Committee have called for a review of our approach to efficiency, effectiveness and value for money and this report is the output of that review. The objectives of the review were to illustrate the range of activity, to provide evidence of the effectiveness of this work, to describe our arrangements for ensuring proper focus is established in our management arrangements and to show that we continue to identify and exploit opportunities to be even better.

Background

Looking ahead, we face the reality of increased workloads for Assembly Members during the Fifth Assembly. This conclusion is based on our understanding of the Welsh Government's legislative programme, the new responsibilities arising from the Wales Act 2014, including devolved powers on finance, and the expectation that the revised draft Wales Bill, once approved, will pass further powers to the Assembly. The EU Referendum vote has major implications for Wales and, although it is too early to understand with any clarity what these will be, it is clear that Assembly Members will need to make a significant contribution to both the exit process discussions and the subsequent work on new legislation to establish Wales and the UK in a post-EU world. This will add a further significant workload onto the 60 Assembly Members. Against this background, the Commission will need to review its current arrangements for delivering services to support Members and new ways of working will be needed that are as efficient and effective as they can be.

Our stakeholders must be assured that we are committed to maximising the value of the public funds that we receive, through our management of budgets, resources, investment and the services we deliver. These stakeholders include: the Assembly Commission, our Audit and Risk Assurance Committee (ACARAC), the Assembly's Finance and Public Accounts Committees, the National Assembly, the Welsh public and media and not least ourselves as the deliverers of services. Providing challenge to increase efficiency still further and to provide measures of improvement is not new to us – we do this regularly within services, at Management Board, at Investment and Resourcing Board, at ACARAC and Commission. We achieve efficiency in the way we consistently improve the level of service to Members and particularly how we tailor those services within available resources. In March 2015, an internal audit report on 'Value for Money' concluded that 'the Assembly Commission has a well-developed VfM culture in place and this culture is embedded throughout the organisation.'

In our approach, we must not lose sight of the purpose of our organisation and what is culturally and strategically important. Some of the things we do and the ways we do them could be considered to be desirable rather than essential when compared to the wider public sector or the private sector. However, being a bi-lingual organisation, supporting diversity, having family friendly policies, providing opportunities for excellent professional development and training, secondments and career breaks, achieving external recognition such as the Investors in People Gold award and having periods of recess to balance the term-time pressures, are all at the heart of the Commission's culture and ways of working; reducing or ending these would have a direct cost, operational and strategic impact. This is not to say these things are exempt from an efficiency and effectiveness focus, rather that they should not be viewed as easy options for savings.

Efficiency and Effectiveness?

To demonstrate efficiency and effectiveness, we must be clear about what these terms means to us so:

Efficient

Efficient means delivering these services with the minimum necessary resources, identifying and eliminating wasteful processes, addressing and resolving underperformance and challenging what we pay for.

Effective

Effective means being focussed on our goals and priorities and implementing the best ways of working to deliver excellent services required by the Assembly and its Members.

Guiding Objectives

We have developed a number of guiding objectives to provide assurance that we treat the efficient and effective use of resources as a priority in both our daily operations and also when we introduce changes to the organisation:

— To continuously challenge ourselves and our suppliers to increase efficiency and effectiveness and to measure and report on improvement.

— To provide clear evidence that we do operate efficiently and effectively and that we are right to use our allocated budget in the way we do.

— To ensure that everything we do aligns to the Commission's Strategy, goals and priorities, is fit for purpose and is the result of an assessment of costs versus benefits.

— To subject ourselves to both internal and external scrutiny and to be clear and open about our plans and achievements.

— To capture examples of good practice, distil the essence of what makes it so and ensure that this good practice is adopted. Similarly, where things do not go well, we will show what we have learnt and done, to prevent a reoccurrence.

Benefits of Progressing This Work

We recognise the following benefits of continuing to identify and implement opportunities to improve organisational effectiveness and efficiency:

— To strengthen our ability to meet future challenges — the commitment to continuous improvement will ensure that the Assembly is best prepared to deliver change to meet future needs.

— Positive public perception — the Assembly's commitment to review and improvement will provide opportunities to further enhance the public perception of the Assembly.

— Assurance of the Commission's Strategy — we expect that there will be a renewed focus by Members, the Finance and Public Accounts Committees and external stakeholders on the Commission's costs and efficiency, as the pressure on public finances continues. The identification

of programmes of work that deliver improved efficiency and effectiveness will serve to provide this assurance.

– Smarter corporate working – the further development of our service and capacity planning and enhanced performance management along with agreed thematic reviews, will improve how we work now and how we prepare for the future.

– Enhanced organisational performance – more focussed and tailored services, delivering to budget and targets, guided by efficient plans for services and resources under a framework for continuous improvement will facilitate an improvement in the Assembly's performance.

Our Scope and Approach

The scope within which to make efficiency and effectiveness improvements is not limited to any particular service, function or process and therefore is Assembly-wide.

Our approach will continue to be to ensure that all new change initiatives are delivered on the basis of a cost/benefit assessment, that our service and capacity planning reviews proceed on the basis of maximising the use of our resources to deliver the Commission's strategy and goals and that we constantly challenge ourselves to demonstrate value for money.

Investors in People

"The work that the Assembly Commission staff carry out is invaluable to us as Assembly Members. They enable us to carry out the Assembly's democratic work, representing the interests of Wales and its people, make laws for Wales and hold the Welsh Government to account.

The Gold standard award from Investors in People demonstrates that the Assembly is delivering in terms of investing in its staff. That commitment will continue as we strive to improve on what are already excellent parliamentary services."

Elin Jones AM, Llywydd

INVESTORS IN PEOPLE | Gold

What is the evidence from the Review?

The examples that follow all point to an organisation that is tightly managed and efficient in its use of resources. This evidence also shows that we are not content to rest on the good work we have done, rather that we are committed to seeking further improvement.

Commission's Legacy Report 2011-2016 'A Platform for Strength.'

The Fourth Assembly Commission's legacy report contains 13 recommendations to its successor Commission. These recommendations are wide-ranging and include proposals for improving CPD for Members, the role of the Commission as a 'high performing' governing board, the need to continue to exploit information technology to deliver excellent services to Members and the people of Wales and the need to ensure that resources are available to deliver the necessary support to Assembly Members in a changing constitutional world. It is for the new Commission to decide which, if any of these recommendations are taken forward; however, we will ensure that the Commissioners have access to advice on the expected benefits arising as well as the requirements for introducing any changes.

Legacy Recommendations from the Business Committee and Current Committee Chairs.

One of the most significant efficiency and effectiveness decisions the new Assembly has taken relates to the design of the committee system - how many committees, the committee working week, what the committee portfolios will be and how legislation is to be handled. We have provided advice and evidence, including a report from the outgoing committee chairs, to the new Llywydd, Commissioners and Business Committee, with capacity maximisation being a predominant theme. The Business Committee, having considered the forthcoming legislation programme and to provide capacity for scrutiny of the EU exit arrangements, tabled motions to establish a new committee structure and working week for the Fifth Assembly, to establish seven policy and legislation committees, along with a new procedure to elect committee chairs; these changes were agreed in Plenary.

Investors in People

We were delighted to learn in June 2016 that we had been awarded the Investors in People (IiP) Gold standard award for the third time.

Investors in People is the UK's leading people management business improvement standard. It is used by tens of thousands of organisations in more than 50 countries. It enables organisations to benchmark themselves against some of the best employers in the world and only a small handful achieve the Gold Award.

The Investors in People report said that the National Assembly's key strengths included:

— A clarity of purpose, vision and objectives that has been well communicated across the whole organisation.

- Excellent understanding of both the key "customers" of the organisation and the wider community, their needs and the provision of key services that satisfy these needs with excellence and in a cost-effective manner.

- A strong commitment from everyone across the organisation to deliver the key goals and priorities of the organisation.

- Strong leadership from the top, identifying how the landscape and environment in which the organisation operates will be changing, and the implications of such changes for the organisation itself.

- The existence of an ethos that people across the organisation identify with, where they understand and consistently behave in accordance with the values that support this culture.

- A sense from most people that they feel high performance and working hard will be recognised by the organisation.

- A way of working where teamwork and collaboration is both encouraged, commonplace, and where people strive to work effectively across different Departments.

- A drive to improve and ensure that the organisation continues to thrive in the future.

MySenedd and Review of the Record of Proceedings (RoP).

Both of these initiatives are aimed at enhancing the Assembly as a truly 'Digital Parliament.' The ambition driving MySenedd is to transform Assembly Business services with a focus on far better organisation and use of information, and the personalisation of services to Members should enable them to make better use of time and to operate in a more efficient, effective way. Our aim, over the period of the Fifth Assembly and beyond, is for continuous improvement in service delivery, supported by the development and introduction of flexible IT solutions.

The RoP review was established to explore new opportunities for our approach to the reporting of proceedings, including how it could be used to increase engagement and understanding of the work of the Assembly. The review is now complete and an update on the initial analysis and recommendations went to the Commission in August 2015. From an efficiency point of view, Commissioners were particularly interested in how staff are used effectively to meet the variable demand. The Commission agreed the following recommendations from the Review:

- Earlier publication of the draft Record of Proceedings (with effect from the Fifth Assembly);

- Bringing forward the publishing of the fully bilingual version with effect from the Fifth Assembly, and exploring market options for delivery of this; and

- Exploring in more detail a new IT solution, including adapting systems already used successfully elsewhere.

Scenario Planning

Within the Commission, we formed a Scenarios Group to work through the major aspects of change that we were likely to face early in the Fifth Assembly, in order to give added assurance that the various strands of the Fifth Assembly Transition programme had everything covered. Examples of the issues considered by the Scenarios Group were the extension of the working week, reduction in recess length, fundamental redesign of our committee system, the political make-up of the next Assembly, the arrival of a fifth political party and the implications of a new Llywydd and Commission.

All of these touch, in some way, on the capacity of Members to undertake their work and so senior staff and their teams have been thinking through the practical implications for the support we provide and how this can be best tuned to Member's needs.

Resource Planning and Management

We have worked to establish a planning 'thread' which runs from the Commission's strategy and goals, through our corporate priorities and into our service and capacity planning. We have also developed an assurance framework, which we use to ensure evidence of effective planning and decision taking. The Management Board is responsible for ensuring that the alignment with strategy and priorities is consistent and the Investment and Resourcing Board (IRB) is responsible for decisions on investment and staffing resources and for oversight of the Commission budget.

One of the significant improvements made during the last 2 years has been the development of medium to long-term investment plans for the Assembly's estate and facilities and for ICT. The former has a 10-year time frame and allows us to assess the need for investment in the maintenance of the estate in a strategic context. The ICT plan has a 3-year time frame which reflects the pace of change of technology. The ICT investment fund which this plan draws from was established out of savings from insourcing the Assembly's ICT services. Both plans are 'zero-budget' based, and business cases for investment are determined by IRB and, in cases where the Accounting Officer's delegated authority would be exceeded, by the Assembly Commission.

We will continue to manage our resources using these processes and significant activities in 2016 will be to ensure that the use of resources is aligned to the strategic direction of the new Commission and to ensure that we deliver effectiveness and efficiency improvements following the last current voluntary exit scheme.

Service Reviews

We have an excellent record of responding flexibly to changes in need by adapting the focus, configuration and capacity of our services. Examples include: the restructure of the Assembly Business Directorate which has significantly improved the support to committees — now recognised as truly world class — and plenary and has created integrated support teams to tailor services; the insourcing of ICT services; and the current review of the Assembly's Security Service to ensure it is fit for purpose in a world where the threat of terrorist attack has increased. Looking forward, we will ensure that the required outcomes of any service review are clearly stated, we will identify benefits — both tangible and intangible and we will report on the achievements of the review.

Procurement

We have delivered some significant savings through our effective management of procurement and these have been identified in our previous two Annual Reports and Statements of Accounts — the ICT transition and replacement telephony systems are significant examples. Our IRB receives a quarterly report from the Head of Procurement and IRB actively manages the Commission's portfolio of contracts.

We view the National Procurement Service contract framework as a good opportunity to deliver value in the procurement of commodities such as stationery and ICT equipment and we work with NPS management where we have more 'bespoke' requirements such as translation services to determine whether these particular needs can be delivered without loss of service standard. The primary focus for this year is the renewal of the catering contract, ensuring that the new contract terms require the

chosen supplier to work with us to deliver efficient and effective services. Other procurement initiatives this year include progressing the introduction of a new procurement card, adopting the NPS travel service and working with services to exploit opportunities as they arise.

Internal Audit and the Audit and Risk Assurance Committee

We have a highly effective programme of internal audit that is applied across the organisation and through which we supplement the statutory audit obligations with our own requirements. Recent work of this nature has seen us commission a "lessons learned" report from our HR/Payroll transition, a report on the effectiveness of our engagement activity and current work is looking at our translation services and the effectiveness of the Remuneration Board.

We are fortunate to have an independent Audit and Risk Assurance Committee made up of highly experienced individuals with both public and private sector experience. In addition to its audit and assurance responsibilities, the committee takes an active interest in the management of the Commission and is enthusiastic about our work on effectiveness and efficiency.

We will continue to use the internal audit process as a source of both opportunity for review and for recommendations for improvement. Similarly, we will engage with our Audit Committee to provide challenge and assurance on our improvement work.

Business Analysis

A small Business Analysis team works across the Commission to help identify opportunities for improvement in service efficiency and effectiveness and to ensure that information systems continue to meet the needs of Members, staff and the people of Wales. The team has undertaken significant work in a number of key areas across the Commission. The results of the analysis of the Reporting of Plenary and Committee Proceedings in support of the RoP Review are reported above. Analysis of how we manage our customers' information and how we manage customer services is informing the MySenedd programme. Current ongoing analysis of our recruitment processes and the ways in which we engage with younger people are targeted at delivering efficiency and effectiveness benefits. Analysis work in eliciting and documenting business requirements for ICT solutions ensures that technology implementations meet business need, so optimising the efficiency and effectiveness of business processes. Over the last 12 months the team have delivered, or are in the process of delivering, business requirements for the Plenary support system, Finance system, Research Service enquiry system, Member's case work management system, ROP transcription and editing system and the Library management system.

Directorate Reviews

The Resources Directorate is undertaking an efficiency and effectiveness review with the aim of identifying opportunities to deliver improvements over current ways of working. The objectives for this review are to:

– Review the full range and scope of all services provided by the Directorate, considering the continued validity of functions and services being provided and the opportunities to increase efficiency and effectiveness (either or both).

– Ensure that resources are being used to meet Strategic Priorities and Corporate Objectives in an efficient and effective manner;

– Identify any cross-cutting opportunities or constraints;

- Identify any areas of potential income generation; and

- Make recommendations for business improvement initiatives.

The Resources Directorate has existed in its current form for just over 12 months and during this time there have been some significant changes in function and staffing. The Directorate management team has undertaken a series of workshops to agree purpose and priorities and we have listened carefully to the rest of the organisation as to what services need to be delivered and how. All of this has been input into the review now underway. Currently, the Heads of Service are assessing those functions which were identified as potentially capable of improvement. This assessment will address the case for change, the benefits to be gained, the impact of delivering the change and a priority rating. We will then produce an overall proposal to the rest of the organisation, for comment, agreement and assurance.

Clearly, there will be opportunities identified which cross directorate boundaries and which affect other initiatives and these situations will need discussion. Where changes are agreed, we will ensure that the progress of these is captured and we have adjusted our monthly financial reporting to include efficiency and VfM gains. We expect that this process will be beneficial and that when the opportunity arises, that the other Directorates will undertake similar reviews.

Comparison and Benchmarking

We recognise that we are not unique and that other organisations succeed in delivering excellent services effectively and efficiently. Where appropriate, we compare ourselves to those organisations that are similar in terms of purpose, strategy and culture. Where they are successful and competitive but distinctive from their competitors, we will aim to learn from them. We will also look to benchmark our services; this already happens with our annual staff survey and indirectly through external awards and recognition, but we will do more. Finally, we will seek examples from other organisations who have developed performance indicators for efficiency and effectiveness and we will consider whether these can be adapted to our needs.

How is our progress evidenced?

We provide a wealth of evidence regarding the plans, performance and compliance of the Commission as well as illustrating the excellent services we deliver and our achievements. We do this through the following:

— Annual Report and Statement of Accounts

— Annual Governance Statement

— Performance Reports

— Highlight reports

— Project reports

— Official Languages Scheme Compliance Report

— Capacity planning and Service planning

— Members and Support Staff Satisfaction Survey

— Staff Survey

— Annual Audit Report

— Monthly Financial Management Reporting.

We will continue to use these outlets to report on progress and achievement. However, we will add a new category to our Assurance Framework that will require Service Heads and Directors to report on the management, monitoring and delivery of all efficiency and effectiveness activity — whether this be new work or related to existing change initiatives. We will also develop a monitoring process with the Governance and Assurance Service to add to the existing monitoring of risks, issues and projects. Finally, we will add a monitoring and assurance role for efficiency and effectiveness to the terms of reference for Investment and Resourcing Board.

PERFORMANCE SUMMARY

PROVIDING OUTSTANDING PARLIAMENTARY SUPPORT

👍 **8.70** OUT OF **10** WAS THE AVERAGE SCORE GIVEN BY MEMBERS AND SUPPORT STAFF FOR PLENARY SUPPORT IN THE ANNUAL SURVEY (UP FROM 7.70 THE PREVIOUS YEAR)

46 STAFF WERE LEARNING WELSH

90,004 VIEWS OF INBRIEF/PIGION, THE RESEARCH SERVICE BLOG

100% OF COMMITTEE REPORTS WERE COVERED BY BROADCAST OR PRINT MEDIA

ENGAGING WITH THE PEOPLE OF WALES AND PROMOTING WALES

131 SCHOOLS ENGAGED FOR THE FIRST TIME

163,158 VISITORS TO THE SENEDD AND PIERHEAD

274,905 AVERAGE MONTHLY WEBSITE PAGE VIEWS

239 INTERNATIONAL VISITS TO OR FROM THE ASSEMBLY

Efficiency and Effectiveness Savings Achieved to Date

The Value for Money reporting for 2015-16 had a stronger emphasis on business efficiency, with budget managers reporting on their achievements and the progress they are making towards increasing efficiency within their service area. Returns are requested on a monthly basis as part of month end reporting.

Target

The VfM target has been £500k. In 2014-15, 60% of the savings delivered were recurring i.e. provided a saving in more than one financial year. There was not the same level of opportunity to make contract savings during 2015-16, In fact, there was only one contract negotiation which was able to provide savings this year resulting in savings of £39k per annum for 3 years.

However, we will continue to look to achieve recurring savings in future years through contract renewal and replacement (as better contract terms provide the best opportunity), but also through other initiatives such as the transformation work under MySenedd

Initiatives

Initiatives in 2015/16 included:

— Covering vacant posts by re-distributing work between other team members.

— Utilising in-house resource to provide courses which traditionally were delivered by an external provider e.g. Gloywi Iaith

— Better oversight of training needs to co-ordinate provision in the most appropriate way e.g. delivering training in-house instead of sending people on a course externally

— Efficiencies from Machine Translation and RoP review facilitated the translation of work by internal staff rather than sending it externally as would usually be expected to be the case.

— Moving Members Constituency and Home office broadband, will deliver a more reliable service and will save £43K per year over existing costs.

— The Voluntary Exit Scheme will deliver improved efficiency and effectiveness and savings.

Detailed Case studies

This section provides information on specific case studies where efficiency and effectiveness has been demonstrated during the Fourth Assembly.

ICT Transition

We have achieved impressive levels of savings as a result of insourcing ICT services and these have allowed us to build a strong and effective ICT service as well as fulfilling our insourcing commitment to deliver the objectives of the ICT Strategy at pre-transfer budget levels, thus avoiding the need for additional investment funds in addition to the ICT budget. Putting some figures to this statement provides the following view, with 2014/15 being the first Financial Year following exit from the outsourced contract.

Year	FTE	Staff Budget £	Non-Staff £	Total Budget £	ICT Investment £
2012/13	15	589,199	3,290,710	3,879,909	0
2013/14	11.6	586,475	3,582,840	4,169,315	0
2014/15	32	1,597,422	2,302,750	3,900,172	472,355
2015/16	36	1,779,536	1,767,122	3,546,658	825,869
2016/17	40	1,979,060	1,877,350	3,856,410	516,117

The Investment Fund was created from savings achieved by insourcing ICT services and also the re-provision of contracts for services such as Audio Visual support and software licencing. This fund has been used to make significant improvements to the ICT infrastructure in terms of the data network, server resilience and internet bandwidth and the Assembly now experiences far fewer interruptions to its ICT services as a result.

Notable investments which have delivered savings as well as improvements include:

– **New Telephony System** – In 2015 the Commission replaced its ageing and unpopular telephony system with a new IP solution, a change which has been welcomed by Members, AMSS and Commission staff alike, for the improvements in functionality and ease of use. The annual operating cost for the outgoing contracted service was £220K, the new system cost £350K to procure install and configure and has annual running costs of £37.5K. The new system will pay for itself by the Autumn of 2016 and will deliver a saving of £180K per year over its predecessor.

– **Broadband connections to Constituency Offices and Members' home offices** – the old ECX service has been replaced at no cost to the Assembly, with an improved EBB service from BT, saving £45K per year and offering improved levels of reliability and support from the provider.

– **Data backup** – Under the outsourced ICT service, the Commission was contracted to use the Service Provider's solution, at a cost of £96K. This contract expired at the end of 2014 and was replaced by a Microsoft solution that the Commission was already licenced for and some additional disk capacity at £20K.

– **Siambr Refresh** – In 2012, the Commission had to undertake essential maintenance work to the Plenary ICT support and electronic voting systems, installed when the Senedd opened in 2006 and which were becoming unreliable and difficult to support. This work was delivered under the outsourced ICT Service, at a cost of £650K and was limited to an upgrade of the software and a replacement of 60 mini PCs. During, 2015/16 and for the same cost, the Commission has completely replaced the Siambr software solution with the most modern parliamentary ICT software available on the market, all Siambr hardware has been replaced, including new Member desk IT and a comprehensive redesign of the Siambr desktop working space has been delivered, giving Members much more available space. This is a significant example of the Commission being able to deliver more benefits and much greater efficiency by having established an in-house ICT service.

Since transition in 2014 an investment fund for ICT has been 'ring-fenced' by the Investment and Resourcing Board (IRB), to ensure funds were available to improve ICT services and to deliver the ICT strategy. With much of this work now achieved, this protection has now effectively been removed (the £516K is indicative and relates to proposed expenditure, subject to business case). From 2017, there will be no ring-fenced ICT expenditure and bids for investment will be prioritised by IRB alongside other Commission needs. What this reveals is that we have effectively achieved our ICT strategy aims within budget and we are now in a position to release ongoing savings for wider investment.

Review of the Record of Proceedings – Translation

To achieve greatest efficiency from our resources, we have a hybrid system where the Translation and Reporting Service staff members undertake a combination of RoP editing work, text translation and/or interpretation. We supplement our internal resource with external contracted translators, to manage peaks in demand and for rapid turn-around times. We make increasing use of our machine translation (MT) solution and this has seen a significant shift in focus for our translators, from mainly translation to post translation editing.

Over the period of the Fourth Assembly, we have seen a 30% increase in the volume of translation and this has been met with no increase in external costs and with MT playing a significant role in meeting this demand, alongside improved processes within TRS.

We have also reviewed the nature of the work we send externally, with rates of pay for external text translation varying due to the deadlines for returning work. Generally we are now sending more work out externally at a lower rate.

	2013-14	2014-15	2015-16	Increase or decrease on 2014-15	Overall trend from 2013-14
External translation costs	£246,254	£241,853	£235,461	Decrease of £7,637	Decrease of £10,793 4.4%
Words translated (internal and external)	3,884,400	4,637,000	5,052,000	Increase of 415,000	Increase of 1,167,600 30%
Work sent externally (words)	895,000	1,170,200	891,700	Decrease of 278,500	Decrease of 3,300 0.33%
Translation of the Record (words completed externally)	2,671,000	2,619,000	2,622,600	Increase of 3,600	Decrease 48,400 1.81%

Resource and Planning Management

Savings as a result of the Voluntary Exit Scheme will be in the order of £484K, arising from in-Service reallocation of responsibilities where posts are to be deleted, or restructuring to allow replacement at lower grades. A significant part of this saving has helped to offset the impact of the last round of capacity planning so, when we first drafted the staff budget for 2016-17, the total was £20.391m and by the time we actually allocated the budgets in March, the budget was £20.282m. This included the impact of VES but also the other changes and new posts which had been agreed in the meantime. Without the VES savings we would be looking to fund the additional resources from other areas of the Commission budget.

Procurement

Over the period of the Fourth Assembly there have been some significant savings achieved on contracts for the supply of services and goods; of particular note are the savings achieved on the provision of software licences, telephony and photocopiers. The table below provides further detail:

Date	Function/Division	Contract Description	Contract Period (Years)	Budget Price/Original Price Paid	Final Contract Value	Total Saving	Cash Release Saving					
							2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
July 2012	Finance	Logica Payroll Contract	1	£19,992	£13,020	£6,972	£5,229	£1,743				
Oct 2012	Coordination Unit	PO Official Vehicle	3	£27,811	£22,496	£5,315	£1,034	£1,772	£1,772	£738		
2012-13	Estate and FM	Installation of Security Bollards	1	£139,355	£123,526	£15,829	£15,829					
May 2013	ICT	Mobile Devices	2	£135,600	£50,172	£85,428		£42,714	£42,714			
July 2013	Governance and Audit	Internal Audit Service	4	£65,452	£56,160	£9,292		£2,323	£2,323	£2,323	£2,323	£2,323
Nov 2013	ICT	IT Software Support Licenses	4	£667,012	£491,213	£175,799		£43,950	£43,950	£43,950	£43,950	£43,950
Dec 2013	ICT	Case Management System	2	£72,328	£71,158	£1,170		£585	£585			
Jan 2014	ICT	Sharepoint Website Development	1	£112,320	£100,800	£11,520		£11,520				
April 2014	ICT	BT PSTN lines	1	£84,800	£61,056	£23,744			£23,744			
May 2014	ICT	Legislative Workbench	2	£80,910	£45,000	£35,910			£17,955	£17,955		
August 2014	ICT	Field Engineers	4	£85,000	£65,000	£20,000			£3,333	£5,000	£5,000	£6,667
August 2014	ICT	Telephony Service	1	£278,928	£263,084	£15,844			£15,844			
December 2014	ICT	Telephony Service 2015	3	£789,252	£353,119	£436,133				£145,378	£145,378	£145,378
January 2015	ICT	Internet Connectivity - Colwyn Bay	4	£60,000	£34,505	£25,495			£1,062	£6,374	£6,374	£11,685
April 2014	Estate and FM	Copiers	3	£420,483	£302,949	£117,534				£39,174	£39,174	£39,174
						ESTIMATED SAVINGS	**£22,092**	**£104,607**	**£153,282**	**£260,891**	**£242,198**	**£249,177**

Looking forward into 2016 and beyond we have a number of high-value contracts to be re-let including Catering £1.7M, software licencing £540K, Occupational Health £150K and Telephony support £120K. The Catering contract has just been tendered, with Charlton House again being successful. We have agreed savings of £72K per year compared to the previous contract, delivering £360K over the 5-year life. This is the position at the outset and we will work to agree a further improved position as the contract proceeds.

MySenedd – Table Office Project

The Table office is the first port of call for any Member wishing to submit an item of business such as questions, statements of opinion, motions and amendments to motions. Currently, these business activities are supported by many manual processes, involving numbers of staff, multiple entry into different systems and tracking progress, informing Members and publishing the outcomes is difficult and inefficient.

The MySenedd Programme has identified improving the Table Office functionality as a high priority to deliver a more efficient way of processing these items that supports the business need and Members' preferences. The changes that have been identified in the Outline Business Case include:

− An interactive online service for Members to log and track business items in the language of their choice;

− Provide automatic notifications to Members to inform them on the progress of their business items;

− Members can use their ICT to communicate with the Table Office from any location;

− More accessible and easily searchable information;

− A solution for Table Office staff to conduct ballots for oral questions in an efficient and effective manner, in order to update Members quickly and accurately.

− Overall to release staff capacity from manual processing.

The Full Business Case for this project will be presented to IRB in September and will contain a detailed cost-benefit assessment.

Print room paper – use A3 instead of A4

Prior to November 2015, 80% of Print Room printing was done on A4 paper. However, an internal review has resulted in a significant turnaround whereby we now print 80% to A3 and then cut to size. The remaining 20% A4 paper is still used to allow for high quality for specific printing requests. As a result, the print paper costs from November 2015 to May 2016 have reduced by £8K and whilst some of this is as a result of less demand (dissolution), there is a clear cost-benefit arising from the change.

Our Performance - Measured

Performance summary – September 2015 to March 2016

Performance in providing outstanding parliamentary support

We maintained high levels of performance across this range of indicators, despite a peak in legislative scrutiny. In terms of performance against our corporate priorities, we made good progress in delivering the ICT strategy, preparing for the transition to the Fifth Assembly and enhancing our bi-lingual services. It is particularly pleasing that the Members' and Support Staff satisfaction levels significantly increased again in this area – a reflection that Members' views were listened to and acted upon.

Performance in engaging with the people of Wales and Promoting Wales

We continued to receive large numbers of visitors to the estate, with more during this period via organised tours. We grew our online presence significantly, and there are now over 50 social media accounts providing information in Welsh and English. Improvements were made to the Assembly website to allow the use of news articles to promote events and the promotion of these articles on the homepage.

The Education and Youth Engagement team made contact with all secondary schools in Wales during the Fourth Assembly, yet despite repeated efforts, 14 schools did not take the opportunity to engage with the Assembly. Communication with the schools, to encourage engagement, will continue into the Fifth Assembly. During the period April 2015-March 2016 we continued to enhance our offer to other 'new' groups outside the school setting, working with 178 youth groups. Through numerous engagement activities we engaged with 571 groups and worked with 20,967 young people.

Performance in using resources wisely

At the end of the reporting period, budgetary performance was achieved within target, and all savings were reinvested in improving Commission services.

The staff survey in May 2015 was the first time the Assembly included employee engagement as a measure. Benchmarking against the 101 individual Civil Service organisations from across the UK that participated in the Civil Service People Survey, only three have a higher engagement index score than the Assembly. Of those organisations with their main base in Wales, the Assembly's engagement index score was the highest.

Good progress was made in the first year of the new Carbon Reduction Strategy. Infrastructure improvements and continual efficiency improvements enabled us to operate at 11% below our baseline year, a significantly higher reduction than the 6% year-on-year needed.

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PERFORMANCE SUMMARY

USING RESOURCES WISELY

72%
STAFF ENGAGEMENT LEVEL MEASURED IN ANNUAL STAFF SURVEY
(AGAINST CIVIL SERVICE MEDIAN OF 59%)

7.6%
REDUCTION IN EMISSIONS
(6% ANNUAL TARGET)

0.13%
BUDGET UNDERSPEND
(TARGET OF <1%)

450
PERMANENT, POLITICALLY IMPARTIAL STAFF WORK FOR THE ASSEMBLY COMMISSION

163,158
VISITORS TO THE SENEDD AND PIERHEAD

12%
REDUCTION IN COST OF ICT SERVICES

Summary of Key Performance Indicators

Providing outstanding parliamentary support	April 2014 - March 2015	April 2015 - March 2016
KPI 1: Timeliness and service delivery A consistently high performance on timeliness of issuing committee papers, briefings and Record of Proceedings, despite a peak in legislative scrutiny.	green	green
KPI 2: Professional development A review of language learning provision for Members and staff led to the creation of a new Language Skills team. The Commission continued to share its experience and expertise on working bilingually and was represented on the Ministerial Working Group on the Welsh language in Local Government administration and economic development.	amber	green

Engage with the people of Wales and promote Wales	April 2014 - March 2015	April 2015 - March 2016
KPI 3: Engagement at the Assembly Although visitor numbers decreased, the number engaging through tours increased. Visitor satisfaction levels remained above target.	green	green
KPI 4: External profile of the Assembly Using social media, our online presence grew significantly. Considerable media coverage for the work of committees continues.	green	green

Use resources wisely	April 2014 - March 2015	April 2015 - March 2016
KPI 5: Budgetary performance A strong position: delivering an underspend of 0.13 per cent of the budget, well within the less than one per cent target; also exceeded the value for money target.	green	green
KPI 6: Staff Absence management continued to be a strategic priority, with absence levels giving some cause for concern. Enhancements to our staff performance management and development approach were introduced and positive feedback received.	amber	amber
KPI 7: ICT customer service Improvements were made through ongoing training for Service Desk agents. This was reflected via an increase in customer satisfaction scores.	amber	amber
KPI 8: Governance Despite an increase in the number of Freedom of Information requests received, the number answered within the statutory deadline increased.	green	green
KPI 9: Sustainability Good progress continued against the new target for reduction in total energy. A new target of zero tonnes of waste to landfill by March 2021 was set and work began towards achieving it.	green	green

Progress on Corporate Plan priorities	April 2014 - March 2015	April 2015 - March 2016
Provide outstanding parliamentary support Commission staff supported committees to produce legacy reports which described the impact of their work during the Fourth Assembly, and made recommendations to inform the work of successor committees in the Fifth Assembly.	green	green
Engage with the people of Wales and promote Wales Good levels of engagement with Assembly business continued. Social media engagement made significant improvements.	green	green
Use resources wisely The work to refresh the Senedd Siambr ICT and improve the ergonomics was almost complete at the year end. Improved wireless networking was delivered to all constituency offices, and changes were made to help drive down energy usage and achieve sustainability targets.	green	green

Member satisfaction survey	April 2014 - March 2015	April 2015 - March 2016
Provide outstanding parliamentary support The satisfaction survey 2015 showed a significant improvement in scores for overall support for Plenary and committee meetings, up from 7.7 to 8.7 and 7.9 to 8.4 respectively.	green	green
Engage with the people of Wales and promote Wales The satisfaction survey 2015 showed a marked improvement in the score for overall effectiveness on engagement, up from 6.7 to 7.4.	amber	green
Use resources wisely The satisfaction survey 2015 showed a significant improvement in scores on a range of services to Members, including allowances and staffing, and ICT, up from 8.7 to 9.3 and 7.5 to 8.4 respectively.	green	green

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.

Consultation and Feedback on our Performance

The Assembly Commission has a continued commitment to build organisational capability, against a backdrop of changing organisational need; to ensure the Assembly has skilled, motivated people in the right posts, ready to deliver outstanding parliamentary services.

Our most recent staff survey, benchmarked against civil service comparators, continues to demonstrate a very positive picture of continued high levels of employee engagement, a true commitment to delivering high quality services, and positive reinforcement that the Assembly is a great place to work.

WE HAD A **85%** RESPONSE RATE IN OUR LATEST SURVEY

THE WELSH GOVERNMENT HAD A **62%** RESPONSE RATE TO THEIR LATEST SURVEY

THE CIVIL SERVICE RESPONSE RATE IS **65%**

85% 2016
93% 2015
77% 2013

384 MEMBERS OF STAFF RESPONDED TO THE SURVEY

KEY THEMES

The proportion of employees who selected either 'agree' or 'strongly agree' has been calculated as an average percentage of positive responses within each theme to provide a comparative measure.

Me and my work
Having the tools and time to do the job

76%

Organisational objective and purpose
Understanding of what the Assembly is here to do

82%

My manager
Your relationship with your immediate supervisor

68%

My team
Your relationship with your immediate colleagues

84%

Inclusion and fair treatment
Feeling valued and respected for who you are

83%

Leadership and managing change
Managerial relationships and effective organisational change management

52%

ENGAGEMENT INDEX

WE HAD A **72%** ENGAGEMENT INDEX SCORE

THE WELSH GOVERNMENT HAD **63%** ENGAGEMENT INDEX SCORE IN THEIR LAST SURVEY

THE CIVIL SERVICE MEDIAN IS **58%**

ENGAGEMENT INDEX

Q13a	I am proud when I tell others I am part of the Assembly Commission	**79%**
Q13b	I would recommend the Assembly Commission as a great place to work	**81%**
Q13c	I feel a strong personal attachment to the Assembly Commission	**64%**
Q13d	The Assembly Commission inspires me to do the best in my job	**62%**
Q13e	The Assembly Commission motivates me to help it achieve its objectives	**58%**

Breakdown of engagement index:

MOST/ LEAST POSITIVE QUESTION RESPONSES

Based on total positive percentage response per question, the following tables show questions with the most and least positive responses.

✔ Top 5 questions	Positive percentage
I am trusted to carry out my job effectively	**87.9%**
The people in my team can be relied upon to help when things get difficult in my job	**87.6%**
The people in my team work together to find ways to improve the service we provide	**86.8%**
I am treated with respect by the people I work with	**85.4%**
I understand how my work contributes to the Assembly Commission's strategic goals	**83.0%**

✘ Bottom 5 questions	Positive percentage
I think it is safe to challenge the way things are done in the Assembly	**40.7%**
I have the opportunity to contribute my views before decisions are made that affect me	**41.0%**
Poor performance is dealt with effectively in my team	**45.6%**
When changes are made in the Assembly they are usually for the better	**48.3%**
Senior managers in the Assembly are sufficiently visible	**48.9%**

National Assembly for Wales
Corporate Performance Report

April 2015 - March 2016

National Assembly for Wales
Assembly Commission

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

National Assembly for Wales
Corporate Performance Report

April 2015 - March 2016

National Assembly for Wales
Assembly Commission

Contents

Introduction

The corporate body for the National Assembly for Wales is known as the Assembly Commission. The Assembly Commission's role is to provide the Assembly with the staff, property and services it requires and is accountable to the Assembly. Day-to-day management and delivery is delegated to the **Chief Executive and Clerk, Claire Clancy**.

This is the second and final corporate performance report for the financial year 2015-16, and the final report for the Fourth Assembly.

Fourth Assembly

In the Fourth Assembly, the Commission set out its purpose as serving the National Assembly for Wales to help make it a strong, accessible and forward-looking democratic institution and legislature that delivers effectively for the people of Wales.

The Commission of the Fourth Assembly consisted of Dame Rosemary Butler AM, the Presiding Officer and four Assembly Members nominated by each of the four party groups represented in the Assembly: Peter Black AM; Angela Burns AM; Sandy Mewies AM; and Rhodri Glyn Thomas AM. David Melding AM, the Deputy Presiding Officer, also attended Commission meetings.

The **Assembly Commission Strategy 2011-16** set out the goals for the Fourth Assembly which were:

- to provide outstanding parliamentary support;

- to engage with the people of Wales and promote Wales and:

- to use resources wisely.

In support of the Commission's strategic goals, there were five priority areas for change, innovation and investment for the Fourth Assembly. These are set out in the **Assembly Commission Strategy 2014-2016 -** a corporate plan, developed to provide greater clarity and direction for staff on our strategy, priorities and various elements of governance. The priority areas were:

- enabling the Assembly to be as effective as possible through the support we provide, including through the impact of the next stages of our ICT Strategy;

- enhanced bilingual services;

- better engagement with people in Wales;

- making the most of our Estate; and

- complete readiness for the transition to, and new challenges of, the Fifth Assembly.

Fifth Assembly

The new Commission for the Fifth Assembly comprises of the **Presiding Officer**, Elin Jones AM and four Assembly Members nominated by party groups represented in the Assembly: Suzy Davies AM; Joyce Watson AM; Dai Lloyd AM; and Caroline Jones AM.

The purpose and strategic goals for the Fourth Assembly have worked effectively over the course of the last five years and the new Commission has confirmed that these remain relevant in providing a focus for the ambitions of the Fifth Assembly. However, a significant amendment to reflect a new, more direct and accountable relationship between the Assembly and its taxpayers, has been included in the new 'Purpose Statement' which becomes:

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

The strategic goals for the Fifth Assembly are also revised slightly as follows:

- to provide outstanding parliamentary support;

- to engage with all the people of Wales and champion the Assembly; and

- to use resources wisely.

They set the framework for an ambitious set of priorities, building on the investment and momentum that has been achieved in the Fourth Assembly, particularly in the light of the changing constitutional situation, including the outcome of the EU referendum, and the continued need for stronger engagement.

Performance Reporting

The report provides information on the corporate performance of the Commission for the period April 2015 – March 2016, consisting of:

– highlights in performance, by strategic goal;

– a 'traffic light' summary which sets out the overall performance against our strategic goals;

– a more detailed breakdown of the individual indicators that feed into that summary, including;

- indicators to show progress against the target; and

- trend arrow to show progress against the same period in the previous year.

Highlights in performance

Performance in providing outstanding parliamentary support

We maintained high levels of performance across this range of indicators, despite a peak in legislative scrutiny. In terms of performance against our corporate priorities, we made good progress in delivering the ICT strategy, preparing for the transition to the Fifth Assembly and enhancing our bi-lingual services. It is particularly pleasing that the Members' and Support Staff satisfaction levels significantly increased again in this area — a reflection that Members' views were listened to and acted upon.

Performance in engaging with the people of Wales and Promoting Wales

We continued to receive large numbers of visitors to the estate, with more during this period via organised tours. We grew our online presence significantly, and there are now over 50 social media accounts providing information in Welsh and English. Improvements were made to the Assembly website to allow the use of news articles to promote events and the promotion of these articles on the homepage.

The Education and Youth Engagement team made contact with all secondary schools in Wales during the Fourth Assembly, yet despite repeated efforts, 14 schools did not take the opportunity to engage with the Assembly. Communication with the schools, to encourage engagement, will continue into the Fifth Assembly. During the period April 2015-March 2016 we continued to enhance our offer to other 'new' groups outside the school setting, working with 178 youth groups. Through numerous engagement activities we engaged with 571 groups and worked with 20,967 young people.

Performance in using resources wisely

At the end of the reporting period, budgetary performance was achieved within target, and all savings were reinvested in improving Commission services.

The staff survey in May 2015 was the first time the Assembly included employee engagement as a measure. Benchmarking against the 101 individual Civil Service organisations from across the UK that participated in the Civil Service People Survey, only three have a higher engagement index score than the Assembly. Of those organisations with their main base in Wales, the Assembly's engagement index score was the highest.

Good progress was made in the first year of the new Carbon Reduction Strategy. Infrastructure improvements and continual efficiency improvements enabled us to operate at 11% below our baseline year, a significantly higher reduction than the 6% year-on-year needed.

Access to information

The Commission publishes an Annual Report and Accounts, providing an overview of performance on an annual basis, linking performance with the money we spend in providing services to the Assembly. The Commission publishes a range of other information about its annual budget and key organisational policies on the Assembly website.

The Commission is happy to provide further information if you would like to learn more about our work:

– You can contact us here: **www.assembly.wales/contact**

– Guidance on **access to information** is available on the Assembly website.

Corporate Performance Measures: Achievement against Strategic Goals

Summary overview of the more detailed key performance indicator (KPI) information that follows:

Providing outstanding parliamentary support	April 2014 - March 2015	April 2015 - March 2016
KPI 1: Timeliness and Service Delivery A consistently high performance on timeliness of issuing committee papers, briefings and Record of Proceedings, despite a peak in legislative scrutiny.	green	green
KPI 2: Professional Development A review of language learning provision for Members and Staff led to the creation of a new Language Skills team. The Assembly Commission continued to share its experience and expertise on working bilingually and was represented on the Ministerial Working Group on the Welsh language in Local Government administration and economic development.	amber	green

Engage with the people of Wales and Promote Wales	April 2014 - March 2015	April 2015 - March 2016
KPI 3: Engagement at the Assembly Although visitor numbers decreased, the number engaging through tours increased. Visitor satisfaction levels remained above target.	green	green
KPI 4: External Profile of the Assembly Using social media, our online presence significantly grew. Considerable media coverage for the work of committees continues.	green	green

Use resources wisely	April 2014 - March 2015	April 2015 - March 2016
KPI 5: Budgetary Performance A strong position: delivering an underspend of 0.13% of the budget, well within the < 1% target; also exceeded the value for money target.	green	green
KPI 6: Staff Absence management continued to be of strategic focus, with absence levels giving some cause for concern. Enhancements to our staff performance management and development approach were introduced and positive feedback received.	amber	amber
KPI 7: ICT Customer Service Improvements were made through on-going training for Service Desk agents. This was reflected via an increase in customer satisfaction scores.	amber	amber
KPI 8: Governance Despite an increase in the number of Freedom of Information requests received, the number answered within the statutory deadline increased.	green	green

KPI 9: Sustainability
Good progress continued against the new reduction in total energy emissions target. A new 'zero tonnes waste to landfill by March 2021' was set and work began to work towards achieving it.

	April 2014 - March 2015	April 2015 - March 2016
	green	green

Progress on Corporate Plan priorities	April 2014 - March 2015	April 2015 - March 2016
Provide outstanding parliamentary support Commission officials supported committees to produce legacy reports which described the impact of their work during the Fourth Assembly, and made recommendations to inform the work of successor committees in the Fifth Assembly.	green	green
Engage with the people of Wales and Promote Wales Good levels of engagement with Assembly business continued. Social media engagement made significant improvements.	green	green
Use resources wisely The work to refresh the Senedd Siambr ICT and improve the ergonomics was almost completed; improved wireless networking was delivered to all constituency offices; and changes were made to help drive down our energy usage and achieve our sustainability targets.	green	green

Member satisfaction survey	April 2014 - March 2015	April 2015 - March 2016
Provide outstanding parliamentary support The satisfaction survey 2015 showed a significant improvement in scores for overall support for Plenary and committee meetings, up from 7.7 to 8.7 and 7.9 to 8.4 respectively.	green	green
Engage with the people of Wales and Promote Wales The satisfaction survey 2015 showed a marked improvement in the score for overall effectiveness on engagement, up from 6.7 to 7.4.	amber	green
Use resources wisely The satisfaction survey 2015 showed a significant improvement in scores on a range of services to Members, including allowances and staffing and ICT, up from 8.7 to 9.3 and 7.5 to 8.4 respectively.	green	green

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.

Goal: Provide outstanding parliamentary support

KPI 1: Timeliness and service delivery

% of committee papers issued by deadlines agreed with each committee

Target	April 2014 – March 2015	April 2015 – March 2016	Trend
100%	95.12%	🟡 93.27%	▽

Note: Average April 2015 – March 2016.

% of Research Service enquiries answered within agreed deadline

Target	April 2014 – March 2015	April 2015 – March 2016	Trend
100%	99%	🟢 98.5%	☐

Note: Average April 2015 – March 2016.

% of Plenary Record of Proceedings published within deadline

Target	April 2014 – March 2015	April 2015 – March 2016	Trend
100%	99%	🟢 99%	☐

Note: Average April 2015 – March 2016.

Number of committee/Plenary meetings affected by failure to deliver Commission services

Target	April 2014 – March 2015	April 2015 – March 2016	Trend
Zero	5 out of 368 (1.4%)	🟡 2 out of 345 (0.6%)	△

Note: Total April 2015 – March 2016

% of committee Record of Proceedings published within 5 working days

Target	April 2014 – March 2015	April 2015 – March 2016	Trend
100%	96%	🟢 99%	△

Note: Average April 2015 – March 2016.

% of Marshalled Lists for Stage 3 Bill proceedings issued by Standing Order deadline			
Target	**April 2014 – March 2015**	**April 2015 – March 2016**	**Trend**
>2 days of debate	**100%**	🟢 **100%**	☐

Note: Average April 2015 – March 2016. Time spent on Stages of each piece of legislation is shown in the graph in Annex A.

KPI 2: Professional development

Number of staff learning Welsh			
Target	**April 2014 – March 2015**	**April 2015 – March 2016**	**Trend**
Increase number of Welsh learners	**45**	🟢 **46**	☐

Note: As at March 2016.

Progress on Corporate Plan priorities

Enabling the Assembly to be as effective as possible through the support we provide, including through the impact of the next stages of our ICT Strategy

April 2015 – March 2016

The Commission made available professional expertise from internal services as well as external bodies to enable Members to successfully complete a number of major inquiries, for example on poverty, energy and Wales Audit Office reports. Committees were supported to tackle a peak of legislative scrutiny, to undertake reviews of key Assembly procedures (law-making and the petitions system), as well as to embark upon the most ambitious programme of co-ordinated scrutiny ever undertaken: a cross-committees examination of the draft Wales Bill.

The work to provide more flexible Wi-Fi and potentially better broadband speeds in constituency offices was completed towards the end of 2015, saving the Assembly approximately £40,000 per year. The Siambr Refresh Project is due to be completed on time in April 2016. As part of this work, the Commission took the opportunity to improve the ergonomics of the desk-working space for Members and to improve accessibility. The speaker system and microphones for each desk were also upgraded in order to provide clearer audio across the Siambr. A new conferencing software system was introduced to manage the business of Plenary including the agenda, speaker list, procedural information, voting and messaging.

A refreshed web site was developed in association with staff across the Commission and launched in advance of the Fifth Assembly. Many aspects of the site were revised and refreshed making it easier for visitors to engage with the Assembly and access relevant information.

Enhanced bi-lingual services

April 2015 – March 2016

In accordance with the requirements of the Official Languages Scheme and the Bilingual Skills Strategy, all Services produced Language Plans. The plans described how Heads of Service would plan the provision of bilingual services within each service area, and ensure that all staff members had the skills to provide those services. The plans are referred to when vacancies arise and this provides assurance of compliance, in relation to the Assembly Commission's ambition to become a truly bilingual organisation providing exemplary bilingual services.

Work on the development of an in-house Language Awareness training resource is ongoing. The resource will form part of the corporate induction training that every new starter receives. This will ensure that all staff members are aware of the expectations of them and their commitment to the implementation of the Scheme. A review of language learning provision for Members, support staff and Commission Staff recommended the establishment of a new Language Skills team. A Managing Tutor was appointed, and the recruitment of the tutors is ongoing.

The Assembly Commission continued to share its experience and expertise on working bilingually and was represented on the Ministerial Working Group on the Welsh language in Local Government administration and economic development.

Beyond the Fourth Assembly

April 2015 – March 2016

Our preparations for the dissolution of the Fourth Assembly and transition to the Fifth Assembly finalised. Key decisions were taken by the Remuneration Board and Commission, and delivery plans were developed. Guidance was issued to Members and others, and liaison with external bodies that need to be involved, such as the Electoral Commission, continued.

Commission officials supported the Commission and committees to produce legacy reports which described the impact of their work during the Fourth Assembly, and made recommendations to inform the work of successors in the Fifth Assembly. These included a thorough examination (by the Business Committee in its legacy report) of a range of improvements to the operation of Assembly business. The Business Committee also made a number of important changes to legislative scrutiny procedures.

Member satisfaction survey

On a scale of 1-10 how would you rate the overall support for:

	April 2014 – March 2015	April 2015 – March 2016	Trend
Plenary meetings	7.70	8.70	▲
Committee meetings	7.90	8.40	▲
Working in language of choice	8.90	8.80	■

Note: Surveys are completed on an annual basis and results collated in August.

Goal: Engage with the people of Wales and Promote Wales

KPI 3: Engagement at the Assembly

Number of visitors to the Senedd / Pierhead			
Target	**April 2014 – March 2015**	**April 2015 – March 2016**	**Trend**
Increase compared to same period of previous year	168,348	🟡 163,158	▽

Note: Total April 2015 – March 2016. Visitor numbers decreased by 3.1% in comparison to the same period last year. However, the number of visitors participating in tours (as shown below) increased over the same period, providing greater opportunities for us to engage with those visiting.

Number of visitors on tours			
Target	**April 2014 – March 2015**	**April 2015 – March 2016**	**Trend**
Increase compared to same period of previous year	17,168	🟢 17,663	△

Note: Total April 2015 – March 2016. The number of visitors actively engaging with us by participating in tours, rather than just visiting the estate 'independently' increased by 2.9% over the same period last year.

Number of events organised on the estate			
Target	**April 2014 – March 2015**	**April 2015 – March 2016**	**Trend**
Increase compared to same period of previous year	296	🟢 292	☐

Note: Total April 2015 – March 2016. There was no increase in the number of events, mainly due to the focus continuing to be on larger events, running for longer periods.

Visitor satisfaction levels			
Target	**April 2014 – March 2015**	**April 2015 – March 2016**	**Trend**
80% good / satisfactory ratings	90%	🟢 87.5%	▽

Note: Average April 2015 – March 2016.

Joint events organised with Wales Governance Centre			
Target	April 2014 – March 2015	April 2015 – March 2016	Trend
-	6	6	☐

Note: Total April 2015 – March 2016.

KPI 4: External profile of the Assembly

Committee reports promoted by either broadcast or print media			
Target	April 2014 – March 2015	April 2015 – March 2016	Trend
100%	96%	● 100%	△

Note: Average April 2015 – March 2016. Considerable media coverage was achieved for 60 Assembly committee reports during the period. There were a further 10 Fourth Assembly Legacy Reports which were sent out in one media release and which featured in media outlets.

Web Traffic – visitors / visits / page views			
Target	April 2014 – March 2015	April 2015 – March 2016	Trend
Aim to increase each period	-	42,374 visitors 80,782 visits 274,905 page views	-

Note: Average April 2015 – March 2016. The measure was changed to better reflect activity on the website (**www.assembly.wales** and **www.cynulliad.cymru**), so there is no comparable data, however, there was an overall increase in numbers since the previous report.

Research Service Blog views			
Target	April 2014 – March 2015	April 2015 – March 2016	Trend
Aim to maintain each period	-	90,004	-

Note: Total April 2015 – March 2016. The Research Service Blog serves as a resource-efficient and accessible way of assisting Members in their scrutiny work and is a good measure of engagement and the external profile of the Assembly. There is no comparable data, as this is a new measure for the reporting year. However, there was a significant increase in views in comparison to the previous report.

Facebook – Likes			
Target	**April 2014 – March 2015**	**April 2015 – March 2016**	**Trend**
Aim to maintain each period	3,396 likes	🟢 4,749 likes	△

Note: Total as at end of March 2016. Some notable changes to Facebook strategy saw the use of more video content, more campaign posting and more regular interaction with other organisations using Facebook, such as Local Authorities and charities. Engagement figures are not featured in this report, as they can no longer be collated using comparable methods.

Twitter – Followers (main corporate accounts)			
Target	**April 2014 – March 2015**	**April 2015 – March 2016**	**Trend**
Aim to maintain each period	-	36,193 followers	-

Note: Total as at end of March 2016. Twitter followers continued to increase from the last reporting period partly due to an increase in the amount of content posted day to day. Notable moments include the Stonewall LGBT index result, the Tim Peake launch event at the Senedd and the #StopBullying week. Engagement figures are not featured in this report, as they can no longer be collated using comparable methods.

Twitter – Followers (other accounts)			
Target	**April 2014 – March 2015**	**April 2015 – March 2016**	**Trend**
Aim to maintain each period	-	23,024	-

Note: Total as at end of March 2016. There is no comparable data, as this is a new measure for the reporting year. However, like the main Twitter accounts, followers continued to increase for Assembly Business compared to the last reporting period.

YouTube – views / minutes watched			
Target	**April 2014 – March 2015**	**April 2015 – March 2016**	**Trend**
Aim to maintain each period	24,699 views 42,656 minutes watched	🟢 59,509 views 64,597 minutes watched	△

Note: Total April 2015 – March 2016. YouTube views increased overall, as our YouTube videos are now promoted more effectively on our other channels such as our website and Twitter/Facebook accounts.

Use of Senedd.tv – views / users			
Target	**April 2014 – March 2015**	**April 2015 – March 2016**	**Trend**
Aim to maintain each period	**165,651 views** **24,298 users**	🟢 **280,284 views** **44,839 users**	△

Note: Total April 2015 – March 2016. The increase in figures for the period continues to reflect the significant improvements made to Senedd.tv.

Number of new schools engaging with the education service for the first time			
Target	**April 2014 – March 2015**	**April 2015 – March 2016**	**Trend**
Aim to increase each period	**97 (32 Outreach)**	🟢 **131 (38 Outreach)**	△

Note: Total April 2015 – March 2016. A commitment was made to engage with all secondary schools by the end of the Fourth Assembly. Despite using a variety of communication methods, 14 schools did not take up the opportunity to engage.

International engagement to and from the Assembly			
Target	**April 2014 – March 2015**	**April 2015 – March 2016**	**Trend**
Aim to increase each period	**225**	🟢 **239**	△

Note: Total April 2015 – March 2016. The Assembly hosted a range of delegates from around the world, as well as undertaking visits to our counterparts to promote Wales and the Assembly. This included receiving parliamentary delegations from the Icelandic, German and Georgian Parliaments to learn about the Assembly as an exemplar to parliamentary democracy.

Progress on Corporate Plan priorities

Better engagement with the people of Wales

April 2015 – March 2016

Committees were involved in a range of public engagement activities, to broaden the range of people contributing to their work, including:

- Taking part in the Senedd@Swansea week

- A survey on supply teaching; the results of which made the news in their own right, before the inquiry was completed

- First newsletter providing an overview of committees' work and Assembly legislation

The website saw some significant changes during this period including use of news articles to promote events and more sophisticated promotion of news articles on the homepage.

The Senedd 10 campaign was successful, from January to March, as an example of a rich multimedia campaign. It started with simply posting photo memories from the Senedd building, aerial video footage of the Bay, live tweeting from events and lots of interaction with other organisations and members of the public joining in the celebration. The Senedd@Swansea campaign in October also had a similarly successful approach.

Member satisfaction survey

On a scale of 1-10 how would you rate the overall support for:

	April 2014 – March 2015	April 2015 – March 2016	Trend
Engaging with the people of Wales	6.70	7.40	▲

Goal: Use resources wisely

KPI 5: Budgetary performance

Budget - % underspend forecast at year end			
Target	**April 2014 – March 2015**	**April 2015 – March 2016**	**Trend**
<1%	**0.10%**	🟢 **0.13%**	☐

Note: As at end of March 2016. Expenditure plans were prioritised during the year to make the best use of resource whilst delivering value for money.

Budget – spend vs. profile			
Target	**April 2014 – March 2015**	**April 2015 – March 2016**	**Trend**
Within 2% profile	**0.02%**	🟢 **1.54%**	☐

Note: As at end of March 2016. We monitored expenditure throughout the year, working with budget managers to monitor any deviations from service plans and manage the financial position effectively.

Value for money target and achievement			
Target	**April 2014 – March 2015**	**April 2015 – March 2016**	**Trend**
£500,000	**£585,000**	🟢 **£866,000**	△

Note: As at end of March 2016. The total savings includes £132,000 of operational savings with the remainder being from staffing and vacancy management. All savings were reinvested into improving Commission services.

KPI 6: Staff

% sickness absence

Target	April 2014 – March 2015	April 2015 – March 2016	Trend
<3%	3.30%	🟡 3.68%	▽

Note: Rolling annual average, as at March 2016. Absence Management continued to be of strategic focus. Particular attention was paid to alternative strategies for supporting increasing episodes of stress and mental health, which mirrored a growing trend across the public sector. It should be noted that the relatively small numbers employed by the Commission means that absence figures are particularly sensitive to individual episodes of long term absence and there was an increase in the number of long term absence cases, particularly over the reporting period. Absences are being actively supported through Line Management, Human Resources and Occupational Health support.

% completion of staff performance reviews

Target	April 2014 – March 2015	April 2015 – March 2016	Trend
100%	83%	🟡 86%	△

Note: As at March 2016.

Staff engagement level (from staff survey)

Target	April 2014 – March 2015	April 2015 – March 2016	Trend
Civil Service Median	-	🟢 72%	-

Note: Employee Engagement is an index measurement of five core questions, and enables valuable benchmarking. The staff survey in May 2015 was the first time the Assembly included this measure. Benchmarking against the 101 individual Civil Service organisations from across the UK that participated in the Civil Service People Survey, only 3 have a higher engagement index score than the Assembly. Of those organisations with their main base in Wales, the Assembly's engagement index score was the highest. The Civil Service median is 59%. The next staff survey will be launched in May 2016.

Number of staff - headcount and FTE

Target	April 2014 – March 2015	April 2015 – March 2016	Trend
-	437 headcount 418.20 FTEs	450 headcount 430.26 FTEs	-

Note: As at March 2016. Headcount remained stable over the period.

KPI 7: ICT customer service

% achievements against service level agreement targets for all incidents			
Target	April 2014 – March 2015	April 2015 – March 2016	Trend
100%	82.64%	🟡 89.12%	△

Note: Average April 2015 – March 2016. SLA achievement increased in the last 6 months of the period. This improvement was mainly due to the ongoing training programme for the Service Desk agents which enabled them to resolve more calls as a 'first time fix', rather than passing them onto second-line support.

Customer satisfaction score for incident handling (out of 9)			
Target	April 2014 – March 2015	April 2015 – March 2016	Trend
9	7.9	🟢 8.6	△

Note: Average April 2015 – March 2016.

KPI 8: Governance

Average days taken to pay Members and suppliers compared to target			
Target	April 2014 – March 2015	April 2015 – March 2016	Trend
<10 days	3.94	🟢 3.80	△

Note: Average April 2015 – March 2016.

Number of Freedom of Information requests answered			
Target	April 2014 – March 2015	April 2015 – March 2016	Trend
-	63	69	-

Note: Total April 2015 – March 2016.

% Freedom of Information requests answered to statutory deadline			
Target	April 2014 – March 2015	April 2015 – March 2016	Trend
100%	94%	🟢 99%	△

Note: Total April 2015 – March 2016. One request failed to meet the 20 day deadline due to a miscalculation of the deadline over the Easter period.

KPI 9: Sustainability

Combined energy footprint (Cardiff Bay Estate)

Target	April 2014 – March 2015	April 2015 – March 2016	Trend
30% reduction in total energy emissions by 2021	-4.0%	🟢 7.6%	△

Note: As at March 2016. The first period of our new Carbon Reduction Strategy saw a 3.4% reduction on emissions, towards our ambitious target of 30% reduction by the 2020/21 financial year. Given some infrastructure improvements and continual efficiency improvements, this increased by another 7.6% for the last 6-month period. We are now operating at 11% below our baseline year; a significantly higher reduction than the 6% year-on-year needed.

Waste to landfill

Target	April 2014 – March 2015	April 2015 – March 2016	Trend
Zero tonnes by 31 March 2021	4.7t	🟡 4.6t	△

Note: As at March 2016. To work towards achieving the target, all waste is sent to an energy recovery facility, which uses the waste to generate green electricity. Reliability issues at the new facility meant that we were still sending small amounts of waste to landfill. We are working with the facility to ensure this is resolved over the coming year.

Progress on Corporate Plan priorities

Making the most of our estate

April 2015 – March 2016

We continued our programme of investment to include refurbishments and lifecycle replacements to effectively maintain our estate to ensure their operational effectiveness and efficiency. A range of projects were completed in the year including security enhancements and sustainable improvements, which included LED lighting and air conditioning replacement, to help drive down our energy usage and achieve our sustainability targets. In readiness for the Fifth Assembly, we refurbished Assembly Members' offices to provide more flexible, space saving and ergonomic furniture to ensure Members have effective office working facilities in Cardiff Bay.

Member satisfaction survey

On a scale of 1-10 how would you rate the overall support for:

	April 2014 – March 2015	April 2015 – March 2016	Trend
Allowances and staffing	8.70	9.3	▲
Tŷ Hywel and Senedd	7.80	8.4	▲
Member satisfaction rating for ICT in Tŷ Hywel and Senedd	7.50	8.4	▲
Member satisfaction for ICT in Constituency / Regional Offices	6.70	7.2	▲

Annex A - Legislation Timetables

Legislation Timetables - time taken to complete each Stage
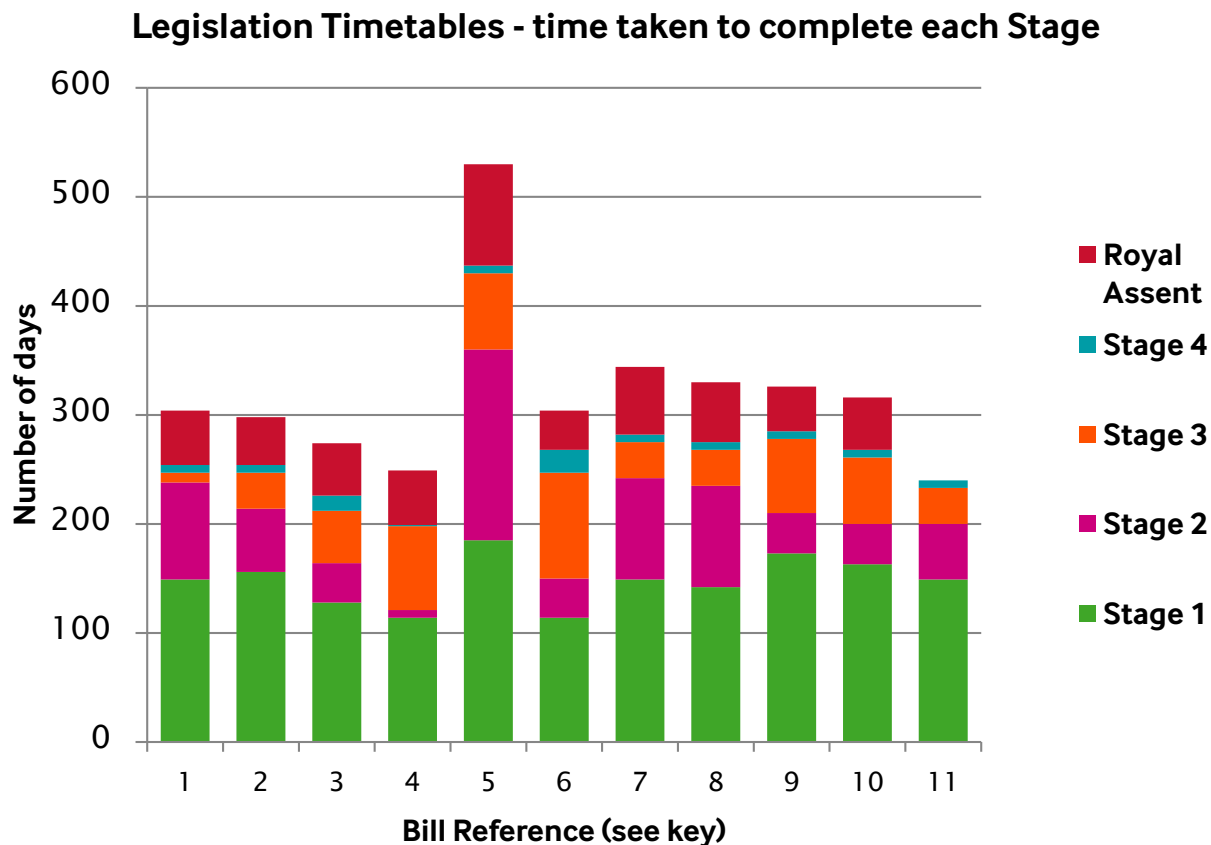
Bill Reference (Stage as at 31 March 2016)

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

2 Well-being of Future Generations (Wales) Act 2015

3 Planning (Wales) Act 2015

4 Qualifications Wales Act 2015

5 Nurse Staffing Levels (Wales) Act 2016

6 Local Government (Wales) Act 2015

7 Renting Homes (Wales) Act 2016

8 Regulation and Inspection of Social Care (Wales) Act 2016

9 Historic Environment (Wales) Act 2016

10 Environment (Wales) Act 2016

11 Tax Collection and Management (Wales) Bill

Narrative: This graph shows the time it has taken for each Act to go through the legislative process. It reflects only those Bills which received Royal Assent (i.e. were completed) between April 2015 to March 2016, or which received Royal Assent shortly afterwards.

As such, the graph does not include Bills which did not receive Royal Assent. For example, on 16 March 2016 the Public Health (Wales) Bill was rejected by the Assembly at Stage 4. Similarly, the Holiday Caravan Sites (Wales) Bill and the Fimancial Education and Inclusion (Wales) Bill, and the Recovery of Medical Costs for Asbestos Diseases (Wales) Bill will fall at the end of the Fourth Assembly, and have not received Royal Assent.

Cover page:

On this page, you should write the information which will be used to make the cover for the paper.

Title: | Corporate Key Performance Indicator Report of the Assembly Commission

Date: | April 2016 – March 2017

Inside cover page:

On this page, you should write any specific contact information which you want on the inside cover page.

Contents

Introduction

The corporate body for the National Assembly for Wales is known as the Assembly Commission. The Commission serves the National Assembly for Wales to help make it a strong, accessible and forward looking democratic institution and legislature that delivers effectively for the people of Wales.

The Commission consists of Elin Jones AM, the Presiding Officer, and four other Assembly Members from different party groups represented in the Assembly: Suzy Davies AM, Joyce Watson AM, Dai Lloyd AM and Caroline Jones AM. Ann Jones AM, the Deputy Presiding Officer also attends Commission meetings. The Commission is responsible for the strategic direction of Assembly services and is accountable to the Assembly. Day-to-day management and delivery is delegated to the **Chief Executive and Clerk**, Claire Clancy.

The **Assembly Commission Strategy 2016-2021** sets out our goals for the Fifth Assembly. Our strategic goals are to:

‒ provide outstanding parliamentary support;

‒ engage all the people of Wales and champion the Assembly; and

‒ use resources wisely.

Performance Reporting

This report looks at how the Assembly Commission performed against its strategic goals for the financial year 2016-17. The report consists of a number of headline indicators, allocated under the strategic goals, which are then broken down into more detailed indicators. A 'traffic light' system is used to show performance against the indicator targets:

Key for Red/Amber/Green (RAG) status:

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.

The Assembly Commission also publishes an Annual Report and Statement of Accounts, which examines how the Commission is achieving against its strategic goals and priorities and what has been delivered for the financial year.

This report should be read in conjunction with the Annual Report and Statement of Accounts to obtain a full picture of the Commission's performance and achievement.

Access to Information

The Commission is happy to provide further information if you would like to learn more about our work:

‒ You can contact us here: **www.assembly.wales/contact**

‒ Guidance on **access to information** is available on the Assembly website.

Achievement against Strategic Goals

Summary overview of the more detailed key performance indicator (KPI) information that follows:

Provide outstanding parliamentary support	April 2015 - March 2016	April 2016 - March 2017
KPI 1: All parliamentary business has taken place as planned The high performance on timeliness continues with a slight increase compared to the same period of the previous year.	🟢 Green	🟢 Green
KPI 2: Providing effective Professional Development The additional opportunities available to learn Welsh is reflected in the increase in Welsh learners. The number of AMs and AMSS participating in CPD has increased, and is in line with expectations following an Assembly election.	🟢 Green	🟢 Green

Engage all the people of Wales and champion the Assembly	April 2015 - March 2016	April 2016 - March 2017
KPI 3: Help build an understanding about the role and work of the Assembly Although visitor numbers have decreased, the number engaging through tours has increased. Visitor satisfaction levels remain well above target.	🟢 Green	🟢 Green
KPI 4: Champion the work of the Assembly Using social media, our online presence significantly grew. Considerable media coverage for the work of committees continues.	🟢 Green	🟢 Green

Use resources wisely	April 2015 - March 2016	April 2016 - March 2017
KPI 5: Expenditure to target Expenditure to date has been in line with spending profile. Risks around project budgets are being closely monitored.	🟢 Green	🟡 Amber
KPI 6: Staff resource requirements and expectations are being met Sickness absence rates are in line with the sector average. Enhancements to our staff performance management and development approach are progressing well.	🟡 Amber	🟢 Green
KPI 7: ICT services are being delivered as planned Incident response targets were affected as a result of a higher than average amount of calls received.	🟡 Amber	🟡 Amber
KPI 8: Freedom of Information (FOI) requests are being processed as required Improvements have been made in the average number of FOI's answered within the statutory deadline.	🟢 Green	🟢 Green
KPI 9: Environmental targets are being delivered as planned Although the reduction in energy consumption is less than last year, the Assembly is still meeting its year on year target as planned.	🟢 Green	🟢 Green

Strategic Goal: Provide outstanding parliamentary support

	Target	April 2015 – March 2016	April 2016 – March 2017	
KPI 1: All parliamentary business has taken place as planned		**Green**	**Green**	
Percentage of committee papers issued by deadline agreed with each committee	100%	93.3%	94%	🟠
Plenary Record of Proceedings published within deadline	100%	99%	99%	🟢
Committee Record of Proceedings published within 5 working days	100%	99%	98%	🟢
Percentage of Assembly proceedings (committee/Plenary meetings) affected by failure to deliver Commission services	0%	0.6% (2 out of 345)	0%	🟢
Research Service enquiries answered within agreed deadline	100%	98.5%	95%	🟢

Note: Data is shown as an average for April 2016 – March 2017.

	Target	April 2015 – March 2016	April 2016 – March 2017	
KPI 2: Providing effective Professional Development		**Green**	**Green**	
New Assembly Members (AMs) to complete the induction programme	80%	-	90%	🟢
Number of AMs and Assembly Member Support Staff (AMSS) who have attended a Continuous Professional Development (CPD) programme	40	35	50	🟢
AMs and AMSS rated good/very good overall experience of CPD programmes delivered	80% good or very good	-	87%	🟢
Number of Welsh leaners receiving tuition	-	46	50	-
Number of Welsh learners progressing to higher level	-	15	12	-

Note: Data is shown as at the end of March 2017.

Strategic Goal: Engage all the people of Wales and champion the Assembly

	Target	April 2015 – March 2016	April 2016 – March 2017	
KPI 3: Help build an understanding about the role and work of the Assembly		**Green**	**Green**	
Number of visitors to the Senedd/Pierhead [1]	Maintain each period	163,158	160,000	🟢
Number of visitors on tour [1]	Maintain each period	17,663	17,800	🟢
Customer rated good/very good overall experience of taking a tour on the estate [2]	80% good or very good	87.5%	90%	🟢
Number of events organised on the estate [1]	Increase on previous period	292	300	🟢
Customer rated good/very good overall experience of organising an event on the estate [2]	80% good or very good	87.5%	69%	🟡
Number of face to face general awareness raising sessions held with young people [1]	Maintain each period	-	346	🟡

Note: [1] Data is shown as a total for April 2016 – March 2017. [2] Data is shown as an average for April 2016 – March 2017.

	Target	April 2015 – March 2016	April 2016 – March 2017	
KPI 4: Champion the work of the Assembly		**Green**	**Green**	
Committee reports promoted by either broadcast or print media [3]	100%	100%	88%	🟢
Web Traffic: [3] - Visitors - Visits - Page views	Maintain each period	42,374 80,782 274,905	48,459 86,629 308,894	🟢 🟡 🟢
Facebook – Average Reach [4]	Maintain each period	-	3,024	🟢
Facebook – Likes [3]	Maintain each period	4,749	4,903	🟡
Twitter Impressions (the number of people who saw the content) [5]	Maintain each period	-	489,634	🟡
Twitter: [5] - Followers (main corporate account) - Followers (other accounts)	Maintain each period	36,193 23,024	39,895 25,459	🟢 🟢
YouTube: [3] - Views - Minutes watched	Maintain each period	59,509 64,597	64,008 68,543	🟡 🟡
Use of Senedd.tv: [5] - Views - Users	Maintain each period	280,284 44,839	309,541 50,489	🟢 🟢
Research Service Blog views [3]	Maintain each period	90,004	88,759	🟢

Note: [3] Data is shown as a total for April 2016 – March 2017. [4] Data is shown as an average for April 2016 – March 2017. [5] Data is shown as a total as at the end of March 2017.

Strategic Goal: Use resources wisely

	Target	April 2015 – March 2016	April 2016 – March 2017	
KPI 5: Expenditure to target		**Green**	**Amber**	
Percent underspend forecast at year end [6]	<1%	0.13%	0.6%	🟠
Actual spend versus profile spend [6]	Within 2% profile	1.54%	2.1%	🟠
Achieving value for money target [6]	£500k	£866,000	£600,000	🟢
Average days taken to pay suppliers [7]	<10 days	5.94	10.7	🟠
Average days taken to pay AMs [7]	<5 days	1.7	4.1	🟢

Note: [6] Data is shown as at the end of March 2017. [7] Data is shown as an average for April 2015 – March 2016. For more information on the Assembly Commission's Budget Strategy please refer to the Annual Report and Statement of Accounts.

	Target	April 2015 – March 2016	April 2016 – March 2017	
KPI 6: Staff resource requirements and expectations are being met		**Amber**	**Green**	
Sickness absence - % rolling 12 month average [8]	<3%	3.68%	3.3%	🟠
Sickness absence - % monthly average	<3%	2.1%	1.9%	🟢
Completion of staff performance reviews (twice annually – April and October)	100%	86%	87%	🟢
Employee response rate to the annual staff survey	Civil Service Median – currently 62%	82%	83%	🟢
Employee engagement level against the 5 core questions in the annual staff survey	Civil Service Median – currently 59%	72%	70%	🟢
Number of staff: [8]				
- Headcount	-	450	437	-
- Full Time Equivalents (FTEs)	-	430.26	418.20	-

Note: [8] Data is shown as at the end of March 2017.

	Target	April 2015 – March 2016	April 2016 – March 2017	
KPI 7: ICT services are being delivered as planned		**Amber**	**Amber**	
Achievements against Service Level Agreement (SLA) targets for all incidents	90%	89.12%	82.6%	🟠
Customer satisfaction score for incident handling (out of 9)	8	8.6	7.9	🟠

Note: Data is shown as an average for April 2016 – March 2017.

	Target	April 2015 – March 2016	April 2016 – March 2017	
KPI 8: Freedom of Information (FOI) requests being processed as required		**Green**	**Green**	
Number of FOI requests answered	-	69	72	-
Percent of FOI requests answered to statutory deadline	100%	99%	100%	🟢

Note: Data is shown as a total for April 2016 – March 2017.

	Target	April 2015 – March 2016	April 2016 – March 2017	
KPI 9: Environmental targets are being delivered as planned		**Green**	**Green**	
Combined energy footprint (Cardiff Bay Estate) [9]	6% year on year reduction in total energy emissions	7.6%	6.2%	🟢
Diversion of waste from landfill	100% by 2021	98%	98%	🟢

Note: Data is shown as at the end of March 2017. [9] The Assembly Commission target is a 30% reduction in total energy emissions by 2021 compared to the 2012-13 financial year baseline. For more information on environmental issues please refer to the Annual Environmental report.

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Agenda Item 3

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Agenda Item 4

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Cyfarwyddwr Cyffredinol Iechyd a Gwasanaethau Cymdeithasol/
Prif Weithredwr GIG Cymru
Grŵp Iechyd a Gwasanaethau Cymdeithasol

Director General Health and Social Services/
NHS Wales Chief Executive
Health and Social Services Group

Llywodraeth Cymru
Welsh Government

Nick Ramsey, AM
Chair – Public Accounts Committee
National Assembly for Wales
Cardiff Bay, Cardiff, CF99 1NA

Our Ref: AG/JW/SB

10 October 2016

Dear Mr Ramsey

Public Accounts Committee – Hospital Catering and Patient Nutrition – Monday 17 October 2016 – 15.00-16.00

Please find attached an evidence paper to support the short inquiry by the Public Accounts Committee on Monday 17 October on the costs, planning and delivery of NHS Wales catering services; standardisation of nursing documentation to promote consistent nutritional screening; and management of food wastage. I confirm that Professor Jean White, Chief Nursing Officer, and I will be attended to answer the members' questions.

The attached paper provides evidence on the following issues:

- Implementation of recognised good practice in relation to nutritional screening and care planning across all health boards in Wales;
- Assistance available on wards to improve help for patients at mealtimes;
- Minimisation of food wastage including the findings of the food waste pilot study at Llandough Hospital. The Welsh Government received the report in April 2014;
- Latest position on health board and local authorities working together to collect and dispose of food waste by either anaerobic digestion plants or in-vessel composting;
- Explanation for the low uptake of electronic systems for planning and monitoring of catering services; and
- Objectives in the short, medium and long term for the incoming new informatics nurse.

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Yours sincerely

Dr Andrew Goodall

Public Accounts Committee Briefing

Nutrition and Catering Review

Monday 17 October 2016

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Introduction

Dr Andrew Goodall and Professor Jean White are attending the Public Accounts Committee on the 17 October 2016. The Committee are focusing on a short inquiry considering the wide variation in the costs, planning and delivery of catering services across NHS organisations in Wales and standardisation of nursing documentation to promote consistent nutritional screening together with food wastage.

It is understood the Committee session will cover the following issues:

- Implementation of recognised good practice in relation to nutritional screening and care planning across all health boards in Wales;

- Assistance available on wards to improve help for patients at mealtimes;

- Minimisation of food wastage including the findings of the food waste pilot study at Llandough Hospital. The Welsh Government received the report in April 2014;

- Latest position on health board and local authorities working together to collect and dispose of food waste by either anaerobic digestion plants or in-vessel composting;

- Explanation for the low uptake of electronic systems for planning and monitoring of catering services, and

- Objectives in the short, medium and long term for the incoming new informatics nurse.

Section 1

Implementation of recognised good practice in relation to nutritional screening and care planning across all health boards in Wales;

The revised Health and Care Standards (2015) contain a specific standard related to nutrition. Standard 2.5 stipulates:

> "People's nutritional needs and physical ability to eat and drink are assessed, recorded and addressed. They are reviewed at appropriate intervals and are referred to dietetic services as required for specialist advice and support."

The overarching framework that guides practice in hospital nutrition is the Hospital Nutrition Care Pathway introduced in 2009.

The pathway requires that within 24 hours of admission to hospital all patients should be weighed and screened for malnutrition or at risk of malnutrition using a validated nutritional screening tool. Patients identified with swallowing difficulties should be referred for formal assessment by a Speech and Language Therapist. A referral to a Dietician should be made if advice on a textured modified diet or artificial nutritional support is required. In patients where enteral nutrition is contra-indicated total parenteral nutrition should be considered.

When a nutrition risk score and weight has been established a multi-professional nutrition care plan should be implemented. The care plan developed will depend on the nutrition risk score. The risks are categorised into low, medium or high.

Health boards and Velindre NHS Trust will continue to use a variety of mechanisms to monitor compliance with the Hospital Nutrition Care Pathway. This will include internal audits and quality spot checks along with external audits such as the Community Health Council (CHC) surveys. The Quality Checks Spot Check toolkit that was developed following the Trusted to Care review (Andrews (2014) includes a section to prompt spot checks on patients' hydration. This toolkit has recently been launched to enable spot checks in hospitals.

There is also work under way to create closer links between the All Wales Hospital Menu Framework (AWMF) group and the Nutrition Coordinators group to ensure closer links between nursing and catering. This will enable more effective oversight of catering and nutrition policy implementation. This is an important mechanism to ensure that the oversight of respective strands of policy on catering and nutrition is joined up and coordinated.

The Ward Sister/Charge Nurse will continue to be responsible for ensuring adherence to the pathway in the ward area while senior nurses monitor compliance.

The NHS Wales Informatics Service (NWIS) will be leading work to modernise nursing record keeping and ensure fitness for purpose on behalf of NHS organisations. NWIS is looking at how nursing documentation can be rationalised and moved from a paper-based to an electronic system, although there are currently no definitive timescales for completion. Project oversight will be provided by the NHS Wales Informatics Management Board, which is currently chaired by Andrew

Goodall, NHS CEO/DG. NWIS has recruited a new nurse informaticist who is due to start on 31 October 2016. This individual will support the development of the all Wales electronic documentation system.

Section 2

Assistance available on wards to improve help for patients at mealtimes

Protected mealtimes were supported and introduced by ward sisters and charge nurses to enable patients to eat their meals without interruption and to ensure they received appropriate support for their needs during mealtimes. In essence this has meant the rescheduling of doctors' ward rounds, clinical interventions and visiting hours to accommodate this. However, it is recognised that some patients who require assistance with eating prefer to be helped by their relatives and/or friends. This requires flexibility around restricted visiting times and these decisions remain local decisions made at the discretion of health professionals and guided by the patients' best interests. Families and friends are encouraged to attend to assist in mealtimes where this is the patient's choice and where it benefits the patient.

In 2012 the Chief Nursing Officer (CNO) and Chief Medical Officer (CMO) wrote to health boards and Velindre NHS Trust reinforcing the message that protected mealtimes are an important part of creating a ward environment that encourages patients to eat and enjoy their meals. The communication stressed the importance of engaging families and carers to assist at mealtimes. The CNO and CMO also highlighted the importance of using the Wales Audit Office guidance leaflet *'Eating Well in Hospital – What You Should Expect'* and required organisations to either incorporate this information into existing patient admission materials or to issue the Wales Audit Office guidance note '*Eating Well in Hospital—What You Should Expect' to* every hospital patient at the point of admission. Following the communication health boards have been auditing and continue to audit the implementation of protected mealtimes.

The closer links between the All Wales Hospital Menu Framework (AWMF) group and the Nutrition Coordinators group will enable closer links between nursing and catering and oversight of the implementation of the Hospital Nutrition Care Pathway and specifically the protected mealtime policy. A focus of these groups' work over the coming year will be the assistance available on wards to improve help for patients at mealtimes.

Mealtimes are coordinated by a registered nurse and the engagement of all nursing staff in mealtimes is sought. Ward based caterers have been introduced on some wards where the food is plated on the ward and served to patients by the caterers but assistance with eating is provided by nursing staff.

Section 3

Minimisation of food wastage including the findings of the food waste pilot study at Llandough Hospital. The Welsh Government received the report in April 2014

Background

The annual Estates & Facilities Performance Management System (EFPMS) data are collected by NHS Shared Services Partnership – Specialist Estate Services (NWSSP-SES) from NHS organisations. This includes data on food waste that are used to benchmark and assess food waste across NHS organisations.

NHS organisations were originally set a target to ensure that wastage from untouched meals did not exceed 10%; wastage at that time was around 16%. Main meals were monitored and only unused protein portions were measured. Plate waste was not measured.

The food waste pilot study at University Hospital Llandough, Cardiff was undertaken in March 2014. It was a one day pilot. The intention was to collect data, discuss potential changes with Health Board representatives, who deal with hospital catering and patient nutrition on a daily basis, and make suggestions for recommendations to the system.

A number of recommendations were made following the pilot study and these were disseminated to all health boards and Velindre NHS Trust. For example, modern food production means that insignificant levels of waste are generated within Central Production Units and hospital kitchens. The main focus should be on looking to reduce waste from hospital wards and food trolleys.

Following the pilot study NWSSP-SES has amended the definitions for the collection of EFPMS data in discussions with NHS representatives. The changes included taking account of plated meals and recommending that consideration is giving to using external auditors.

Hospitals are recommended to monitor their food waste through the catering chain (procurement, production, ward orders, service, plate waste and untouched meals).

Acute hospital food wastage is now around 6%.

Section 4

Latest position on health board and local authorities working together to collect and dispose of food waste by either anaerobic digestion plants or in-vessel composting

Background

The implementation of the waste proposals outlined in the Environment (Wales) Act 2016 will be via a statutory instrument (S.I.) that will be subject to full consultation and scrutiny by the National Assembly for Wales. The consultation is planned around the middle of 2017 subject to the approval of the Cabinet Secretary.

The waste proposals outlined in the Act propose the ban of all food waste to foul sewer, including prohibiting the use of food macerators.

Waste colleagues have advised that they are considering the case for food treated by certain food treatment technologies to be exempt from such a ban. These would potentially include food waste digesters which produce 'grey water' and other new technologies such as shredding/de-watering equipment which could reduce weights and volumes significantly and produce a cleaner product for collection.

The aim though remains to maximise the use of food waste for high quality fertiliser and energy and the preferred method for this is separate collection and anaerobic digestion of the waste.

The main challenge around the separate collection of food waste and waste segregation more generally to comply with the Act is the lack of available space at hospital sites. There is also a logistical challenge in how food is delivered, prepared and returned etc in hospitals.

There is also a mixed picture of the provision of waste collection services by local authorities across Wales. This is particularly evident with some of the larger health boards who have 5 or 6 local authorities in their area often operating differently.

These challenges have resulted in some health boards and NHS trusts feeling that they need to explore alternative technologies.

Food waste disposal arrangements by Health Board and Velindre NHS Trust and the Welsh Ambulance Services Trust

Health Board/NHS Trust	Food waste disposal method(s) for main kitchens, canteens
ABMU	Have focused on reducing the volume of food waste until there is clarity on the regulations. Maceration remains the main route for food disposal

ABHB	At Ysbyty Ystrad Fawr there is an agreement with Olleco with all waste being separately collected and sent for anaerobic digestion. The Health Board plan to expand the recovery service but are waiting for clarity on the regulations. Otherwise maceration is the primary disposal method across the Health Board.
BCUHB	At Wrexham Maelor, food waste collected by Re-food which goes for anaerobic digestion. At Ysbyty Glan Clwyd food waste is collected by Denbighshire CBC that goes to anaerobic digestion. Gwynedd CBC collects from all community hospitals in their area and plan a trial at Ysbyty Gwynedd. Otherwise maceration is the primary disposal method across the Health Board.
C & V UHB	Food waste from all hospital sites is collected by Cardiff CC and disposed of by anaerobic digestion
Cwm Taf	All sites still use macerators except Royal Glamorgan Hospital where it goes to black bag. Plan to use Olleco for collections at Royal Glamorgan Hospital and to extend this to other sites. RCT CBC does not offer a service. Agreement with Merthyr Tydfil CBC to take food waste at Prince Charles Hospital to the new Biogen Anaerobic Digestion Plant at Bryn Pica.
Hywel Dda	Food waste from all hospital sites goes for anaerobic digestion either by the local authority or a private company.
Powys	Food waste is collected by Powys County Council and goes for anaerobic digestion. This is being rolled out with 80% of sites already covered.
Velindre	At Velindre Cancer Centre food is disposed of via a bio-digester unit in the kitchen that produces grey water at the end of the process.
WAST	Only food waste collection is from the new Wrexham ASFRC by Wrexham CBC and goes to anaerobic digestion

Section 5

Explanation for the low uptake of electronic systems for planning and monitoring of catering services

Background

Welsh Government asked NHS Wales Informatics Service and NHS Shared Services Partnership to look to develop an all Wales IT Catering Solution.

The Outline Business Case (OBC) was produced to address the needs of the health boards and Velindre NHS Trust as outlined in the WAO report rather than Welsh Government. All NHS organisations need to agree to adopt the all Wales IT system.

The OBC is being discussed at the NHS Wales Informatics Management Board meeting in November. The Cabinet Secretary for Health, Well-being & Sport is keen to adopt an all Wales approach to IT systems across NHS Wales where appropriate.

The NHS Wales Informatics Management Board will be asked to approve the OBC. If approved a project plan will be developed to take forward the procurement of the system. This would be funded from the NHS All Wales Capital Programme.

A number of the health boards and Velindre NHS Trust are waiting for an all Wales system rather than putting any arrangements in place as an interim measure.

Section 6

Objectives in the short, medium and long term for the incoming new informatics nurse

The informatics nurse appointed by the NHS Wales Informatics Service (NWIS) takes up her post on 31 October 2016. A draft project plan exists for the development of an all Wales nurse documentation system. The plan will be discussed with the nurse informaticist during her induction but it is anticipated the project work streams will require 2 years to complete.

The activities required to complete the project will fall into 5 work streams.

Work stream 1 - Core nursing documents (All Wales) to be completed in year 1

This will include a review of nursing documents in current circulation within health boards, analysis of the information being captured and rationalisation to reduce duplication. The review will identify a suite of core nursing documents for use on an All Wales basis, including admission, assessment & risk assessment, care planning and discharge, and which satisfy information sharing together with professional obligations and quality assurance requirements.

Work stream 2 – Governance to be completed in year 1

Thus will establish a national governance process to approve, catalogue and version control national nursing documents. The process will enable a national governance process, to be adopted at local level to approve, catalogue and version control local nursing documents.

Work stream 3 – Electronic documents pilot (milestones to be agreed with nurse informaticist)

This will support the design, development, testing and quality assurance (in accordance with NHS Wales Informatics Service Assurance Process) of an electronic method to capture nursing information at the point of delivery of care, which meets the high level nursing requirements to capture, view, edit and share information with the patient's care providers.

Work stream 4 – Electronic capture of clinical observations (milestones to be agreed with nurse informaticist)

Work will be undertaken with NWIS to develop or review "off the shelf" electronic solution(s) to capture clinical observations associated with National Early Warning Score (NEWS) assessment.

Work stream 5 – Improving the quality of nursing documentation (milestones to be agreed with nurse informaticist)

This will make recommendations for a national framework for nursing documentation in Wales. It will include the use of care plans and core care plans and provide guidance on correct completion of the documents and support roll-out and training as required.

Agenda Item 6

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