

**National Assembly for Wales**  
Delivering with pace and professionalism

**Assembly Commission**  
**Draft Budget**  
2014–15



Cynulliad  
Cenedlaethol  
Cymru

National  
Assembly for  
Wales

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

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## The Assembly Commission

The Assembly Commissioners were elected by Members in Plenary on 25 May 2011. Along with the **Presiding Officer**, who chairs the Commission, the Commissioners are Peter Black AM, Angela Burns AM, Sandy Mewies AM and Rhodri Glyn Thomas AM.



### **Rosemary Butler AM**

Presiding Officer and Commission Chair, taking lead responsibility for Communications, and professional development for Members and their staff.



### **Angela Burns AM**

Budget, governance, including Audit Committee membership. Links with the Remuneration Board. The improvement of services to Members. The Commission as the employer of Commission staff.



### **Peter Black AM**

ICT, broadcasting and e-democracy. The Assembly Estate and Sustainability.



### **Sandy Mewies AM**

Education services, front of house, the Assembly shop, catering and security. Assembly facilities. The Commission's statutory equality functions.



### **Rhodri Glyn Thomas AM**

The Commission's Welsh language functions and policy. Legal Services and Freedom of Information (FOI).

## The fourth Assembly – related documents on our website

Commission Strategy for fourth Assembly

[www.assemblywales.org/fourth\\_commission\\_strategy.pdf](http://www.assemblywales.org/fourth_commission_strategy.pdf)

Key Issues for fourth Assembly

[www.assemblywales.org/bus-assembly-publications-key-issues.htm](http://www.assemblywales.org/bus-assembly-publications-key-issues.htm)

Assembly Commission Budgets and Annual Report & Accounts

[www.assemblywales.org/about\\_us-commission\\_publications.htm](http://www.assemblywales.org/about_us-commission_publications.htm)

Remuneration Board's Determination for Assembly Members

[www.assemblywales.org/remuneration\\_board.htm](http://www.assemblywales.org/remuneration_board.htm)



# Contents

<b>01. Foreword</b> .....	<b>1</b>
<b>02. The Assembly Commission 2011-2016</b> .....	<b>3</b>
<b>03. Cost of the National Assembly</b> .....	<b>5</b>
<b>04. Outstanding Parliamentary Support</b> .....	<b>10</b>
Excellence and integration of services to support Assembly business .....	11
The Assembly as a legislature .....	13
Enhanced bi-lingual services.....	16
Future ICT Services delivery .....	16
<b>05. Engage with the people in Wales and Promote Wales</b> .....	<b>20</b>
<b>06. Using Resources Wisely</b> .....	<b>24</b>
Estate stewardship.....	24
Success through our people.....	25
Value for Money .....	25
<b>07. Budget to fund the independent Remuneration Board’s Determination for     Assembly Members</b> .....	<b>28</b>
<b>08. Summary</b> .....	<b>29</b>
<b>09. Budget Ambit</b> .....	<b>31</b>
<b>Annex 1: Financial Information</b> .....	<b>33</b>
<b>Annex 2: Corporate Performance Measures</b> .....	<b>34</b>
<b>Annex 3: Value for Money (VfM) Programme</b> .....	<b>35</b>
<b>Annex 4: Glossary</b> .....	<b>37</b>





## 01. Foreword

Assembly Members carry a significant responsibility and privilege representing the interests of Wales and its people, making laws for Wales and holding the Welsh Government to account. It is our role as the Assembly Commission to provide high quality specialist staff and support services to ensure Members are fully equipped to undertake their scrutiny, legislative and representational roles and meet the expectations of the people of Wales.

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Improving the lives of all  
who live in Wales

In 2011, the Commission set a clear, strategic programme of investment and service delivery for the next three financial years. We have delivered and maintained those long term plans. 2014-15 will be the final year of that budget strategy and the level of funding being sought is as originally set out in the three year strategy. In this budget document, we set out the progress we have made and the areas for further focus over the next financial year.

At the outset, the Assembly's Finance Committee supported the Commission's bid for the resources needed to deliver the services necessary to support the Assembly, operating efficiently but without making cuts that would have had a detrimental impact on the Assembly's functions. Last year, the Finance Committee indicated that, at the end of this three year investment period, they would expect the Commission's budgets for 2015-16 and 2016-17 to increase by no more than the corresponding change in the Welsh Government's budget. Our longer term budget proposals reflect this recommendation.

Through investment in our staff and infrastructure, we aim to raise the bar in the services and support available to Members. We will develop and widen subject expertise and engage more effectively with people across Wales and the wider world.

Inevitably, we have to make important choices in achieving our ambitions against the backdrop of continued significant financial challenge across public sector finances. To ensure that resources are focused on priority areas, our corporate plan sets out our priorities for change, innovation and investment over the remainder of this Assembly. These are reflected in these budget proposals. We have in place robust frameworks for service planning, performance reporting and achieving value for money. An Investment Board, led by the Chief Executive, ensures strong governance, planning and oversight of our change programme.

We welcomed the Finance Committee's recommendation last year asking us to introduce clear performance measures. We published our first report in September 2013, covering the period April-June 2013 to allow the Committee – and the people of Wales – to judge our performance and use of resources.

This budget for 2014-15 sets out a total resource requirement for £50.6m, exactly in line with our plans previously scrutinised by Finance Committee in 2011 and 2012. The budget:

- Will enable us to resource services properly and to invest in essential development work;

- Includes evidence on our progress towards delivering the Commission’s strategic goals to show that we deliver what we say we will;
- Maintains the same relation to the Welsh block as has been the case for several years – 0.3% of the total funding coming to Wales; and
- Includes a Value for Money target to ensure that we continue to use public money wisely and effectively.

The Commission serves the National Assembly to help make it a strong, accountable and forward looking democratic institution and legislature that delivers effectively for the people of Wales. This budget will put us in a position to do so in 2014-15.

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Demonstrating public confidence in our ability to use resources wisely.



**Rosemary Butler,  
Presiding Officer and Chair of the Assembly Commission**



**Angela Burns,  
Commissioner**



**Peter Black,  
Commissioner**



**Sandy Mewies,  
Commissioner**



**Rhodri Glyn Thomas,  
Commissioner**

## 02. The Assembly Commission 2011-2016

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

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

**The Commission's strategic focus for the fourth Assembly is to:**

### **Provide outstanding parliamentary support**

Since 2011, the Assembly has been in a new constitutional position and we provide support to Assembly Members as they represent the interests of Wales and its people, make laws for Wales and hold the Welsh Government to account.

- Successful achievement of this strategic goal will be:
  - growing reputation for good scrutiny and an open and robust legislative process;
  - a firmly established service ethos, that leads to ever stronger relationships with Assembly Members and their staff;
  - a consistently high level of service to the public in all aspects of our work.

### **Engage with the people of Wales and Promote Wales**

We will create an environment that encourages interest in the work of the Assembly and facilitates engagement in the Assembly's roles of legislating, scrutiny and representation. We will engage actively and widely, and ensure that the Assembly benefits from the creative energy generated by such engagement. Acting as an ambassador for Wales in the wider world, we will make the most of opportunities in the UK and abroad to promote Wales and the work of the Assembly and play our part in the development of parliamentary democracy elsewhere in the world.

- Successful achievement of this strategic goal will be:
  - information readily available to people in Wales that demonstrates the extent and value of the work of the Assembly and Assembly Members, raising awareness and understanding of the Assembly's work so that the Assembly matures in the public eye;
  - improved public knowledge and perceptions of the Assembly and the achievements of devolution;
  - achieving greater participation in democracy through a range of channels;
  - productive work with a wider range of stakeholders e.g. through enabling engagement with committees;

- a positive image of Wales and Welsh democracy presented on the international stage through participation in relevant international bodies and partnerships with key internationally focused organisations;
- knowledge and understanding of international good practice both gained and imparted; and
- specific themes pursued, demonstrating the strength of Welsh democracy including: citizen participation, e-democracy, effective scrutiny of Government and sustainable and transparent democracy.

### **Use resources wisely**

We will make the necessary investments to ensure that the Assembly is fully equipped to operate effectively as a parliament with new law-making powers. At the same time, we will reinforce the confidence of Assembly Members and the people of Wales in the way we deliver services and manage costs by making good use of tax-payers' money. We will manage our resources to deliver a vital public service with improved efficiency and value for money.

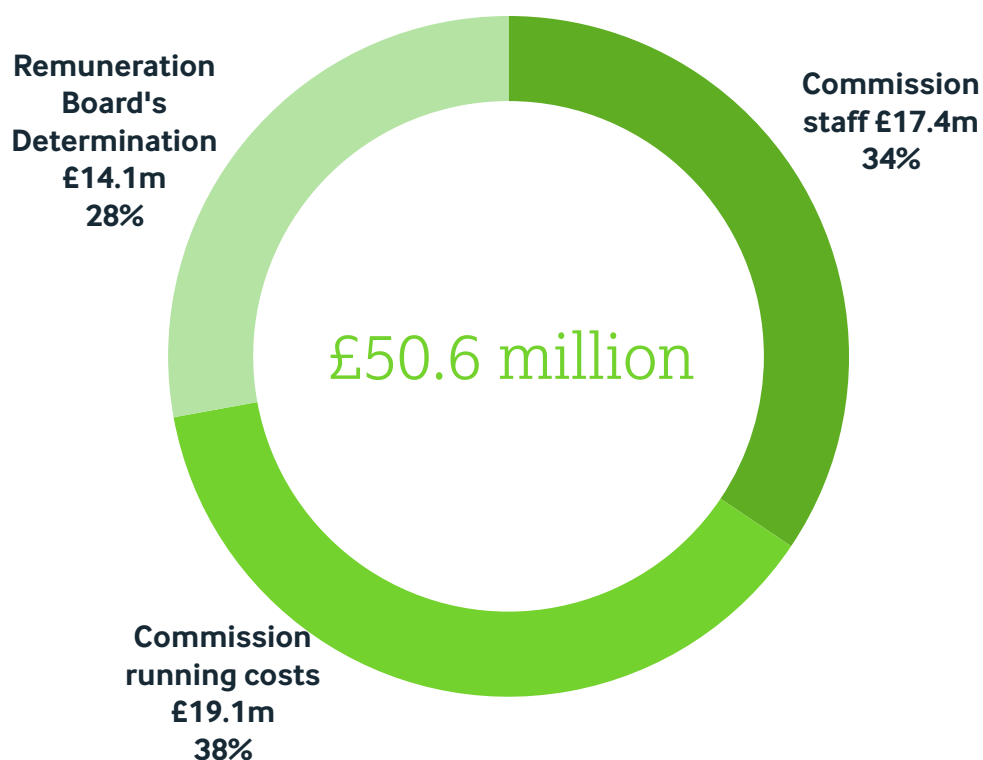
- Successful achievement of this strategic goal will be :
  - delivery of benefits through projects, including improved ways of working in the Assembly;
  - unqualified Audit Reports on the Commission's Annual Accounts and positive reports to the Assembly Commission from the Assembly Commission Audit Committee;
  - assurances on our use of resources and value for money savings, provided through the Internal Audit Programme;
  - clear evidence of value for money in the services we provide.

Successful delivery of the strategic goals requires appropriate resource, both in terms of sufficient financial budget but also a skilled and motivated workforce to deliver support with pace, expertise and a strong service ethos. This budget highlights our progress and plans for the fourth Assembly as we strive for that successful delivery of the strategic goals.

### 03. Cost of the National Assembly

The total funding that comes to Wales under the 'Welsh block' is around £15 billion annually. Almost all of that money funds the delivery of public services in Wales flowing from Welsh Government decisions. The Assembly's role is to scrutinise and challenge the actions and spending of the Welsh Government, make laws for Wales, and represent the interests of the people of Wales. In 2014-15 the cost of doing this will be £50.6 million, which is 0.3% of the Welsh block.

#### Cost of the National Assembly for Wales in 2014-15



The draft budget for 2014-15 consists of:

- £14.1 million to provide the budget for the Remuneration Board's Determination for Assembly Members. The Determination sets out the funding for Assembly Members' salaries, their Support Staff and the costs of running their constituency/regional offices located all over Wales. Members' salaries continue to be frozen since 2011. See section 7 for further detail;
- £17.4 million to employ the 395 staff of the Assembly Commission (including in-house ICT teams);
- £19.1 million to meet other operational running costs, including:
  - £12.2 million fixed costs
  - £5.2 million variable costs
  - £1.7 million for our investment programme

- £0.5 million contingency
- £0.5 million efficiency savings

Annex 1 provides further information in numeric tables.

The budgets laid since the first year of the fourth Assembly have set out the case for the investment in Assembly priorities to ensure Assembly Members receive the outstanding parliamentary service necessary to support their work. Our aim is to deliver Assembly business with improved integration and efficiency whilst maintaining the high-quality standards needed to support the work of Assembly committees and plenary.

### Controlling our expenditure

By the end of the fourth Assembly, we expect to have managed our budget with £2.3 million less than if the 2010-11 Budget had kept pace with inflation.

During this same period, we estimate we will have avoided further budget increases through:

- generating net operating costs reductions, for example by changes to how services are delivered, through contract negotiations, reducing service needs; and
- the Remuneration Board’s decision to freeze Assembly Members salary and allowances, reducing the funding requirement by at least £2 million.

We have further refined our financial management arrangements in order to maximise the impact of the funds available to us in each financial year. Improvements in our forecasting and variance analysis have enabled us to set more demanding outturn targets and then deliver successfully.

Through our budget strategy, we will have invested £7.4 million delivering projects in pursuit of our strategic goals.

### Summary Investment Table: Financial Years 2011-16

Strategic goal	Done	2013-14 Doing	2014-15 Planning	2015-16 Horizon	Amount £m
Provide Outstanding Parliamentary Support	1.2	0.2	0.7	1.1	3.2
ICT Future Services	0.1	1.3	0.2	0.1	1.7
Engage with the People of Wales and Promote Wales	0.4	0.5	0.1	0.1	1.1
Use Resources Wisely	0.1	0.3	0.7	0.3	1.4
<b>Total</b>	<b>1.8</b>	<b>2.3</b>	<b>1.7</b>	<b>1.6</b>	<b>7.4</b>

This £7.4 million includes investment for specific projects to deliver a wireless network infrastructure, a technology refresh in the Senedd (including updating the sound and audio visual facilities, senedd.tv and the technology in the Siâmbwr), renewing public areas of our Estate and repositioning/refurbishing the visitor shop and café.

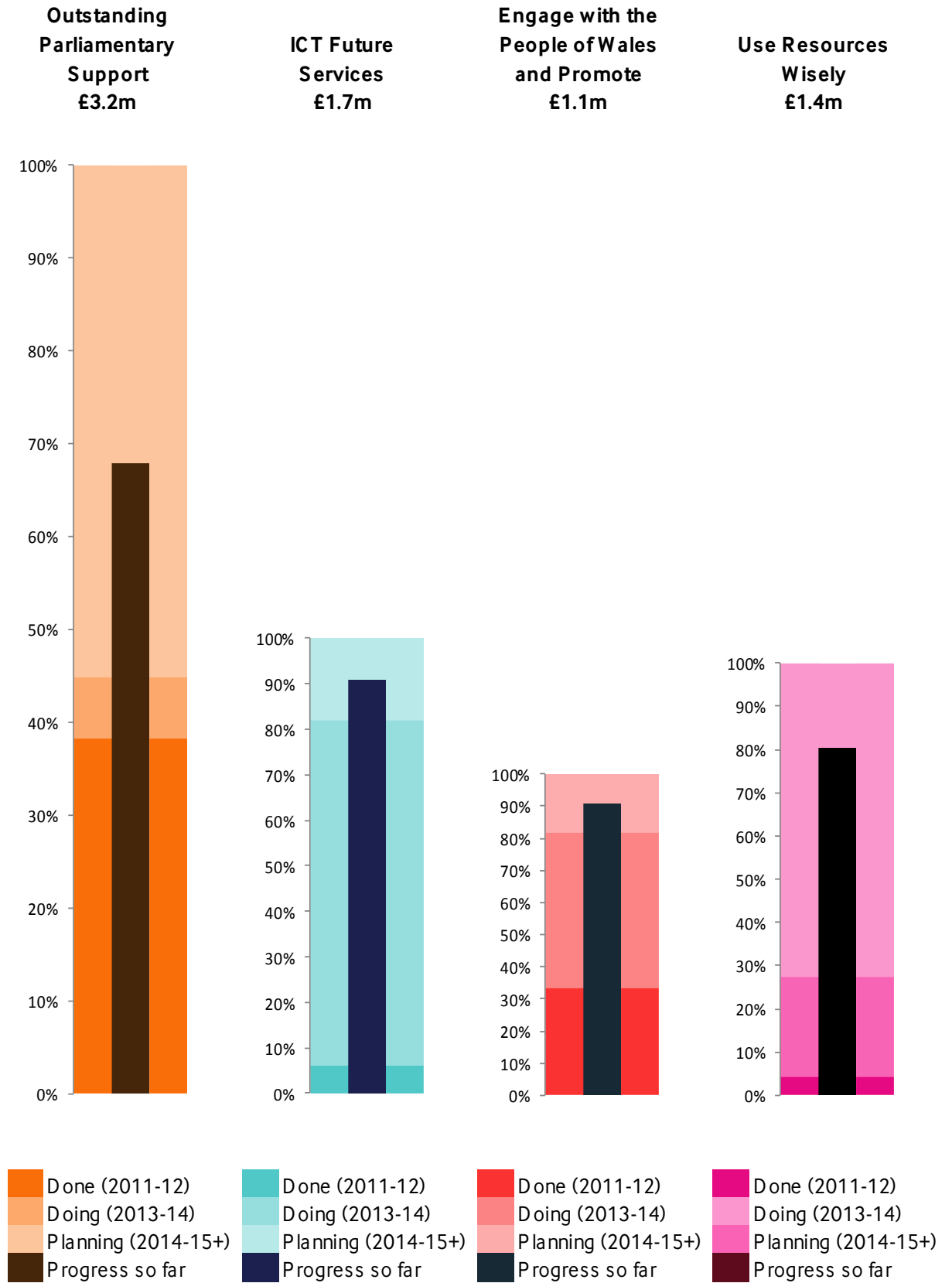
We have also invested in our staff skill base, building resource in financial and economic research specialists, business and corporate legal skills, an apprenticeship programme, professional development for Members and their support staff, procurement and HR

expertise, secondment and job shadowing opportunities, and key project management skills, brought in to support project delivery as needed.

The ICT service is undergoing a transformation to deliver core ICT services with our own skilled staff following the decision to exit from the Welsh Government Merlin ICT contract by summer 2014.

The following graph shows our progress and direction.

## Investment progress to deliver our strategic goals 2011-16



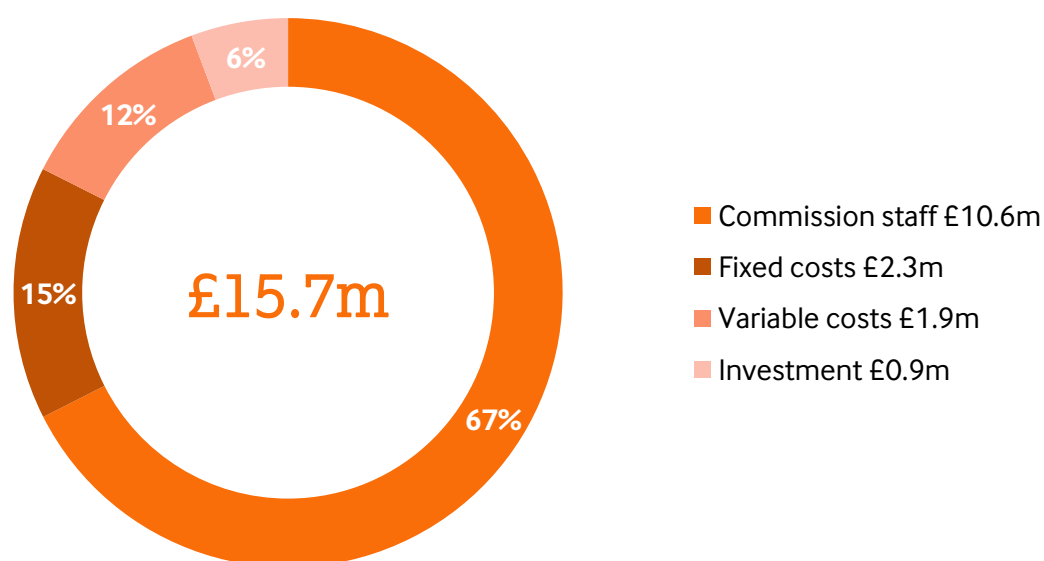


The period of investment also reflects our response to the new committee structure implemented for the fourth Assembly. The Commission is working to transform its committee, legislative, research and legal services. Supporting this, the Commission's education and outreach services as well as priority ICT services are finding new ways to deliver strong, innovative services for Assembly business. The education team is refocusing its resource to increase the opportunities to inform and participate in Assembly business, including the establishment of a steering group tasked with ensuring that young people right across Wales have a far greater involvement and engagement with Assembly business.

## 04. Outstanding Parliamentary Support

The formal business conducted in plenary and committees is the very heart of what the Assembly does as a legislature. It is there that the government is held to account and its proposals for legislation, its policy thinking, delivery and decisions are improved by the scrutiny of the Assembly. 70% of all Assembly Members are directly involved with committee work, with over 50% of Members involved in at least two committees. The Commission sees the continued excellence and integration of specialist and expert Commission staff as key to the successful delivery of our goal to provide outstanding parliamentary support.

### The cost of Outstanding Parliamentary Support in 2014-15



The core strategic functions of the Assembly committee system are:

- Scrutiny of Bills and other legislative proposals, reporting to the Assembly with recommendations for their improvement, and debating amendments to Bills;
- Examining the finance and performance of relevant parts of the Welsh Government, associated public bodies and others of relevance to Wales; and
- Examining and reporting on the implementation of Welsh Government policy, legislation and other commitments, including identifying and scrutinising areas of Welsh Government policy, or areas where existing policy is deficient, and making proposals for improvement.

## Excellence and integration of services to support Assembly business

In the first year of this Assembly, the majority of committee activity was focused on policy development and other scrutiny work while the Government's legislative programme gathered pace. Today, the legislative workload of the Assembly is high and has to be balanced with policy and other committee work.

Whilst combining the legislation and policy scrutiny role of committees has reduced the number of committees compared with the last Assembly, their workload remains at least as high. As well as examining a growing legislative programme and having a high level of inquiry work, committees also examine legislative proposals of Westminster where they cut across devolved competence. Members and committees are more adept than ever at scrutinising these matters, having dealt with double the number of legislative consent motions in the first nine months of 2012-13 as compared with the whole of 2011-12.

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Within this same period, the number of Bills has increased four-fold by comparison with the preceding 12 months.

For all committees, the flexibility to provide high quality, specialised support for both policy and legislation needs to be better integrated and more responsive to the needs of committees. The role of Committee Chair plays a vital role with responsibility for providing strategic direction and ensuring a balanced, comprehensive and effective programme of legislative, policy and financial scrutiny.

Specifically, the outreach team has focused attention on supporting inquiries for policy and legislative committees since the beginning of the Fourth Assembly. This has seen the team work with clerks, researchers and Assembly Members to gather evidence in innovative ways with a broader range of people. The outreach team has developed a communications toolkit which is an online resource.

Recent examples include: producing video packages for the Enterprise and Business Committee's inquiry into Youth entrepreneurship; combining the work of the education service; Senedd tours team and the outreach team gathering responses to a survey for the inquiry into the Implementation of the Learning and Skills Measure conducted by the Children and Young People's Committee; conducting eight focus groups with older people based in day centres to gather evidence for the Health and Social Care Committee's Inquiry into the Social Services (Wales) Bill and arranging a world café event for the Communities, Equality and Local Government Committee's Inquiry into Home Adaptations.

The Commission's review of support for committees has stimulated a raft of practical improvements to the services provided. Examples include innovative approaches in evidence gathering, adding to the range of research briefing styles, bilingual glossaries of technical terms, tailored support for working in Welsh, trialling an application (ModGov) for tablets and smartphones which enables Members to electronically download committee papers to their devices, developing twitter feeds, establishing a protocol for earlier committee papers submissions and access to subject experts and witnesses.

Later this year, the Commission intends to agree its own model for world class scrutiny reflecting the particular pressures of a small legislature, our bilingual operation, our use of ICT and our ambitions for our outreach, research and other services.

We have created a small new team responsible for Assembly business transformation. Their focus will be on the longer term strategic development of our services and, in particular, three strands of work:

- proactive planning and influence in respect of constitutional change and the role of the Assembly (for example, the work of the Silk Commission and wider constitutional change within the UK);
- management of significant projects directly related to the development of Assembly business (for example, the procurement of a bespoke machine translation system; development of our youth engagement work; an integrated, searchable audio visual/written Record of Proceedings; transformation of the ICT services available in the Senedd); and
- supporting and advising the Remuneration Board.

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As we continue to develop the Assembly into a world class legislature, we should also take time to develop the people who will deliver that vision.

**Presiding Officer,  
Rosemary Butler**

The Welsh public's expectations for the contribution their Assembly Members will make to improvement in public life remain high.

Opportunities for continuous professional development help to maximise the capacity of the Assembly and to ensure that Members can deliver the best possible service for the people of Wales. Over 60% of Assembly Members and their support staff have taken up a wide range of continuous professional development opportunities.

Two particular programmes that have been well received are:

- Legislative Scrutiny – a tailored programme developed and delivered by the parliamentarian, Daniel Greenberg, and Assembly Legislation Clerks
- a 6 module programme of bespoke financial scrutiny training, developed in conjunction with the Chartered Institute of Public Finance and Accountancy (CIPFA).

The Commission is also working with the Wales Governance Centre to stage topical presentations such as the Silk review, Scottish referendum and devolution in England. We work in collaboration with other UK legislatures to share our practises, experiences and evaluation of service providers. We are also developing on line courses, using the latest technology to ensure we can reach support staff in constituency and regional offices.

Examples of courses aimed at enabling Assembly Members and their staff to support constituents include casework management, supporting vulnerable people, disability benefits and welfare reform, first aid, dealing with stress, and building emotional resilience.

## The Assembly as a legislature

Since the Yes Vote in March 2011, we have seen significant development in the complexity and ambition of the legislation before the Assembly. There has also been a marked increase in the number of Bills, with the Welsh Government having outlined its legislation programme<sup>1</sup> for 22 Bills over the Assembly's term. As the Assembly explores and tests its new legislative boundaries, there is a likelihood of legal challenges to its legislation; in 2012 we had the first legal challenge in the Supreme Court of a piece of Assembly legislation. Given the unique nature of the Welsh devolution settlement, this is unlikely to be the last challenge to an Assembly Act.

Other novel tests continue to arise out of the Assembly's legislative powers. The Assembly has designed its own, fit for purpose procedure for dealing with private legislation and has seen the first use of its Emergency Bill procedure. All of this requires an adaptive and responsive Assembly, supported by strong legal, procedural and research advice built on a sound parliamentary understanding.

As anticipated, we have also seen an increase in Members' Bills, driving a need for improved legislative drafting skills and turnaround times. One recent example, the Regulated Mobile Homes Sites (Wales) Bill, is a Member's Bill that repeals three Acts (two of them dating from the 1960's) to consolidate into one modern, fit for purpose Bill. This is an example of legislation being made more accessible and relevant to the people of Wales. It demonstrates the Assembly's growing maturity in using its legislative competence.

The Commission is developing its Legal Services to ensure the best use is made of our legal expertise and capacity. In particular, it is considering the support required for legislative drafting of Members' Bills, the Commission's corporate and commercial legal capability and whether there is any unmet demand for legal services.

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<sup>1</sup> Web link for briefing and additional information  
<http://wales.gov.uk/legislation/programme/5yearplan/;jsessionid=23DE5417EFB29E324B21EBC2E8E7C2A2?lang=en>

## Outstanding Parliamentary Support

Done (since 2011-12)	Doing (2013-14)	Planning (2014-15)	Horizon (2015-16)
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### Operation

Consultation with Chairs & Business Committee	Implementing new ways to support Committees	
	Development of Finance training modules for AMs	Finance training for Clerks, AMSS and researchers

### Investment

Legislation software	Strategic Transformation Service and preparing for increasing constitutional change	
Business Committee restructure - infrastructure	Committee Service improvement	
	– innovative information gathering	
	– wider range of research briefing styles	
	– tailored support	
CPD for Members and their support staff	– twitter feeds	
	– subject experts and witnesses	
	Legal skills for Bill amendments (Clerks)	
	Legal directorate – tailored training programme for staff	Enhanced capacity for legislative drafting (internal)

## Performance indicators and other information

699

Committee hours

1,269

training opportunities delivered

2,180

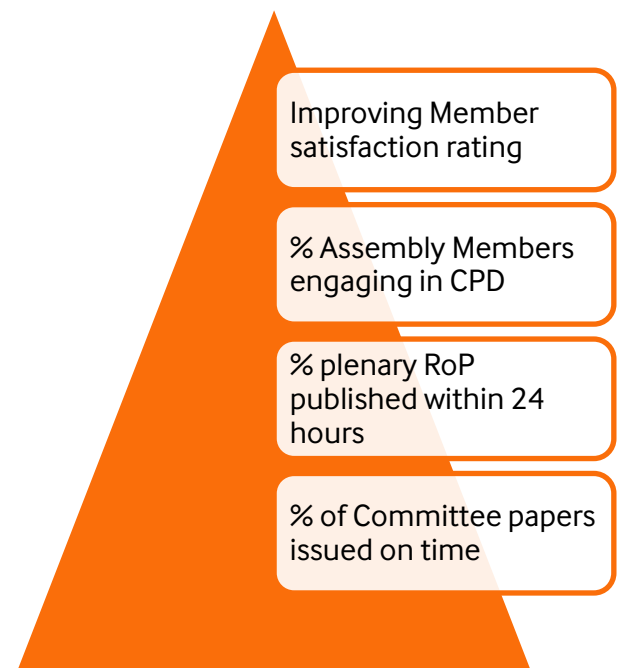
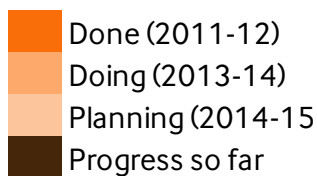
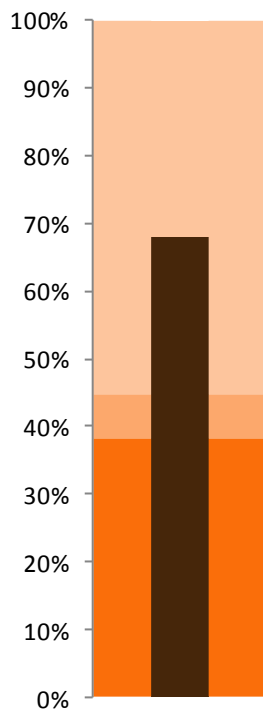
hours interpretation (for plenary and committees meetings)

60%+

of Members' and their support staff took opportunities to train

**£3.2m Investment - progress to deliver outstanding parliamentary support 2011-16**

## Key Performance Indicators



## Value for Money

- New Procurement routes
- Simplifying work processes
- Improved planning

## Enhanced bi-lingual services

On 3 October 2012, there was unanimous approval for the first act passed in Wales since the 13th century. The National Assembly for Wales (Official Languages) Act 2012, a bill introduced by the Commission, places a statutory duty on the Assembly and the Commission to treat Welsh and English as our official languages and to treat these official languages equally.

Our ambition is to be a truly bilingual institution, in which Assembly Members and the public can choose to work or communicate in either or both of our official languages, and where the use of both languages is a source of pride to all. The Act places duties on the Commission to ensure that every engagement with Assembly proceedings can happen in either of the official languages and our Official Languages Scheme sets out the work we will do to ensure we continue to raise the bar for other institutions to follow, in the UK and internationally.

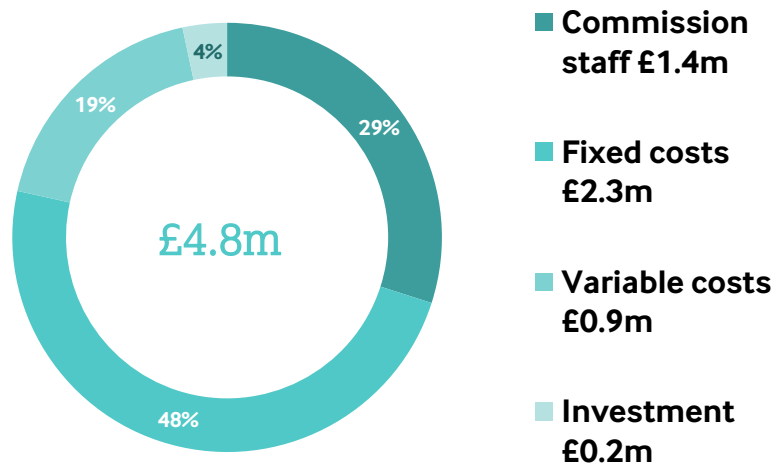
We will act in four key areas, reporting our progress annually:

- Improve bilingual services through innovative tailored support;
- Invest in technology;
- Develop language skills and confidence of those working for the Commission; and
- Share our experiences with other Welsh organisations and build on our joint lessons learned.

## Future ICT Services delivery

Having listened to Members' feedback, in December 2012, the Commission decided that the right choice for the Assembly is to directly manage its ICT service provision which will be a profound change compared to the previous 13 years. Consequently the Commission will exit from the current outsourced contractual arrangements by the summer of 2014. It is essential that a seamless transition is achieved, so significant activity is already underway in planning and preparing for this.

### The costs of ICT in 2014-15



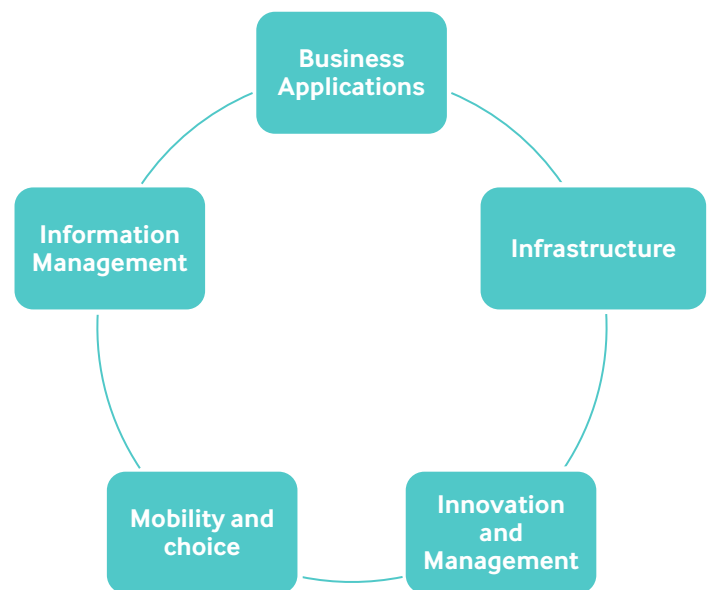


The ICT Transition Project is reviewing the existing infrastructure and associated services, preparing new procedures and processes for the in-house service, reviewing existing contracts and commencing new recruitment, developing staff and preparing for staff transfer from our contractor. This period of change also provides an opportunity to fully consider how to improve reliability, availability and how more user-focussed services can be delivered.

In preparing for the service transition and to get the delivery of the Commission’s new ICT Strategy under way, we have implemented a number of measures including: – accelerating ICT staff appointments, obtaining specialist skills for certain pieces of work, engaging with industry leaders to assist in setting the detail of the strategic development of our applications and releasing staff resource to support the transition (Finance, HR and Legal).

Looking ahead, the Commission aims to provide more flexible ICT services, based on user need and preference, achieve improvements in user satisfaction of ICT and deliver greater innovation as we reposition the Assembly as a leader in the innovative use of ICT. This transformation requires a new business model, one that puts the needs of Assembly business at the heart of its investment and decision making. The Commission’s ICT strategy, sets the vision of providing excellent ICT services and solutions which contribute to outstanding parliamentary support and which enhance engagement with the people of Wales:

- Develop core business applications which better support Assembly work;
- Increase mobility and choice for users;
- Deliver innovative and flexible solutions;
- Improve Information Management;
- Maintain an appropriate and reliable infrastructure.



## ICT Future Services

Done (since 2011-12)	Doing (2013-14)	Planning (2014-15)	Horizon (2015-16)
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### Operation

Named ICT contacts	Bring Your Own Device	Cloud service provision	
ICT floor walkers	Smart phones Mobile devices	Mobile devices	

### Investment

Senedd Refresh Phase 1 & 2	Senedd Refresh Phase 3	Telephony	Equipment Replacement
WiFi - infrastructure	WiFi –public		Pre –election work
Data security	Data access		
	Corporate Business Management System		
	Video Conference facility	Research Service System	

## Performance indicators and other information

359

key fobs

113

mobile phones

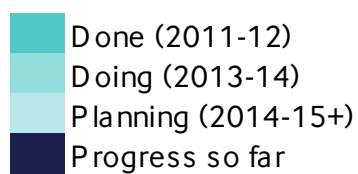
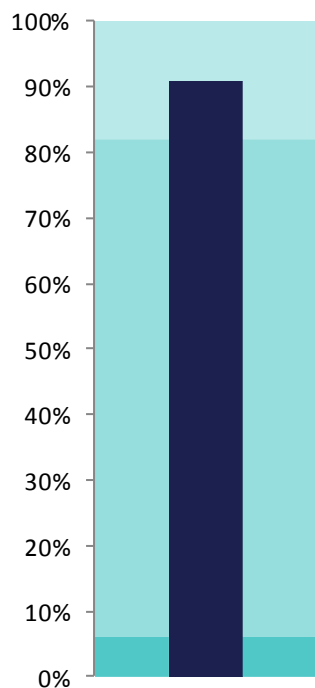
172

laptops

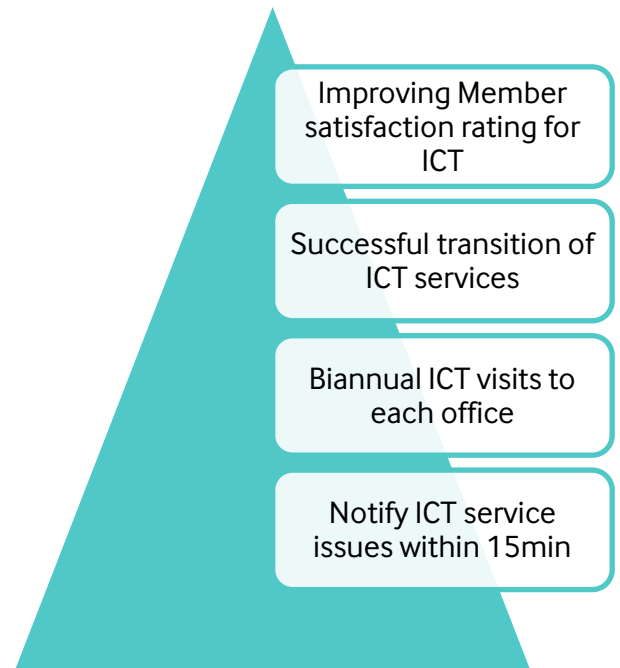
592

desktops

### £1.7m Investment - progress to deliver ICT future services 2011-16



## Key Performance Indicators



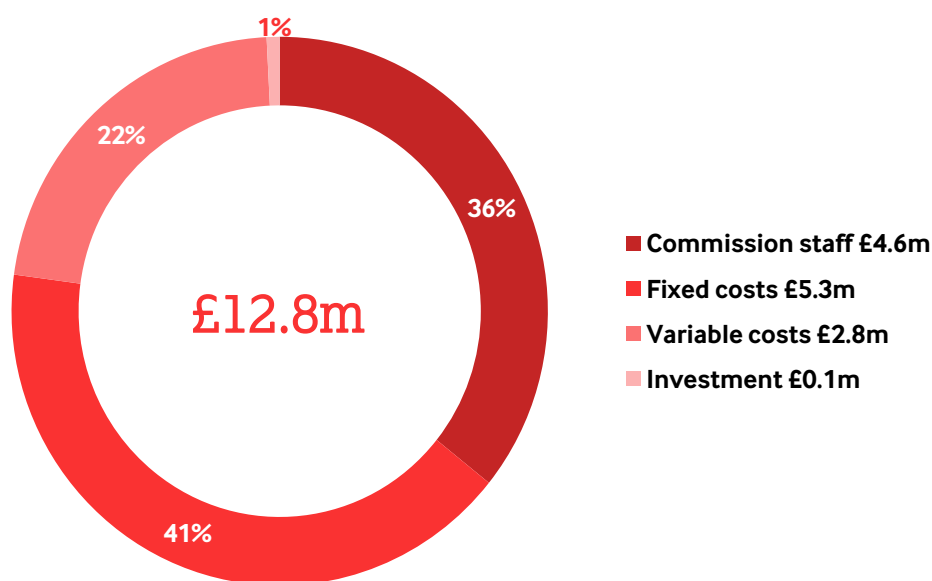
## Value for Money

- Microsoft collaboration
- 60% reduction in the cost of mobile phones
- new contract providers
- 44% reduction in ICT fixed costs
- 20% operating costs efficiency
- Medialon scoping collaboration

## 05. Engage with the people in Wales and Promote Wales

For democracy to work there needs to be an engaged electorate across all the different sectors of our communities. Ensuring that children and young people understand and take an active role in the work of the Assembly is key to the successful delivery of the Assembly Commission's goal of engaging with the people of Wales. Our education service, which engages with 30,000 younger people each year, is changing its focus.

### The costs to engage with the people in Wales and promote Wales in 2014-15



The team already provides opportunities for younger people to contribute to matters before the Assembly through committee inquiries, and the outreach work with schools and teachers. In order to build on this work and strengthen the range of opportunities for younger people to engage with the Assembly, the Commission has:

- re-focused the Education Service's work so it evolves from being primarily about raising awareness of the Assembly and direct contribution to the national curriculum, towards increasing the opportunities for younger people to inform and participate in Assembly business;
- continued to make a significant contribution to the delivery of the curriculum by making the extensive range of educational materials openly available to teachers, schools and other interested parties who regularly talk to younger people about the Assembly, including Members and their staff;
- established a steering group to develop ideas for new ways of engaging with younger people, for example through virtual participation or a Youth Parliament. This work will be driven by younger people. They will shape the work and identify the best ways of ensuring that a diverse range of individuals can get involved, whether or not in education.

Another way in which we are involving the public and widening debate and interest in the Assembly proceedings is through linking our work to individual Members' Debates on matters of specific interest to the Welsh public.

- A recent example concerned an Individual Member's Debate on 15 May 2013 where Jenny Rathbone AM, Member for Cardiff Central, called on the Welsh Government to take action to raise awareness of the health concerns surrounding caffeine-loaded energy drinks. The motion was passed in the Assembly with 72% voting for action. The education service held debates with schools on this subject through the Summer term. In total just under 700 students participated in this debate with an overall majority 60% in favour of raising awareness.

## Engage with the People of Wales and Promote Wales

Done (since 2011-12)	Doing (2013-14)	Planning (2014-15)	Horizon (2015-16)
<b>Operation</b>			
Assembly Bus	Steering Group – new ways of engaging with younger people	Increasing opportunities to inform and participate in Assembly business	Assembly Bus replacement
Bilingual service provision - Consultation		Bilingual service provision – Innovative & Tailored solution	

## Investment

Apprenticeship Scheme launched	Extend scheme to 6 apprentices	Target 16-18 year old	Graduate Scheme
Website refresh	Estate security and space utilisation	Machine translation - implementation	
Senedd café and shop increase sales %	Machine translation - feasibility		

## Performance indicators and other information

2,180+

hours for simultaneous interpretation in 2012-13

699

hours of plenary and committees proceedings reported

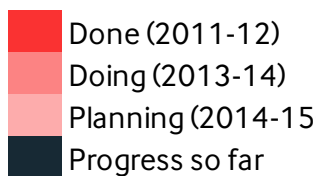
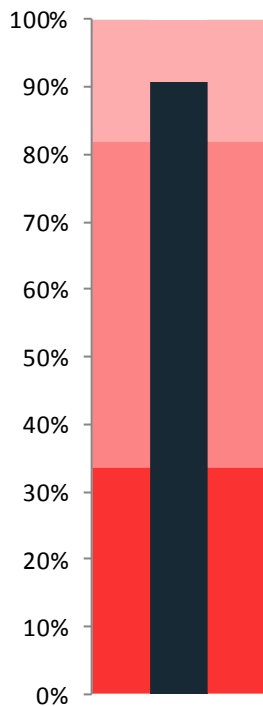
3,353,500

translated words in 4,036 documents.

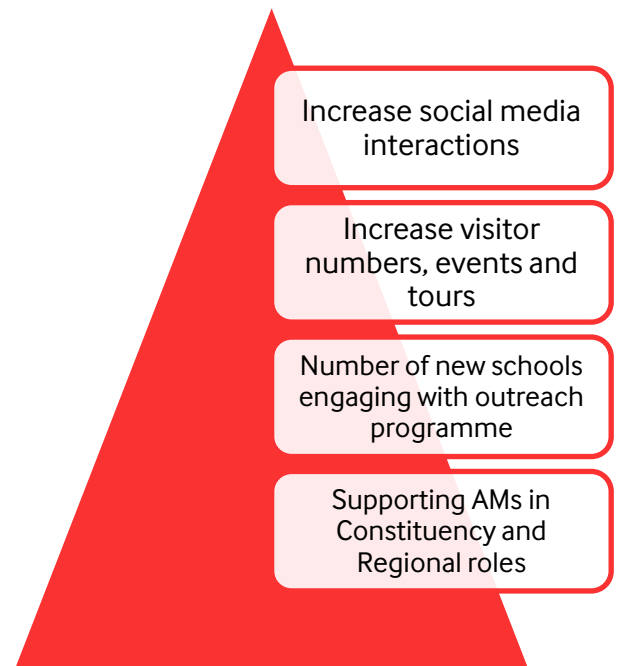
3,870,009

of Committee transcript words

### £1.1m Investment - progress to engage with the people of Wales and promote Wales 2011-16



### Key Performance Indicators



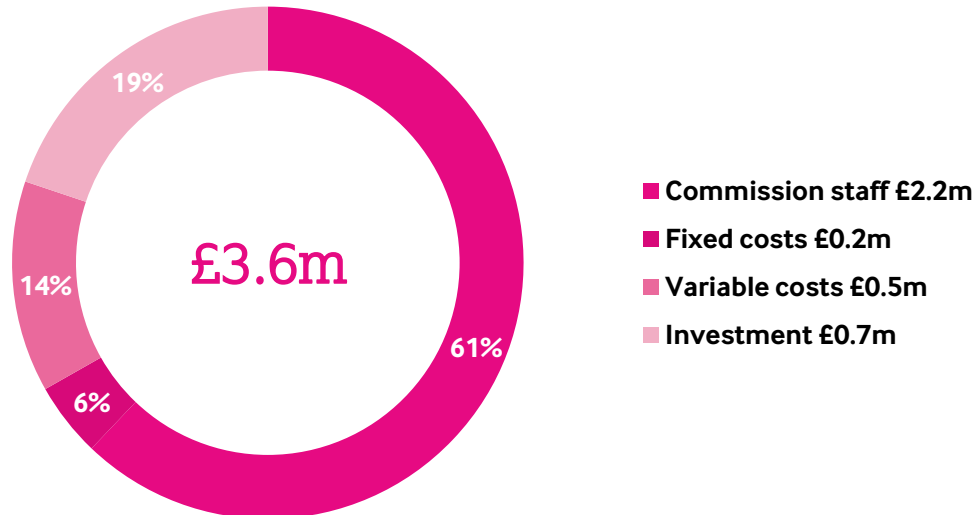
### Value for Money

- Provision of Record of Proceedings
- Review of translation rates & methods
- Space utilisation review
- Assembly shop & café improvements
- Joint events with Wales Governance Centre

## 06. Using Resources Wisely

At the start of the fourth Assembly, we committed through our three-year budget plans to deliver our goals and priority areas for change whilst ensuring that every pound is spent wisely. We need to continue with investment to ensure that the Assembly is properly equipped to operate effectively as a parliament and, at the same time, we must maintain the confidence of Assembly Members and the people of Wales in the way we manage costs in delivering these services.

### The costs for using Resources Wisely in 2014-15



### Estate stewardship

The Commission manages landmark buildings on behalf of Wales. Our estate and facilities management includes the iconic and state of the art Senedd, the Grade 1 listed Pierhead, and Tŷ Hywel. To provide a fitting venue for Wales, we have programmes of maintenance, renewal and refurbishment and an ethos of accessibility for all, carbon impact reduction and performance excellence against regulatory requirements. Work in 2013 will improve access for people with disabilities, enhance security and help us achieve our carbon reduction targets by modifying the Tŷ Hywel entrance.

We have delivered some significant achievements, such as improved utilisation of office space to ensure that we are using the available space to maximum effect. This has enabled us to accommodate changes in staffing, such as those resulting from bringing ICT services in-house and to co-locate teams that closely support each other. As a result of our improvements we have successfully increased our available workspace by 15%.

We have made good progress in reducing our energy consumption (22%) and waste emissions (60%) since 2010. Significant further progress will require investment - one area we are considering is the lighting in the Senedd, accounting for 17% of the building's energy requirement.

We also face an increasing challenge in coming years as several building and plant systems need refurbishment and replacement. This will need to be funded from within our resources and will also need to be delivered with minimal impact on Assembly business.



## Success through our people

Delivery of the Commission's strategic goals is wholly reliant upon the contribution of talented and committed people.

We are delighted to have secured Gold Standard Investor in People recognition in June 2013, for the second time. This external benchmark recognises the importance we place in staff engagement, staff contribution and staff development.

Significant achievements delivered to date include:

- Introducing a successful Apprenticeship Scheme, with our four first Apprentices completing their programme of studies and work experience this autumn;
- Setting the national Living Wage as the minimum contractual pay in our cleaning and catering contracts;
- Signing a new partnership working agreement with the Assembly Trades Unions – we have a strong relationship with our unions which helps improve how we work;
- Rolling out 'Inclusive Workplace' training for all staff – a key action under our Equality Plan;
- Increasing our score in the Stonewall Workplace Equality index year-on-year – we are currently ranked in 26 place in the top 100 index.
- Introducing learning buddies and a secondments strategy to ensure staff are able to refresh and develop their skills and experience;
- Outperforming the private and public sector in sickness absence rates.

Looking forward, we will retain a strong focus on ensuring we have the right skills in the right place, as set out in our People Strategy. We plan to do more in attracting people from under-represented groups to work for the Commission and we will recruit a second tranche of Apprentices. Remuneration continues to form an important part of our recruitment and retention offer and we will use the Commission's Remuneration Committee to undertake a strategic review of this.

## Value for Money

Since introducing a value for money (VfM) target we have met it in each financial year. Savings made in 2011-12 were £0.53 million, exceeding the Commission's target of £0.35 million, and in 2012-13 our target of £0.47 million was met. These savings have mainly arisen through vacancy management and the two voluntary exit schemes. The Commission's VfM target is £0.5 million for 2013-14 and proposed as £0.5 million for 2014-15.

To ensure we build a stronger VfM culture amongst staff, we have increased the profile of VfM throughout the organisation over the last 18 months and have action plans for key areas of activity. These plans are aligned with the Commission's strategic goals and corporate priorities and include accountabilities and timescales to ensure that the aspirations of our VfM programme are met. Annex 3 provides more detail.

Following a successful secondment, we have established a permanent Head of Procurement to provide commercial expertise in achieving procurement savings and efficiencies alongside positioning our contract opportunities to be attractive to SMEs, offering other social and economic benefits. We have centralised procurement support for our major contracts and are building skills in contract management through training and mentoring. We have introduced a procurement savings log to demonstrate the benefits and return on this investment. This contributes to our VfM target.

We continue to strengthen our financial management practices to ensure we maximise the impact of available funds. A number of improvements made over the past year have allowed us to set a more demanding financial outturn target of 1% of the budget. Whilst an over spend would result in qualified accounts, a significant under spend is just as indefensible at a time when high expectations compete for every pound available. A robust monthly process is in place; assessing potential demands for operational spend and investment projects; analysing variances, reviewing risk assumptions and adjusting forecast projections. Budget delegation is provided to Heads of Service and Senior Responsible Owners of projects, with clear accountability for governance and decision making linking through all levels. It is vital that the Commission is able to demonstrate wise use of its resources. The financial scrutiny undertaken by our finance professionals, the Investment Board, Management Board and Assembly Commission as well as the Assembly's Finance Committee, helps us do so.

## Using Resources Wisely

Done (since 2011-12)	Doing (2013-14)	Planning (2014-15)	Horizon (2015-16)
<b>Operation</b>			
Eco friendly car hire	Contract Management training	Financial Training for staff and budget managers	
Energy efficiencies and landfill waste		Sustainability initiatives	
<b>Investment</b>			
Procurement e-tendering software	HR & Payroll combined system	Finance system refresh	

## Performance indicators and other information

5

Green Dragon  
environment  
standard

Gold

Investors in People

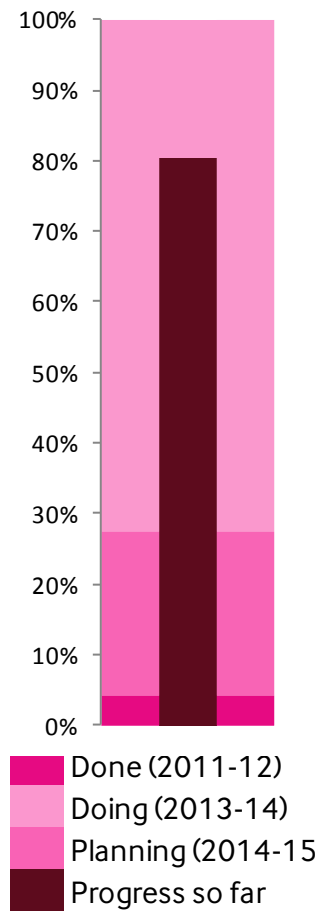
£1.2m

VfM savings  
delivered

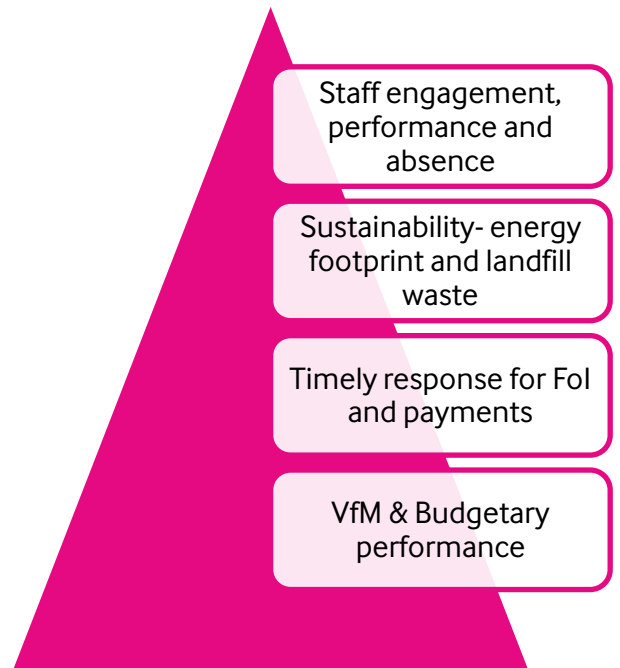
>10 days

to pay our suppliers

### £1.4m Investment - progress to use resources wisely 2011-16



### Key Performance Indicators



### Value for Money

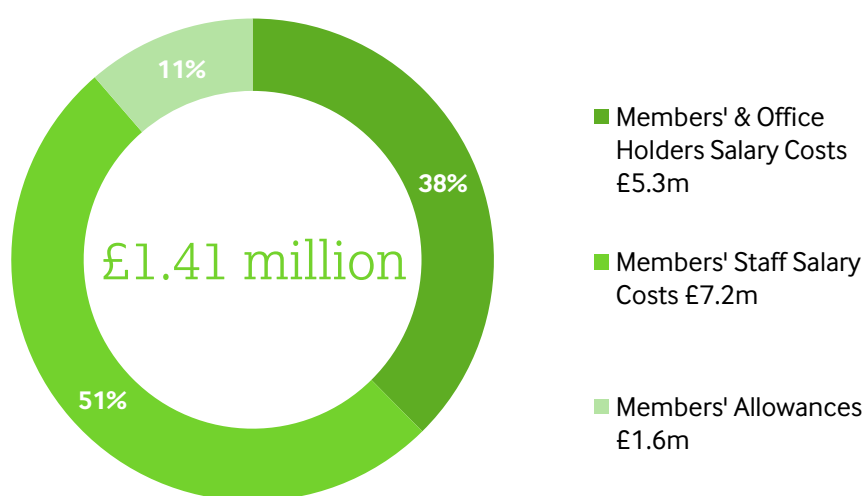
- Service framework agreements
- Improved planning
- Changing employment contracts
- Streamlining work flows and processes
- HR & Payroll project benefits
- Procurement savings
- VfM launch of webpages
- Staff vacancy savings

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

The Commission has statutory responsibility to secure funding arising from the independent National Assembly for Wales Remuneration Board's decisions over pay and other costs of Assembly Members. The Board's decisions are published in the Determination of Members' Pay and Allowances.

The Commission's draft budget for 2014-13 is £50.6 million of which £14.1 million will provide funding for Assembly Members' salaries, their support staff and the costs of running their constituency offices located all over Wales. The chart below shows how the funding is used.

### Budget to Fund Remuneration Board's Determination



The Remuneration Board's latest Determination was published in December 2012. The Determination ensures Assembly Members have access to office and other costs to provide for:

- running an office and engaging with constituents;
- the salary and travel expenses of their own Support Staff;
- residential accommodation in Cardiff where needed for those eligible;
- travel expenses necessarily incurred in the performance of duties; and
- support for the Party Groups.

In addition, the Determination sets the base salary of Assembly Members (which has been frozen since 2011), together with office holder allowances.

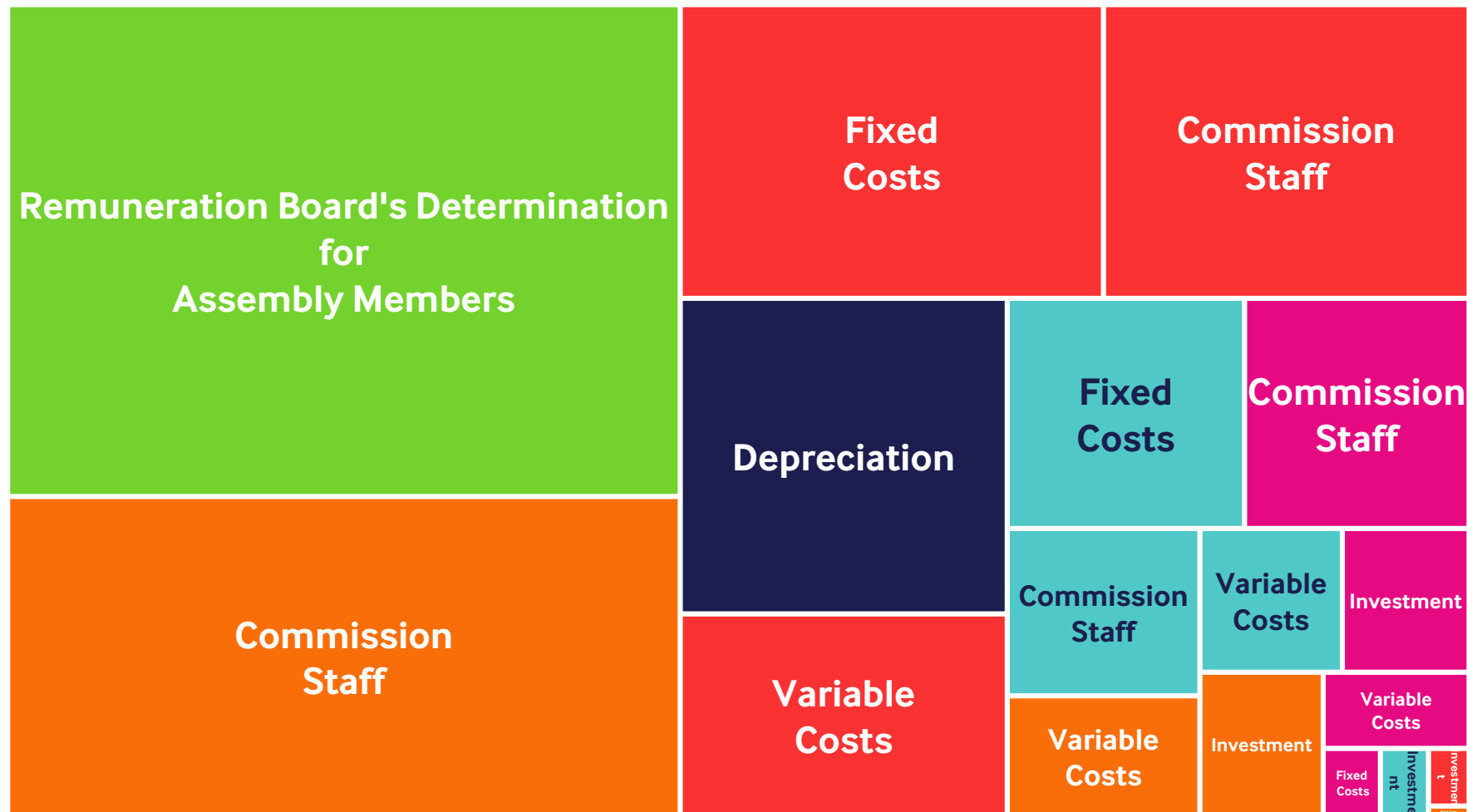
The £0.4million increase in the funding requirement is for increases and changes to Members' staff salaries. These include the creation of a new Policy & Research Fund with an initial budget of £0.12 million, changes to Members' staff and Political Groups' staff costs £0.14million and £0.14 million for contractual entitlements to salary increments.

## **08. Summary**

The Commission's total budget of £50.6 million is used for specific purposes as outlined in this budget submission. The public money available to the Commission is used to ensure that Members are able to carry out their duties effectively in serving their constituents and the wider Welsh public.

The Commission operates in an open and transparent manner. The budget proposal for 2014-15 is set to provide sufficient resource to ensure successful delivery in fulfilling the Commission's statutory duties.

Cost of the National Assembly for Wales in 2014-15 £50.6 million



- Outstanding Parliamentary Support
- ICT
- Engage with the People of Wales and Promote Wales
- Use Resources Wisely
- Remuneration Board's Determination for Assembly Members
- Depreciation

Fixed Costs  
Investment  
Investment  
Fixed Costs

## 09. Budget Ambit

- 01.** This budget submission is laid in compliance with National Assembly Standing Order 20 to assist in the compilation of the Annual Budget Motion required by Section 125 of the Government of Wales Act 2006. The submission covers the resource and cash requirements of the Assembly Commission for the year ending 31 March 2015.
- 02.** The Assembly Commission set out its spending requirements in its 2012-13 Budget which covers the period to 2015. This year's budget (£50.6million) reflects the previously scrutinised and agreed funding levels.
- 03.** The Budget Motion will authorise the net resources to be used for the services and purposes of Members and Assembly Services. The motion includes the maximum income (or accruing resources) that may be retained for use on those services and purposes instead of being paid into the Welsh Consolidated Fund, and the cash amount that will need to be issued from the Welsh Consolidated Fund to meet the anticipated net amounts falling due for payment by the Commission.
- 04.** The 2014-15 Budget for the Assembly Commission, addressing these requirements, is set out in Table 1 below.

Table 1

£000

Resources other than accruing resources for use by the National Assembly for Wales Commission on revenue and capital costs associated with the administration and operation of Assembly Services to support the National Assembly for Wales ("the Assembly"); promotion of the Assembly including payments to the Electoral Commission and others; payments in respect of the Commissioner for Standards and Remuneration Board; any other payments relating to functions of the Assembly or functions of the National Assembly for Wales Commission.	36,500
Resources other than accruing resources for use by the National Assembly for Wales Commission in respect of decisions of the Remuneration Board.	<u>14,100</u>
<i>Total resources, other than accruing resources</i>	<u>50,600</u>
Annually Managed Expenditure for use by the National Assembly for Wales Commission in respect of Assembly Members' Pension provision.	750
Accruing resources for retention pursuant to section 120(2) of the Government of Wales Act 2006 and use by the National Assembly for Wales Commission:	
from the disposal of fixed assets and other capital income for use on the purchase or acquisition of fixed assets; or	250
rental income; gifts; grant support; recharges and income from commercial	

sales and other services provided to the public or others for use on administrative costs of the Assembly.

Amount to be issued from the Welsh Consolidated Fund to meet the anticipated amounts falling due for payment in the year in respect of the above services and purposes less expected retainable receipts and recoverable VAT.

05. Table 2 below reconciles the net resource requirement to the cash drawing requirement from the Welsh Consolidated Fund.

<b>Table 2 CASH REQUIREMENT</b>	<b>£000s</b>	
	<b>2014-15</b>	<b>2015-16</b>
Members Net Revenue Requirement	14,100	14,500
Commission Net Revenue Requirement <sup>1</sup>	34,757	35,246
Net Capital Requirement	1,741	1,159
Assembly Members' Pension Provision (AME)	750	750
<i>Adjustments:</i>		
Depreciation	(4,400)	(4,900)
Movements in provisions	(500)	(500)
Movement in debtors and creditors		
Use of provisions		
<b>Net cash requirement for issue from the Welsh Consolidated Fund</b>	<b>46,448</b>	<b>46,255</b>

<sup>1</sup> Assumes Accruing Income of £0.250 million year on year.







## Annex 1: Financial Information






Cost of the National Assembly	2011-12	2012-13	2013-14	2014-15	2015-16
	£m	£m	£m	£m	£m
Commission Staff	15.1	15.5	16.3	17.4	17.8
Remuneration Board	13.0	13.5	13.7	14.1	14.5
Fixed Costs	11.1	12.4	12.6	12.2	12.3
Variable Costs	4.4	4.4	4.6	5.2	5.2
Investment Programme	1.1	1.1	2.3	1.7	1.1
	44.7	46.9	49.5	50.6	50.9

## Expenditure areas over the fourth Assembly

	2011-12	2012-13	2013-14	2014-15	2015-16
	Actual	Actual	Budget	Budget	Budget
	£'000	£'000	£'000	£'000	£'000
<b>Accommodation and facilities costs</b>					
Leases - buildings	2,204	2,812	2,835	2,835	2,835
Maintenance	1,716	1,971	1,643	1,655	1,666
Rates	1,285	1,356	1,299	1,356	1,383
Security	581	603	600	600	600
Utilities	506	518	557	557	568
Catering	323	305	312	320	320
Leases photocopier	127	161	150	150	150
Car parking	99	115	120	120	120
Furniture and fittings	68	79	50	50	50
<b>ICT costs</b>					
ICT Contracted-Out Services, including Telephone	2,856	2,579	2,561	1,861	1,376
Broadcasting	433	475	460	460	469
Licence and maintenance costs	289	385	260	640	652
IT Projects	147	215	-	-	-
Website	176	121	130	130	130
ICT revenue and consumable purchases	63	90	130	130	130
<b>Other costs</b>					
Other administrative expenses	61	343	191	240	190
Language Contracted-Out Services	116	204	280	273	273
Printing, Stationery and Postage	181	203	189	259	259
Insurance and Specialist Advice	109	195	136	130	131
Publications	174	110	149	129	129
Accounting and Financial Service	126	92	78	25	25
Audit	82	87	95	84	85
Committee Advisors	71	57	45	50	50
Hospitality	31	37	45	45	45
Training and development costs	194	250	390	390	390
Promoting awareness and understanding	170	178	432	452	452
Staff travel and subsistence costs	92	136	139	138	138
Other HR costs	1,035	210	103	103	104
Election Costs	426	-	-	-	-
Depreciation and amortisation charges	3,781	3,937	4,000	4,400	4,900
	17,522	17,824	17,378	17,580	17,620
Income	190	165	220	205	205




## Annex 2: Corporate Performance Measures

KPI group number	Providing Outstanding Parliamentary Support	April - June 2013		
1	Member Satisfaction		amber	Average score of 7.0, slight decrease compared to 2012 score of 7.3. Target 8.
2	Timeliness		green	Relates to Committee Papers and publishing of the Record of Proceedings
3	Service Delivery		green	Welsh learner numbers increasing along with number of AMs and AMSS undertaking CPD
4	Progress on Priority Work		green	Integration of services, Bi-lingual services, use of the Estate - progress made and all on track

	Engage with the People of Wales and Promote Wales	April - June 2013		
5	Member Satisfaction		amber	Improved score of 7.13 compared to 6.35 for 2012. Target 8.
6	Annual Public Perception Survey		amber	The last survey was in 2010, work is in progress to develop a method to capture this data
7	Visitors		green	Visitor numbers for April-June higher than monthly average for 2012
8	External Profile		green	Social media interactions and school engagement increasing
9	Engaging with people of Wales, including young people		green	Progressing changes to education work programme/youth engagement

	Use Resources Wisely	April - June 2013		
10	Member Satisfaction		green	Improved score of 8.22 compared to 8.16 for 2012. Target 8.
11	Budgetary Performance		green	On target to deliver £500k efficiency savings and an underspend less than 1%
12	Staff		amber	7.4 days sickness average (3.35%) compared to 7 day (3%) target
13	ICT Customer Service		amber	Based on higher Member satisfaction survey but with clear scope for further improvement
14	Governance		green	Targets met for payments to suppliers and responding to FOI requests
15	Sustainability		amber	Waste management on target but energy currently off target due to cold Spring period
16	ICT Future Services Project		green	On target for successful transition of services, on or before 31st July 2014

### Key

	<b>RED:</b> There are significant issues impacting the achievement of business objectives. To achieve delivery, changes must be made to timing, costs and/or scope.
	<b>AMBER:</b> There are issues or risks which must be addressed. However, successful delivery is achievable without major impacts to budget, service standards or target dates.
	<b>GREEN:</b> Work is meeting agreed standards or is proceeding to plan. All known risks are being managed.

## Annex 3: Value for Money (VfM) Programme

We have made positive progress on our Value for Money (“VfM”) programme. The three themes of the programme are:

**Improving management information** to better understand Assembly services’ activity, costs and what drives those costs

**Simplifying processes** and how we work in order to **maximise the effectiveness** of Assembly services and make even better use of resources

Maximising the benefits and cost savings from **procurement and robust contract management**.

As well as the savings mentioned above, there are many other VfM achievements and initiatives across the organisation and we are tracking savings arising from procurement activity.

Examples include:

Theme	Achievement / Initiative	Financial Year of Impact
Improving management information / procurement and robust contract management	When reviewing the content and quality of AM stationery, costs for various options were obtained and presented to stakeholders. The products chosen were of good quality but cost over 20% less than the most expensive option. The option selected also resulted in improved turnaround times.	2013-14 onwards (introduced January 2013)
Simplifying processes	Planning for the 2013-14 Budget document included arranging in advance for Branding and Translation Services to deliver within short time frames. As a consequence of this cross service planning, internal staff were available leading to 40% lower costs.  Other services are now looking to apply this in their areas.	2012-13  2013-14 onwards
	When translation of the Record of Proceedings was reintroduced, it was agreed that they would be published within 5 working days, rather than overnight. The longer turnaround time and new translation method (combination of machine translation and proof reading) resulted in a saving of around 60%.	2012-13 onwards (reintroduced January 2012)

Procurement and robust contract management	A project to look at replacement options for Medialon is currently underway. A number of workshops were held to discuss and agree the terms of reference for the scoping/prototyping study and the supplier agreed to fund 12.5 days (approx. 50%) of the study.	2013-14
	In May 2013 the contract provider for mobile devices was changed. Estimated savings, based on 113 mobile devices, are over 60%. Users will also have improved functionality and a choice of smartphones.	2013-14 and 2014-15

## Annex 4: Glossary

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

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

### **Barnett formula**

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

### **Capital**

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

### **Creditor**

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

### **Debtor**

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

### **Depreciation**

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

### **Draft Budget**

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

### **Fixed Assets**

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

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

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

### **Provisions**

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

**Real terms**

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

**Revenue/ Running Costs**

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

**Value for Money**

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

**Variable Costs**

Are expenses that change in proportion to the organisation's activities.

**Welsh block**

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

**Welsh Consolidated Fund**

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