

Delivery and transition **Annual report and accounts** **2015–16**

July 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 and holds the Welsh Government to account.

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2015–16

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10 years of the Senedd: 2006-2016

Pontyclun Primary School performing at the 'Building for Democracy' event to mark 10 years since the opening of the Senedd.

Our performance: overview

Llywydd's foreword



Elin Jones AM

Llywydd and Chair of the Assembly Commission

I am delighted to present this annual report. It is a great honour and a real privilege to have been elected to this role by my fellow Assembly Members.

But of course the achievements described in this annual report predate my appointment. So the credit properly belongs to others. I would like to take this opportunity to pay tribute to my predecessor, Dame Rosemary Butler, who broke down barriers to participation in the democratic process in Wales, particularly amongst women through her Women in Public Life campaign and by placing young people firmly at the centre of Assembly business.

Rosemary was ably supported by Deputy Presiding Officer David Melding, whose insightful and diligent contribution both within and beyond the debating Chamber, including as a committee chair, enhanced the work of the Assembly in numerous ways. Together with Commissioners - Sandy Mewies, Angela Burns, Rhodri Glyn Thomas and Peter Black - they formed an effective leadership team which drove continuous improvement throughout all aspects of the Assembly Commission's strategic goals.

In doing so, Commissioners drew on the expertise, passion and commitment of Assembly Commission staff, led by Claire Clancy, the Chief Executive and Clerk. I know from my own experience of working with Commission staff in previous Assemblies that I can rely on the highest quality advice, responsive services and effective delivery in my new role. I am extremely grateful to Claire and her staff for their support at the start of my tenure.

It is important that the services provided by the Assembly Commission support my priorities for how this Fifth Assembly will operate. The first of these is to be fair, safeguarding the rights of all Members and treating every Member equally. Second, promoting and protecting the good reputation of this Assembly, in the Chamber and beyond, in every community within Wales. Third, ensuring lively, healthy, democratic debate supported by transparency about our procedures. Finally, I want the Assembly to play a constructive, collaborative role working with other Parliaments within the United Kingdom and beyond.

I am looking forward to working with the Deputy Presiding Officer, Ann Jones, and my fellow Commissioners, Joyce Watson, Dai Lloyd, Suzy Davies and Caroline Jones, to build on the successes of the Fourth Assembly. I intend to emulate the approach taken by our predecessors in setting out a clear strategy, underpinned by robust financial planning and effective governance. We will do this against a background of continuing change in Wales and internationally: constitutional, political, socio-economic and environmental. The Assembly will acquire new powers and responsibilities as well as new challenges, and we must be ready to serve the people of Wales fittingly.

Introduction from Chief Executive and Clerk



Claire Clancy

Chief Executive and Clerk of the National Assembly for Wales

This was certainly a year of delivery and important transition.

We continued to deliver with pace and professionalism. Assembly Commission staff successfully completed the programme of investment and service improvement driven by the strategic goals set out by our Commissioners at the start of the Fourth Assembly. We supported the final, and busiest, phase of legislative scrutiny in this first Assembly with full law-making powers, including the first tax legislation. We continued to extend the breadth and depth of our engagement with the people of Wales, using new techniques. We confirmed the Senedd's role as a focus for public life, and celebrated its tenth birthday – many of the photographs in this report are from those celebrations.

We also continued to strengthen our approach to planning and delivery, and were recognised in a number of ways for how we nurture and get the best from our staff. Our governance framework enabled us to provide robust assurance about the appropriate use of resources, for which I have personal responsibility as Principal Accounting Officer.

As the end of the Fourth Assembly approached, our thoughts and indeed our work inevitably turned to the transition to the next Assembly. Commission staff supported Members to reflect on and record the legacy of the Fourth Assembly. They also put in place a range of projects and work streams to prepare to give the best possible experience to incoming Members and help them take the decisions required to establish the Fifth Assembly. Although events after the election in May will no doubt be covered in the next annual report, I cannot resist mentioning here that our induction was a fantastic success, complimented by new and returning Members alike.

I would like to take this opportunity to place on record my thanks to all Assembly Members and their staff, Commission Directors, Heads of Service and their staff, contractors and colleagues from other organisations who have all contributed to the Assembly's success.

I consider myself very fortunate indeed to have the opportunity to lead the organisation during such an important period in the history of devolution. I am very proud of what we have achieved together. Together as a team, we have tackled, with relish and panache, increasing responsibilities and other challenges. At the same time we have built a modern parliamentary democracy fit for a strong and confident Wales.

Fifth Assembly Commissioners

The Assembly Commission's role is to provide the Assembly with the staff, property and services it requires. The Commissioners appointed at the start of the Fifth Assembly were responsible for this report.

Commissioners



Elin Jones AM (Plaid Cymru)

The Llywydd is Chair of the Assembly Commission and also has responsibility as a Commissioner for communications and engagement.



Suzy Davies AM (Welsh Conservatives)

Commissioner with responsibility for budget and governance, including Audit and Risk Assurance Committee membership.



Joyce Watson AM (Welsh Labour)

Commissioner with responsibility for equalities, and the Commission as the employer of Assembly staff.



Dai Lloyd AM (Plaid Cymru)

Commissioner with responsibility for official languages, and delivery and transformation of services to Members.



Caroline Jones AM (UKIP)

Commissioner with responsibility for security and Assembly resources.

Deputy Presiding Officer



Ann Jones AM (Welsh Labour)

The main function of the Deputy Presiding Officer is to alternate with the Llywydd in chairing Assembly Plenary sessions. The role is similar to that of a Deputy Speaker in the House of Commons. The Deputy Presiding Officer also attends meetings and functions in her own right as well as on behalf of the Llywydd in order to raise the profile of the Assembly.

Fourth Assembly Commissioners

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 Commissioners oversaw the activities described in this report.

The Commission of the Fourth Assembly consisted of the Presiding Officer and four Assembly Members, one nominated by each of the four party groups represented in the Assembly.

Commissioners



Dame Rosemary Butler AM (Welsh Labour)

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



Angela Burns AM (Welsh Conservatives)

Commissioner with responsibility for budget, governance (including Audit and Risk Assurance Committee membership) and links with the Remuneration Board. Angela also had responsibility for the improvement of services to Assembly Members and the Commission's role as the employer of Assembly staff.



Peter Black AM (Welsh Liberal Democrats)

Commissioner with responsibility for ICT, broadcasting, e-democracy, the Assembly estate, and sustainability.



Sandy Mewies AM (Welsh Labour)

Commissioner with responsibility for education services, front of house, the Assembly's facilities, retail, catering and security. Sandy also had responsibility for the Commission's statutory equality functions.



Rhodri Glyn Thomas AM (Plaid Cymru)

Commissioner with responsibility for the Assembly's Official Languages, legal services and Freedom of Information.

Deputy Presiding Officer



David Melding AM (Welsh Conservatives)

In addition to deputising for the Presiding Officer, the Deputy Presiding Officer also attended meetings and functions in his own right in order to raise the profile of the Assembly.

Independent advisers

The Commission appointed independent advisers to ensure that Commissioners and the senior management team were supported and constructively challenged in their roles.

The advisers participated in Commission meetings; considered our performance management and reporting arrangements; advised on the Commission's responsibilities for staff appraisal and remuneration policies and systems; and maintained a critical overview of the Commission's financial controls and risk management procedure.

Independent advisers



Keith Baldwin

Keith is currently a Special Advisor to the Board at the Bar Standards Board, is a Council and Audit Committee member at the National Army Museum and is a Board Member and Audit Committee member at CVQO Ltd, where he also chairs the Remuneration Committee. Keith spent 20 years as a partner at PricewaterhouseCoopers (PWC). Apart from his client responsibilities during this period, he also held a number of management roles including Deputy Partner-in-Charge of Government Consulting and partner responsible for the risk and quality management functions within PWC's Advisory Business. He has held a number of non-executive and advisory roles since leaving PWC.



Mair Barnes

Mair advises and mentors a number of Board directors across a variety of sectors in addition to being a non-executive director of a global business. She is the former Chair of Vantios plc and Managing Director of Woolworths plc. She has held non-executive directorships at the Department of Trade and Industry and the Cabinet Office.



Helena Feltham

Helena has experienced a long career in Retail and Human Resource Leadership. She is currently the Director of Human Resources for B&Q and has previously held appointments as the Global HR Director for TOPSHOP TOPMAN and as HR Director at Marks & Spencer, Jack Wills Ltd. and Woolworths South Africa. She has also spent time in executive search with Odgers Berndtson, covering senior appointments across both public and private sectors. Helena has served as a non-executive director of an NHS Trust, is currently a Justice of the Peace, and Board Member and Trustee of Action for Children and The Retail Trust.



Eric Gregory

Eric is Chair of the Assembly Commission Audit and Risk Assurance Committee. He is also an Independent Adviser and Chair of the Risk and Assurance Committee for Her Majesty's Passport Office (HMPO), and a non-executive director for both the Ministry of Justice Legal Aid Agency (LAA), where he is a member of the Audit and Risk Assurance Committee, and the Cabinet Office Modern Electoral Registration Programme, where he chairs the Programme Risk and Assurance Board. He worked for the John Lewis Partnership for 25 years until 2009, where he was a Board Director for seven years, holding all three principal IT Director roles before becoming Personnel Director John Lewis. He was previously non-executive director for the Crown Prosecution Service (CPS) London and a member of their ICT Board. He has also held the position of Chair of the Consumer Goods Forum IT Board, and was a member of the e-skills Businesses Board for six years.

Independent member of the Audit and Risk Assurance Committee



Hugh Widdis

Hugh is the Head of the Government Legal Service for Northern Ireland and Departmental Solicitor for the Northern Ireland Executive. He has over 15 years' experience in parliamentary and government legal services. Prior to joining the Northern Ireland Executive, Hugh was Director of Legal and Governance Services for the Northern Ireland Assembly. He has previously worked in research, as a barrister in private practice and as an in-house lawyer in a leading financial services provider. He has also worked in the Scottish Parliament's legal office, and on discrimination law in the Office of the First Minister and deputy First Minister. Hugh is a barrister and member of the Bar of Ireland and the Bar of Northern Ireland.

Statement of purpose

Our statement of purpose for the Fourth Assembly was:

“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 National Assembly to help make it a strong, accessible and forward-looking democratic institution and legislature that delivers effectively for the people of Wales.”

Our strategic goals for the Fourth Assembly were to:

- provide outstanding parliamentary support;
 - engage with the people of Wales and promote Wales; and
 - use resources wisely.
-

Our purpose and activities

This report sets out Assembly Commission achievements against our strategic goals between April 2015 and March 2016.

Context

Wales receives around £16 billion per year to provide essential public services, such as schools and hospitals, for the people of Wales. This is known as the “Welsh Block”.

The Commission is allocated a small proportion of the Welsh Block (0.3 per cent) to cover the costs of the National Assembly for Wales. This money allows the 60 Assembly Members to represent the people of Wales, make laws and scrutinise the policies and spending decisions of the Welsh Government.

Our budget

During 2015-16, the Commission had responsibility for a budget of £52.3 million, which comprised:

- £15.7 million for the remuneration of our 60 Assembly Members, that of their support staff, pension finance costs and the costs of running their constituency and regional offices all over Wales; and
- £36.6 million for the Commission to provide the property, staff and services for the Assembly to function.

At the start of the Fourth Assembly, the Commission agreed a budget strategy to set out the framework for our annual budget. The Commission publishes Key Performance Indicators to demonstrate corporate performance across all areas of activity (see pages 20 to 21). We obtain external assurance on our expenditure from the Auditor General for Wales as well as scrutiny by the Assembly’s Public Accounts and Finance Committees.

Our plan to achieve the Commission’s strategy

Our strategic plan for the final two years of the Fourth Assembly, published in May 2014, identified five priority areas for change, innovation and investment:

- 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;
- increased 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.

Commission staff used these priorities and the strategic goals to develop their service plans and their own performance objectives.

How the Assembly Commission is organised

The *Government of Wales Act 2006* prescribes that the Assembly Commission consists of the Presiding Officer and four other Assembly Members. The Assembly's Standing Orders set out how the Members are appointed. In the Fourth Assembly, this meant that each of the four political parties represented in the Assembly nominated a Commissioner.

The Commission employs around 450 permanent, politically impartial members of staff, led by the Chief Executive and Clerk. The Chief Executive is the Principal Accounting Officer for the Commission, and has a number of other statutory functions. The Commission delegates some of its functions to the Chief Executive.

The senior management team consists of the Chief Executive and her team of five directors, responsible for Assembly Business, Resources, Legal Services, Commission Services and Finance.

The directors meet as a forum and as the Investment and Resourcing Board. They are joined by twelve senior officials from across their directorates to make up the Management Board.

Management Board members have established a number of other groupings of Commission staff to lead key areas of work, such as constitutional change, legislation and the transformation of Assembly business services.

Chief Executive and Clerk of the Assembly

Claire Clancy

Assembly Business Directorate

Provides specialist parliamentary support to Members to ensure the efficient and effective conduct of business.

Director of Assembly Business

Adrian Crompton

Assembly Resources Directorate

Provides ICT, HR, estates and facilities, front of house and security services, as well as managing procurement and governance arrangements.

Director of Assembly Resources

David Tosh

Commission Services Directorate

Provides services and support to the Llywydd, Commission, and Management Board, as well as translation and reporting and business support and professional development for Members.

Director of Commission Services

Craig Stephenson

Legal Services Directorate

Provides legal advice to support scrutiny by Members and committees, as well as for the Commission in exercising its functions.

Director and Chief Legal Advisor

Elisabeth Jones

Financial Services Directorate

Provides services relating to corporate financial planning, budget management, payments and pensions.

Director of Finance

Nicola Callow (until 21 April 2016)

From Fourth to Fifth: our legacy

During the final year of the Fourth Assembly, we saw the culmination of the Commission's investment and delivery strategy. We consolidated the achievements against our strategic goals to provide a firm foundation for the challenges of the Fifth Assembly.

Legacy report

On St David's Day, 1 March 2016, we published '**A Platform for Strength: The Legacy Report of the National Assembly for Wales Commission 2011–2016**'. The legacy report reflected upon how we had focused on high standards, continuous improvement, innovation and value for money in meeting the challenges of the Fourth Assembly. This was the Assembly's first five-year term and the first with full law-making powers. With only 60 Members, the Assembly is small by any objective local, national or international comparison. The report also highlighted our key achievements and made recommendations to help the new Commission in the Fifth Assembly.

Providing outstanding parliamentary support

During the Fourth Assembly, we developed a range of Member-centred services which have put the Assembly in a strong and often enviable position when compared with other parliamentary institutions across the United Kingdom and beyond. We have evidence of this from the increasing demand from other legislatures for information about our work and from improved satisfaction results in our regular surveys of Members and their support staff.

The legacy report highlighted a number of achievements:

- **Induction and continuous professional development (CPD).** We supported 23 newly elected Members in 2011 and three between 2013 and 2015. At least 40 Members and 150 support staff participated in our flexible and varied programmes in each of the first four years of the Fourth Assembly.
- **Working in both our official languages.** We introduced what became the *National Assembly for Wales (Official Languages) Act 2012*. Under our Official Languages Scheme, we worked with Microsoft to make Translator software available in Welsh, launched a bilingual skills strategy, increased Welsh language learning opportunities, made more committee briefing material available in Welsh and provided lanyards to improve the visibility of the Welsh language in the workplace. In Member survey results, working in the language of choice achieved the highest score out of all the areas of Commission support.
- **Supporting our vision for world class parliamentary committees.** We reviewed and strengthened the integration of committee services, provided more CPD opportunities, extended the range of engagement and reporting methods and continued to invest in a dedicated EU office in Brussels.
- **Supporting legislative scrutiny.** We met the challenge of the increasing volume and complexity of legislation considered by the Assembly through effective capacity planning across all service areas, as well as specific initiatives such as strengthening the legislative drafting skills of

Commission lawyers. Integrated teams of Commission staff supported five Members to introduce their own Bills, two of which became law.

- **The constitutional landscape.** The Presiding Officer was an active and authoritative voice in devolution discussions throughout the Fourth Assembly. She presented strong and persuasive evidence to the Commission on Devolution in Wales (the Silk Commission) and worked closely with the Secretary of State for Wales on the *Wales Act 2014* and the draft Wales Bill published in 2015. We facilitated robust scrutiny by the Assembly at every constitutional milestone and ensured that we are well prepared for the changes to Commission services required by further devolution.
- **Building links with the independent Remuneration Board.** Through regular dialogue, including a joint meeting, Commissioners sought to ensure that the Board fully recognised the breadth and demanding nature of the role of Members and the need for consultation with them.
- **A modern democracy with the right tools.** We brought ICT services in-house through an 18-month programme which was delivered on time and under budget and recognised as an exemplar by external auditors. This resulted in annual savings of around £700,000 and released £400,000 for re-investment. In addition, we put in place better, cheaper networks, telephony and audio-visual equipment, a new website platform, and cloud services.
- **Becoming an open, digital parliament.** We reviewed the way we report Assembly proceedings and published our first open data sets (information that can be freely used, shared and built on by anyone, anywhere, for any purpose). We then initiated a wider programme of digital transformation, including improving our website.
- **Improving visitor facilities.** We invested in our Tŷ Hywel entrance to enhance the experience for visitors. The changes included more covered space to shelter visitors, equality of access for disabled visitors and more flexible meeting and events spaces. During the Fourth Assembly over 780,000 people visited the Assembly estate, and over 98,000 were given tours of the Senedd.

Engaging with the people of Wales and promoting Wales

Engagement efforts focused on improving understanding of the Assembly's work through reaching a broader audience, both at the Senedd and right across Wales.

The legacy report highlighted a number of achievements:

- **A parliamentary estate to be proud of.** We developed a 10-year investment programme for our estate to ensure that it continued to attract more visitors and facilitate public engagement with the Assembly's work. In 2012, the Presiding Officer welcomed the millionth visitor to the Senedd, which received a Trip Advisor Certificate of Excellence in 2015. During the Fourth Assembly we hosted hundreds of national events, from St David's Day celebrations and remembrance services to celebrations of Welsh sporting achievements in the Olympics and Paralympics, the Commonwealth Games and the Six Nations.
- **Youth engagement and education.** Following a consultation with almost 3,000 young people, we developed a Children and Young People Engagement Charter which was signed by the Presiding Officer and all party leaders. Since then, almost 13,000 young people have been directly involved in the work of committees. Over 10,000 young people took part in a national conversation about reducing the voting age to 16. We strengthened links with youth groups and other organisations so that we can engage with young people outside formal education settings.

- **Senedd@Wrexham and Senedd@Swansea.** We took the Assembly on the road to Wrexham in March 2015 and Swansea in October 2015. Events for schools, local organisations and the general public brought our work closer to the people we serve than ever before.
- **Addressing the democratic deficit.** We engaged with senior figures in the UK media, as well as universities and hyperlocal (community) journalists, to seek more coverage of the work of the Assembly for Welsh audiences.
- **Embracing social media.** We grew our online presence significantly and now have over 50 social media accounts providing information in Welsh and English. We extended our reach to over 30,000 profiles on Twitter and 75,000 YouTube views. Through our Senedd.tv service we enabled users to share video clips of Assembly proceedings and we achieved an average of 7,500 views per month and 22 posts per month on our Research Service blog, In Brief/Pigion. We continued to innovate, using online platforms to provide information and seek feedback.
- **Reflecting our diverse society.** We reported annually on progress against the actions set out in our Equality Plan. In 2016 we were ranked third in the Stonewall Workplace Equality Index of the top 100 UK employers and named Top Welsh Public Sector Employer for the third year running. Other accolades included recognition from Action on Hearing Loss and the National Autistic Society, being in the Top Ten Employers for Working Families 2012 and The Times Top 50 Employers for Women 2014, as well as achieving the Investors in People Gold Standard. We also appointed a temporary co-ordinator to help us recruit, retain and develop more BME staff.
- **Women in Public Life.** The Presiding Officer held a series of regional seminars to explore ways to encourage more women to participate in public life, culminating in a national conference. The programme of initiatives which followed included a series of lectures by high profile speakers, a mentoring scheme, an online hub for career opportunities and a Women in Democracy Caucus involving representatives from all four political parties in the Assembly.
- **International engagement.** Commissioners and other Assembly Members participated extensively in the work of international networks and forums, including the Commonwealth Parliamentary Association, the British-Irish Parliamentary Assembly and the Conference of European Regional Legislative Assemblies. The Assembly engaged positively with EU institutions and Welsh MEPs, supported by our Brussels office.
- **Improving access to our Record of Proceedings.** Following a wide-ranging review, we identified a number of efficiencies and improvements in the process of publishing the bilingual official parliamentary report. A new editing style enabled the written record to be used more easily alongside the audio-visual version.

Using resources wisely

The legacy report highlighted a number of achievements:

- **Budget.** Our budget strategy delivered clarity, transparency and consistency by enabling us to produce detailed plans based on a long-term view of spending requirements.
- **Governance.** We were recognised as a beacon of good practice for our governance framework, which uses multiple strands of oversight supported by independent advice and assurance.
- **Scrutiny and transparency.** We engaged openly and positively with the work of the Assembly's committees.

- **Effectiveness.** Commissioners adopted corporate governance principles at their first meeting and conducted three effectiveness reviews during the Fourth Assembly. These resulted in improvements to aspects of the Commission’s work such as strategy; budget and investment; forward work planning; working together and communications.
- **Key Performance Indicators (KPIs).** We developed a set of KPIs on service delivery, budgetary performance, governance and assurance and we regularly published corporate performance reports. These provided a breakdown of performance against detailed measures and targets, comparisons with previous periods, and commentaries. A traffic-light overview gave a clear indication of overall performance and helped identify areas where action was needed. The KPIs showed increases in Member and visitor satisfaction and online engagement, as well as meeting our targets for value for money savings, and the timeliness of supplier payments and Member services.
- **Value for money and efficiency.** We improved management information, simplified processes and maximised benefits and cost savings from procurement and contract management. As a result, we exceeded our £500,000 annual efficiency saving target year on year since 2012 and generated savings to our operating baselines from procurement, in-sourcing and supplier development.
- **Staffing.** We value our highly skilled, professional and flexible workforce. The Management Board established a system of biannual capacity planning to ensure that we deployed the right people, with the right skills, in the right places. Regular staff surveys showed higher than public sector average levels of staff engagement.
- **Independent advisers.** We appointed independent advisers to provide support and challenge to Commissioners and the senior management team. The advisers were involved in a range of activities, including taking part in Commission meetings, advising on performance management and maintaining critical oversight of financial controls and risk management.
- **Improving our carbon footprint.** In December 2014 we completed the Carbon Management Plan developed during the Third Assembly and achieved a Welsh public sector leading 35 per cent reduction in energy emissions. We also achieved a 4 per cent reduction in business travel emissions despite a 16 per cent increase in mileage. We were awarded Most Sustainable Public Sector Organisation in Government across the UK in 2014 and we continued to be certified to the Green Dragon Environmental Standard through to 2016. We agreed an Energy Reduction Route Map in June 2014, which sets a target of reducing energy emissions by a further 30 per cent by 2021.

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



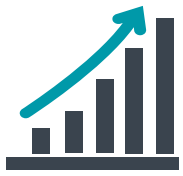
163,158
VISITORS TO THE SENEDD AND PIERHEAD



274,905
AVERAGE MONTHLY WEBSITE PAGE VIEWS



239
INTERNATIONAL VISITS TO OR FROM THE ASSEMBLY



72%

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

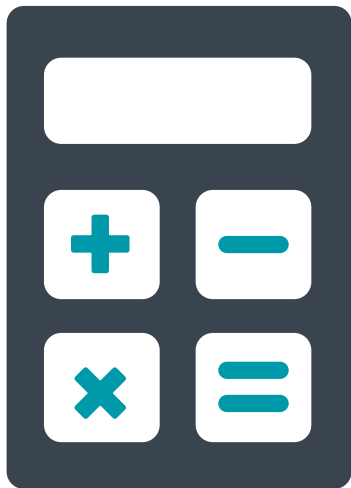
7.6%

REDUCTION IN EMISSIONS
(WELL IN EXCESS OF THE 6% ANNUAL TARGET)



£866,000

VALUE FOR MONEY SAVINGS (AGAINST A TARGET OF £500,000)



0.13%

BUDGET UNDERSPEND
(WELL WITHIN THE TARGET OF <1%)

















450



PERMANENT, POLITICALLY IMPARTIAL STAFF
WORK FOR THE ASSEMBLY COMMISSION







£52.3 MILLION







THE ANNUAL BUDGET OF THE NATIONAL ASSEMBLY FOR WALES

Summary of Key Performance Indicators




Providing outstanding parliamentary support	April 2014 - March 2015	April 2015 - March 2016
<p>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.</p>	 green	 green
<p>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.</p>	 amber	 green
Engage with the people of Wales and promote Wales	April 2014 - March 2015	April 2015 - March 2016
<p>KPI 3: Engagement at the Assembly Although visitor numbers decreased, the number engaging through tours increased. Visitor satisfaction levels remained above target.</p>	 green	 green
<p>KPI 4: External profile of the Assembly Using social media, our online presence grew significantly. Considerable media coverage for the work of committees continues.</p>	 green	 green
Use resources wisely	April 2014 - March 2015	April 2015 - March 2016
<p>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.</p>	 green	 green
<p>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.</p>	 amber	 amber
<p>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.</p>	 amber	 amber
<p>KPI 8: Governance Despite an increase in the number of Freedom of Information requests received, the number answered within the statutory deadline increased.</p>	 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.



10 years of the Senedd: 2006-2016

Lord Richard Rogers, one of the architects who designed the Senedd, signing the guest book following a tour of the building with the Presiding Officer.

Our performance: analysis

ASSEMBLY BUSINESS

During 2015–16, Assembly Members represented their constituents and scrutinised government policy, legislation and expenditure in weekly Plenary and committee meetings.



66
PLENARY
MEETINGS

20
URGENT
QUESTIONS



8 INDIVIDUAL
MEMBER
DEBATES



10
BILLS RECEIVED
ROYAL ASSENT



286
COMMITTEE
MEETINGS

 **82**
COMMITTEE
REPORTS

Providing outstanding parliamentary support

This year, the Commission provided a range of support for Members to complete the Assembly's heavy programme of legislative scrutiny (including the first tax Bill); examine proposals for further constitutional change; undertake committee work; use both our official languages; consider procedural and process changes; transform the way we create, use and share information; and reflect on the work of the Fourth Assembly. All these activities informed detailed preparations for the Fifth Assembly.

Legislative scrutiny and the first tax Bill

The Assembly scrutinised 11 Bills this year, including four Bills introduced this year. Between April and October, this regularly involved the Assembly considering eight Bills simultaneously. Of the 11 Bills, nine were remitted to only three committees. Between January and March, 930 amendments to five Bills were debated in Plenary. These included 34 amendments which were tabled by non-Government Members and accepted by the Assembly. We ensured effective support for this level of scrutiny through well-managed capacity planning and working in an integrated way across service areas to deliver responsiveness and flexibility.

Service improvements introduced during the year included refreshed guidance about the legislative process, publishing printing changes (corrections to Bills between amending stages) to improve transparency and an updated template for Members to use to table amendments. We also strengthened the approach to scrutiny of human rights issues, for example during Stage 1 of the Public Health (Wales) Bill, in the light of the Supreme Court's judgment on the Recovery of Medical Costs for Asbestos Diseases (Wales) Bill. Alongside the core teams directly involved in supporting legislative scrutiny (clerks, lawyers, researchers, communications specialists and translators), key roles were played by technicians, security staff and caterers.

During the year, Royal Assent was received to laws designed to:

- ensure a focus across the public sector on the prevention of violence against women, domestic abuse and sexual violence, the protection of victims and the support for those affected by these issues;
- establish an independent regulatory body responsible for the recognition of awarding bodies and the review and approval of non-degree qualifications;
- give more effective protection to listed buildings and scheduled monuments, enhance existing mechanisms for the sustainable management of the historic environment, and introduce greater transparency and accountability into decisions taken on the historic environment;
- allow for certain preparatory work to enable a programme of local government mergers and reform and included provisions to facilitate the voluntary early merger of two or more local authorities;
- reform the regulatory regime for care and support services;

- set a framework within which Welsh public authorities will seek to ensure the needs of the present are met without compromising the ability of future generations to meet their own needs (the sustainable development principle);
- strengthen the plan-led approach to planning, including a new new legal framework for the Welsh Ministers to prepare a national land use plan;
- reform the legal basis for renting a home from a private landlord or community landlord, including local authorities and registered landlords;
- make changes to the planning and management of Wales’ natural resources at a national and local level; and
- require health service bodies to ensure that nurses are deployed in sufficient numbers.

The *Nurse Staffing Levels (Wales) Act 2016* became the second Bill introduced by an individual Assembly Member (rather than on behalf of the Welsh Government, the Commission or a committee) to become law. The Commission has a dual role in relation to such a Bill. We provide support to the Member in charge for the development and promotion of the Bill, as well as support for scrutiny of the Bill by other Members.

The scrutiny of Legislative Consent Memorandums (LCMs) has been a regular feature in the work of committees. These provide information to help the Assembly decide whether or not to give permission to the UK Parliament to make laws which have effect in Wales. Committees considered and reported on 10 LCMs this year, which were subsequently debated in Plenary. The Assembly gave consent for eight LCMs and of the two Bills for which consent was withheld, one was amended by the UK Parliament.

July 2015 saw the introduction of the Tax Collection and Management (Wales) Bill. This was the first Assembly Bill on taxation, following the devolution of certain tax powers to the Assembly by the *Wales Act 2014*. The Bill puts in place the legal framework necessary for the collection and management of devolved taxes in Wales, namely those on land transactions and landfill disposal, which will be the first Welsh taxes in 800 years.

In preparation for scrutiny of the Bill, the Assembly’s Finance Committee undertook a preliminary inquiry into the collection and management of devolved taxes in Wales. The Committee met its Scottish counterpart to share good practice and draw on its experience of scrutiny of tax legislation, following on from powers granted under the *Scotland Act 2012*. Given the complex and technical nature of the Bill, the Committee appointed an expert adviser who worked alongside Commission staff to provide the highest standard of support throughout the legislative scrutiny process.

The devolution of tax powers adds a new dimension to the Assembly’s work. In recognition of this, we put in place a programme of development for Members, support staff and Commission staff. The aim of the programme is to build internal skills and knowledge in relation to taxation and to draw in external expertise and good practice from other legislatures. We also commenced work on new budget procedures to ensure readiness for budget scrutiny following the fiscal changes in 2018.

Learning and improving through engagement

The complex and technical nature of the Tax Collection and Management (Wales) Bill led the Finance Committee to hold an informal stakeholder event before formally considering the Bill. The event was designed to give participants the opportunity to share their views and provide scope for more open discussion. The Committee was keen to hear from tax specialists and representatives of the legal and accounting sector, and secured continuous professional development accreditation for the event as an added incentive for people to attend. Following the event, participants gave positive feedback that they welcomed a full and frank discussion of the issues and wanted to attend similar events to discuss future devolved tax Bills.

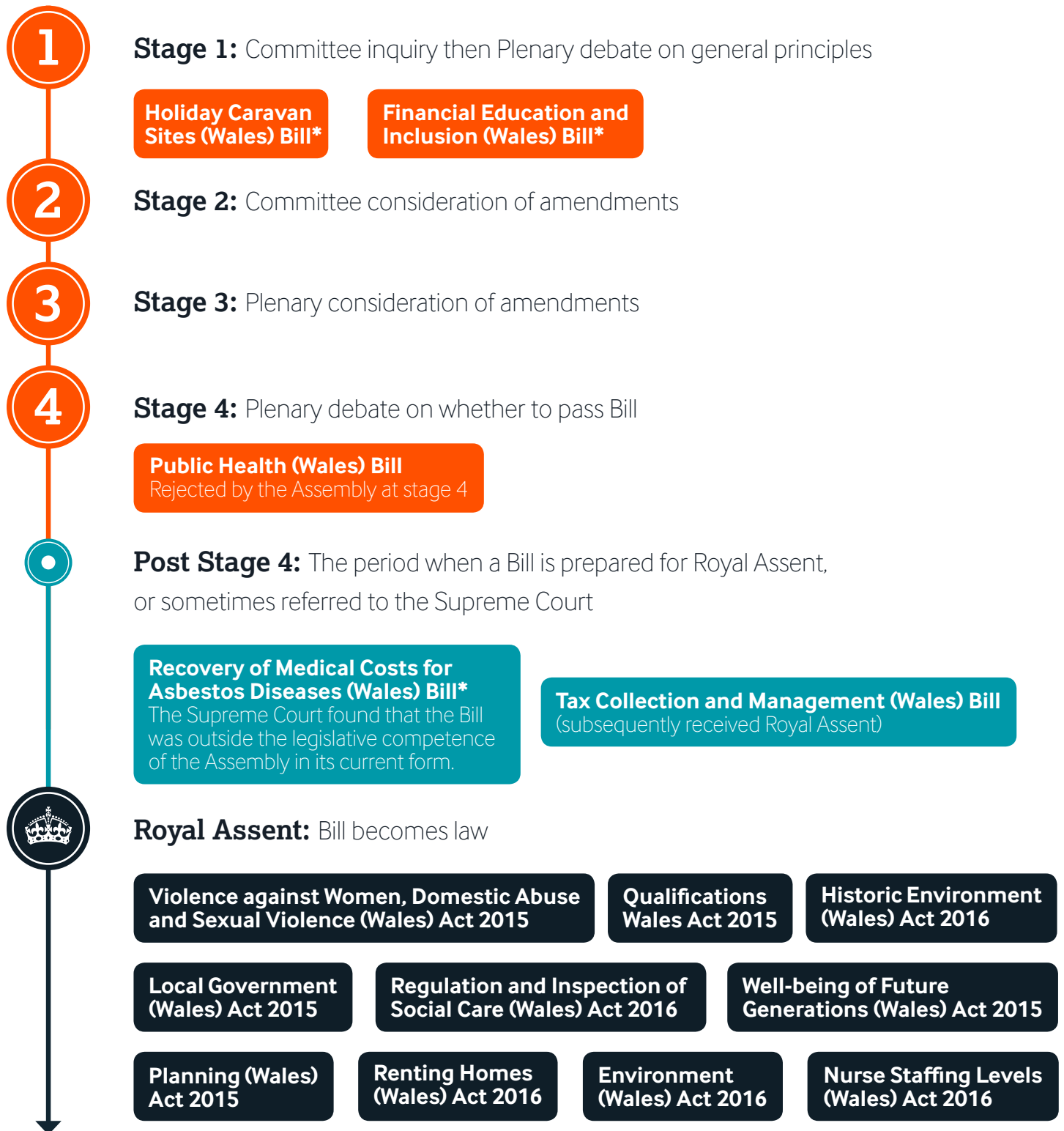
As part of our mission to increase engagement in committee work, Commission staff, in partnership with Chwarae Teg, developed a training programme aimed at encouraging more women, particularly those from underrepresented groups, to take part in committee activities. The programme was designed to de-mystify the experience of giving evidence to a committee and build confidence in speaking in front of an audience. As well as receiving presentations on the committee process from Assembly Members and Commission staff, participants were asked to produce a written submission, in advance of presenting it to a mock committee meeting. The programme has been running for two years and has received very positive feedback from participants.

The Constitutional and Legislative Affairs Committee used an expert panel of three legal practitioners to consider a first draft of a report on making laws in Wales. The Committee was able to test initial findings and recommendations with the panel, which was extremely useful in helping to ensure a high-quality and well-received report.



MAKING LAWS FOR WALES

Bills and their progress through the Assembly (on 31 March 2016) and the Bills which received Royal Assent during the year.



* The Holiday Caravan Sites (Wales) Bill, the Financial Education and Inclusion (Wales) Bill and the Recovery of Medical Costs for Asbestos Diseases (Wales) Bill subsequently fell at the end of the Fourth Assembly (5 April 2016).

Further constitutional change and the draft Wales Bill

The much-anticipated draft Wales Bill was published in October 2015. The draft Bill set out the UK Government's proposals for a new devolution settlement for Wales. It provided for a "reserved powers" model, which would enable the Assembly to legislate on any matter that is not expressly reserved. The model, together with the tests of competence to be applied to Assembly legislation, was intended to create the future framework within which devolution in Wales will operate. Given its constitutional significance, it is not surprising that the draft Bill and the approach taken by the UK Government in developing the draft Bill's provisions were the subject of considerable debate.

The Presiding Officer played a leading role in working with the Secretary of State for Wales to seek to influence the proposals in the draft Bill, both before and after its publication. The Presiding Officer also contributed to UK Parliament work relating to a number of other constitutional issues, including English Votes for English Laws, the future of the UK, the BBC Charter Review and the application of the Wilson Doctrine to Assembly Members.

The Commission provided support for the Assembly's deliberations on the draft Bill, including regular briefings for Members. Staff worked with experts in constitutional and governance arrangements, ensuring that the Assembly would continue to have access to additional capacity and expertise to help prepare for and deliver constitutional change.

Shortly after its publication, the Assembly's Constitutional and Legislative Affairs (CLA) Committee undertook an inquiry on the draft Bill and consulted a wide range of stakeholders. Following a request from the Presiding Officer, other Assembly committees examined the likely impact of the draft Bill on the subject areas within their remits. Commission lawyers, in collaboration with clerks and researchers, provided detailed briefing to inform this pre-legislative scrutiny process. The briefing included an analysis of the proposed reservations as well as advice on technical and drafting matters. The committees submitted their conclusions as evidence to inform the CLA Committee's inquiry and sent them to the First Minister, the Presiding Officer and the Secretary of State for Wales. Commission officials supported Members of the CLA Committee to publish a thorough and authoritative report despite the constraints of a very tight timetable for consultation on the legislation. The report was the subject of what the Presiding Officer hailed as an "unprecedented" debate in Plenary, structured around the key conclusions from the inquiry. Members who participated in the debate were unanimous in welcoming the report.

These actions were undoubtedly influential in the subsequent pause in the introduction of the Bill and the changes promised by the UK Government.

Using innovative methods of reporting

The Health and Social Care Committee adopted a number of innovative engagement methods as part of its inquiry into alcohol and substance misuse. Two reference groups set up in partnership with NewLink Wales enabled Members to draw on the experiences of service users and front-line service providers. An online forum enabled reference group members to share their views between meetings. The group later met Committee members to discuss key questions and issues ahead of an evidence session with the Deputy Minister.

For an inquiry on supply teaching, the Children, Young People and Education Committee created two surveys: for children and young people of school age, and for their parents and carers. The survey asked participants about the use of supply teachers and its impact on pupils, including how lessons taught by supply teachers differ from those led by permanent teachers. The Committee received 1,486 survey responses: 929 from children and young people, and 557 from parents and carers. The survey results became a news item in their own right, as they were picked up by the media before the inquiry had been completed.

In addition to the more traditional production of hard copy reports, a number of committees have produced engaging summary reports designed to be read on mobile devices. Committees published these summaries on their webpages, shared them on social media accounts and embedded them within blog posts. The Communities, Equality and Local Government Committee saw the benefit of this approach for a report on poverty and inequality in Wales. The summary was viewed over 3,000 times.



How can poverty be reduced in Wales?

THE NATIONAL ASSEMBLY FOR WALES COMMITTEE HAS BEEN LOOKING AT POVERTY IN WALES, AND SUGGESTING HOW THE WELSH GOVERNMENT CAN DO MORE TO HELP PEOPLE STRUGGLING TO GET BY

Supporting world-class committees

Committees are the backbone of the democratic process in Wales. Fourth Assembly committees carried out the dual role of examining legislation and holding the Welsh Government to account by scrutinising expenditure, administration and policy matters. They also considered EU policy and funding, where appropriate to their remit. This dual scrutiny role was designed to both draw on and build Members' knowledge and expertise in their subject areas, enabling better, more in-depth scrutiny of policy and legislation.

The Commission set out a vision for committees to:

“Demonstrably improve the quality of policy outcomes, legislation, public services and government spending for society as a whole in Wales. They should be respected, influential and accessible, acting with integrity and independence. Their work should be strategic and rigorous.”

Each committee was supported in its work by an integrated team, made up of clerks; researchers; outreach and communications staff; lawyers; and translators, providing specialist advice and knowledge. Members drew on this expertise over the course of the year to balance a heavy legislative scrutiny workload with a range of important and innovative policy inquiries on a range of topics.

Integrated teams continuously improved the services provided to Members. Building on the results of the previous year's Member preferences exercise, teams worked with Members and their staff to ensure the support they received took account of their individual needs. Members' satisfaction with these services continued to increase. The results of the 2015 Assembly Member and Support Staff Survey showed an overall improvement in the rating by Members (from 7.9 out of 10 to 8.4) and extremely positive comments received, praising the helpfulness of team members and the quality of the research briefing, including legal aspects.

Committees continued to pursue the Commission's aim of widening engagement with, and improving understanding of, the work of the Assembly. They did this by holding meetings and events outside Cardiff, as well as by finding new ways of capturing the views of people whose voices might not previously have been heard.

The use of social media became integral to engaging people in the work of committees. Every committee used dedicated English and Welsh Twitter feeds to promote their work and events to a wider audience online. Committees also took advantage of other technologies to present their work in increasingly innovative and accessible ways, for example using Storify to share information on social media about committee inquiries, producing 60-second video reports and publishing summary reports designed to be viewed on mobile devices.

Continuous Professional Development for Members and their staff

This year Members and their support staff took up a wide range of opportunities for continuous professional development, including:

- Programme for committee Chairs
 - Member induction for two new Members
 - Legislation workshop
 - Wales Bill and reserved powers briefing
 - St. David's Day Announcement briefing
 - Gloywi iaith (refresher sessions for fluent Welsh speakers)
 - Weekly Welsh lessons and intensive Welsh courses
 - Speech writing
 - Level 5 Management and Leadership Diploma
 - Research service policy knowledge session
 - First Aid at work and mental health First Aid
 - Public engagement and communications, including social media and newsletter writing
 - Equality
-



Working in both our official languages

We worked hard throughout the year to make tangible progress towards our goal of being recognised as a truly bilingual institution. The latest annual report on compliance with the Official Languages Scheme demonstrated further improvements in the Commission's bilingual services. April 2015 saw the publication of the first Bilingual Skills Strategy, which outlined how we provide a high quality bilingual service to Members and the public. We used the strategy to start refocusing staff resources and changing organisational culture to make bilingual working the norm. It is underpinned by a language plan for every service area, which enables recruiting officers to consider a team's capacity to deliver bilingual services before advertising vacancies.

We also reviewed and strengthened the provision of Welsh language teaching and learning opportunities for Members, support staff and Commission staff.

The bilingual service provided to people who call the Assembly's main contact number has improved with the new option to select English or Welsh for continuing the call, so that callers can hear announcements and be greeted by a member of the Public Information team in their preferred language.

Language choice was a major part of the work undertaken by committee integrated teams to capture and act on Members' preferences. This resulted in an increase in the number of private committee papers available in both Welsh and English. A permanent clerk-translator post established in the Table Office has increased the speed and efficiency of bilingual tabling of questions to Ministers and motions for debate in Plenary.

Reviewing procedures and processes

Two significant sets of Standing Order changes were approved during the year. In June 2015, the Assembly revised its procedures on declaring interests, in line with recommendations made by the Commissioner for Standards and the Standards of Conduct Committee. The main change introduced a new requirement that Members declare "relevant" interests before taking part in proceedings, where the interest could be reasonably thought by others to have influenced the Member's contribution. Previously, declarations of interests had only been required in very specific circumstances, so the changes improved transparency.

The second set of procedural changes related to Assembly legislation. Standing Order 26 (Acts of the Assembly) was reviewed following recommendations made by the CLA Committee in its 'Making Laws in Wales' report. The report identified a number of ways in which the law-making process could be improved and made recommendations to the Commission as well as to the Welsh Government and the Business Committee, which is responsible for the Assembly's structure, timetabling and procedures. The Commission responded positively to the Committee's report and accepted all the recommendations. The Business Committee proposed significant changes, such as increasing the amount of information that must be provided when a Bill is introduced and improving the clarity and consistency of the legislative procedure as a whole. The Assembly agreed these changes, as well as amendments to extend the scope of Standing Order 26A on private Bills. A completely new procedure for hybrid Bills was also introduced, combining elements of the public and private Bills procedures.

Following a review of public petitions arrangements, which included visits to Dublin and Brussels to learn from the experiences of other parliaments, the Petitions Committee made a number of recommendations for consideration by the Fifth Assembly.

We were afforded an unexpected opportunity to test some of our procedures and processes when the Presiding Officer, at the request of the First Minister, summoned the Assembly during the Easter recess to consider a matter of urgent public importance: the announcement of the sale of Tata Steel UK. The Chair of the Enterprise and Business Committee also called a meeting of his Committee to be held the following day. As the Easter recess had been expected to dovetail with the dissolution of the Assembly, our preparations for the physical refurbishment of the Assembly estate (including the Siambr – see page 52) had commenced after the close of business on 16 March and, by the time of the recall on 30 March, were well underway. However, as a result of our robust risk management and business continuity planning, we were able to restore the estate to readiness for supporting Assembly business with only a few days' notice. Members were able to return to debate and scrutinise this important issue and assess its impacts on the Welsh economy.

Transforming our information

This year we pursued a number of projects to improve Assembly business services and so maximise our ability to deliver world class support and enable the Assembly to be truly accessible and transparent. The key drivers for this work included:

- increasing pressures on Members and on Commission services;
- rapidly changing public expectations about how they engage with politics, including their digital experience; and
- the opportunity to make the information we offer more accessible, easy to find, relevant and reusable to better serve Members and the people of Wales.

At the end of 2015 we completed a major review of the Record of Proceedings, taking account of users' views. The Commission agreed a vision for the future in an evolving digital world, that the Record should be "reusable, available earlier, and accessible". The Commission recognised that making Assembly proceedings more transparent needed to be an integral part of our communications strategy, to help the people of Wales understand what is being debated and decided by the Assembly.

In readiness for the Fifth Assembly and at no additional cost, we realigned resources to publish a draft Record within two hours of being spoken and in a more useable format. The final bilingual Record is available sooner than the previous five-day timescale. The public can search for individual Members' speeches and voting records and the Record is published as open data sets. As well as introducing a number of efficiencies during the process, the Commission agreed that further integration was required across the Record, committee transcripts, Senedd.tv, news releases and our social media channels to give them greater visibility on our internet homepage and our news services.

We also increased our range of digital engagement techniques and improved the Assembly website in the light of feedback from the Assembly's Public Accounts and Finance Committees.

We recognise that a step change is required in the Fifth Assembly in how we produce, manage and use Assembly business information if the Commission wishes the Assembly to be regarded as a world class digital parliament that is open, inclusive and easy to engage with.

Senedd10

In March 2016 we ran the Senedd10 campaign to mark the 10-year anniversary of the Senedd and raise awareness of the Assembly, its Members and their work. The campaign also formed part of a wider programme of activity to promote the Assembly election.

The Presiding Officer held a lunchtime reception on St David's Day to celebrate the achievements of the Fourth Assembly and thank those individuals and organisations that helped the Assembly over the past five years. In the evening, the 'Building for Democracy' event saw the Senedd's architects, Lord Richard Rogers and Ivan Harbour, discuss their thoughts about the Senedd a decade after its opening. Menna Richards OBE, former controller of BBC Wales, chaired the event which was delivered in partnership with the Royal Society of Architects Wales.

The Senedd also hosted a weekend of family fun, attracting over 3,000 visitors, and including performances by S4C's Sioe Cyw, Britain's Got Talent finalists Ysgol Glanaethwy and local groups City Voices Choir and No Fit State circus.

The Senedd10 campaign attracted significant media coverage, including live broadcasts from the Senedd on St David's Day by BBC Radio 2, Radio Wales and Radio Cymru.

SENEDD10
2016

The Remuneration Board: transition

The independent Remuneration Board considered every aspect of the Fifth Assembly Remuneration package for Assembly Members. This included a full review of pension arrangements, changes to matters relating to the arrangements for Members' support staff, and allowances and salaries for Assembly Members. The Board published its Determination for the Fifth Assembly in May 2015, a full year before the Assembly election in 2016.

The Remuneration Board members completed their term of office in September 2015 and a new Board was appointed. The Commission was delighted to attract high calibre individuals to serve for the Board's second five-year term.

The new Board undertook a work shadowing exercise of a variety of Members' roles, including office holders and backbenchers, as well as support staff, to inform its strategic programme for the next term.



Preparing for the Fifth Assembly

The Commission put in place a plan for the transition to the Fifth Assembly, informed by experiences from 2011. The plan included distinct work strands led by senior staff and was overseen by the Management Board. Key areas of planning encompassed scenario-planning; preparation for the period immediately before and after the election; and preparing to support Members to develop in their roles and to enhance the capacity of the Fifth Assembly. Guidance was prepared for all candidates in the election and for new and returning Members and their staff.

Outplacement services were put in place to assist the staff of Members standing down or unsuccessful at the election. A wide range of continuing professional development services was procured for incoming Members and their staff, both experienced and new, as part of developing a comprehensive induction package.

Like the Commission, Assembly committees took the opportunity to review their work over the last five years as the end of the Fourth Assembly approached. Committees adopted different methods of carrying out this work, including public consultations, stakeholder events, ministerial scrutiny sessions and follow-up inquiries. Each committee published a legacy report reflecting on its work during the Fourth Assembly and its impact on Welsh Government policy. The legacy reports also identified areas for successor committees to prioritise.

A Chairs' Forum, comprising the chairs of all of the Assembly's committees, was convened in September 2015. It was chaired by the Deputy Presiding Officer, who was also Chair of the CLA Committee and the Committee for Scrutiny of the First Minister. The aim was to take a strategic and frank view of the committee system during the Fourth Assembly and make recommendations for improving on performance in the Fifth Assembly. The group reported to the Presiding Officer in November 2015, making a number of recommendations responding to the ten criteria set out by the Commission for high performing committees.

The Business Committee also produced a legacy report, drawing on the views of the public, Assembly committees and political groups, and the Chairs' Forum. The legacy report published on 1 March 2016 made a number of recommendations regarding the Assembly's procedures and structures for the new Business Committee to consider, including on:

- the size and structure of the committee system;
- the use of time in Plenary;
- the Assembly timetable; and
- the role and operation of the Business Committee itself.

Senedd@Swansea

The second Senedd@... initiative took place in Swansea in October 2015, building on the success of the Assembly's visit to Wrexham. Swansea was chosen as the location for the second of these initiatives owing to the area's low voter turnout in the 2011 Assembly election, to help create momentum for the 2016 election.

The week's activities were delivered in partnership with the South Wales Evening Post and we also worked closely with Swansea University and the National Waterfront Museum. The Public Accounts Committee, Enterprise and Business Committee and Committee for Scrutiny of the First Minister held formal meetings in the Waterfront Museum. To complement the formal Assembly business, Commission staff delivered 33 workshops, as well as five other events and seminars, around the city. We engaged directly with over 1,500 individuals and established links with numerous schools, youth groups and other organisations.

In the build-up to Senedd@Swansea, we reached over 300,000 people through editorial content in the Evening Post and on The Wave radio station. During the week itself, we reached over 500,000 people through the Evening Post, The Wave and BBC Radio Wales.



Engaging with the people of Wales and promoting Wales

We continued to increase the breadth and depth of the Assembly's engagement with the people of Wales. We ensured that the Assembly has attended, hosted and delivered national events. We continued to prioritise youth engagement and the Presiding Officer's Women in Public Life campaign. We also maintained strong working relationships with EU institutions and Welsh MEPs, and forged new connections across the world.

A focus for commemoration

The increasing number of national events held on our estate has consolidated the Assembly's role at the centre of Welsh public life. The Presiding Officer hosted a commemorative service in the Pierhead to mark the 75th anniversary of the Battle of Britain. The service, attended by veterans, provided an opportunity to say "thank you" to Wales and the Welsh people for the part they played in the historic battle. Invited guests enjoyed a 'Sunset Ceremony' from the Band of the RAF Regiment.

To mark the 800th anniversary of the sealing of the Magna Carta, renowned historian Professor David Carpenter gave a lecture in the Pierhead exploring the role played by the Welsh rulers in its creation. Professor Carpenter focused on the rebellion against King John by Llewelyn, Prince of North Wales (later known as Llewelyn the Great) and his allies and explored the chapters dealing with their grievances. This revealed that the Magna Carta is very much a British document, with important chapters on both Wales and Scotland.

We continued to mark the centenary of the First World War. In addition to the annual Armistice Day commemoration held in partnership with the Royal British Legion, 2015 also saw the Presiding Officer host a lecture by another renowned historian, Sir Deian Hopkin, about the life of Keir Hardie and the launch of an exhibition: The National Assembly for Wales Remembers. The exhibition included personal memorabilia from Assembly Members and Commission staff and told the story of the contributions their families made to the Great War – either at home or in active service. To complement the exhibition, we worked in partnership with the Welsh Centre for International Affairs to display the Welsh Book of Remembrance in the Senedd. The book is 1,100 pages long and contains the names of 35,000 men and women of Welsh birth and parentage, as well as those who served in Welsh Regiments, who lost their lives in the Great War.

Representing the Assembly across Wales

During our most ambitious summer programme we attended nine events and engaged with 8,000 people. Visitors to the Assembly stand contributed to ongoing committee inquiries through a series of questionnaires and learned more about the Assembly, its Members and their work. We delivered a series of events for the Environment and Sustainability Committee at the Royal Welsh Show and sponsored the Societies Pavilion at the National Eisteddfod for the fifth year running.

We held 49 “Understanding and Engaging” sessions for 1,243 delegates this year, involving a range of groups, including RNIB Cymru, several regional sections of the Association of Voluntary Organisations, People First, Chwarae Teg and Popeth Cymraeg.

Our estate continued to attract and delight visitors from all over the world. Over 160,000 visited this year, of whom over 22,000 were given tours of the Senedd. In May 2015 the Assembly received the Certificate of Excellence from Trip Advisor. The Certificate of Excellence is awarded to accommodation, attractions and restaurants that consistently earn great reviews.

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.

www.assembly.wales

www.twitter.com/assemblywales

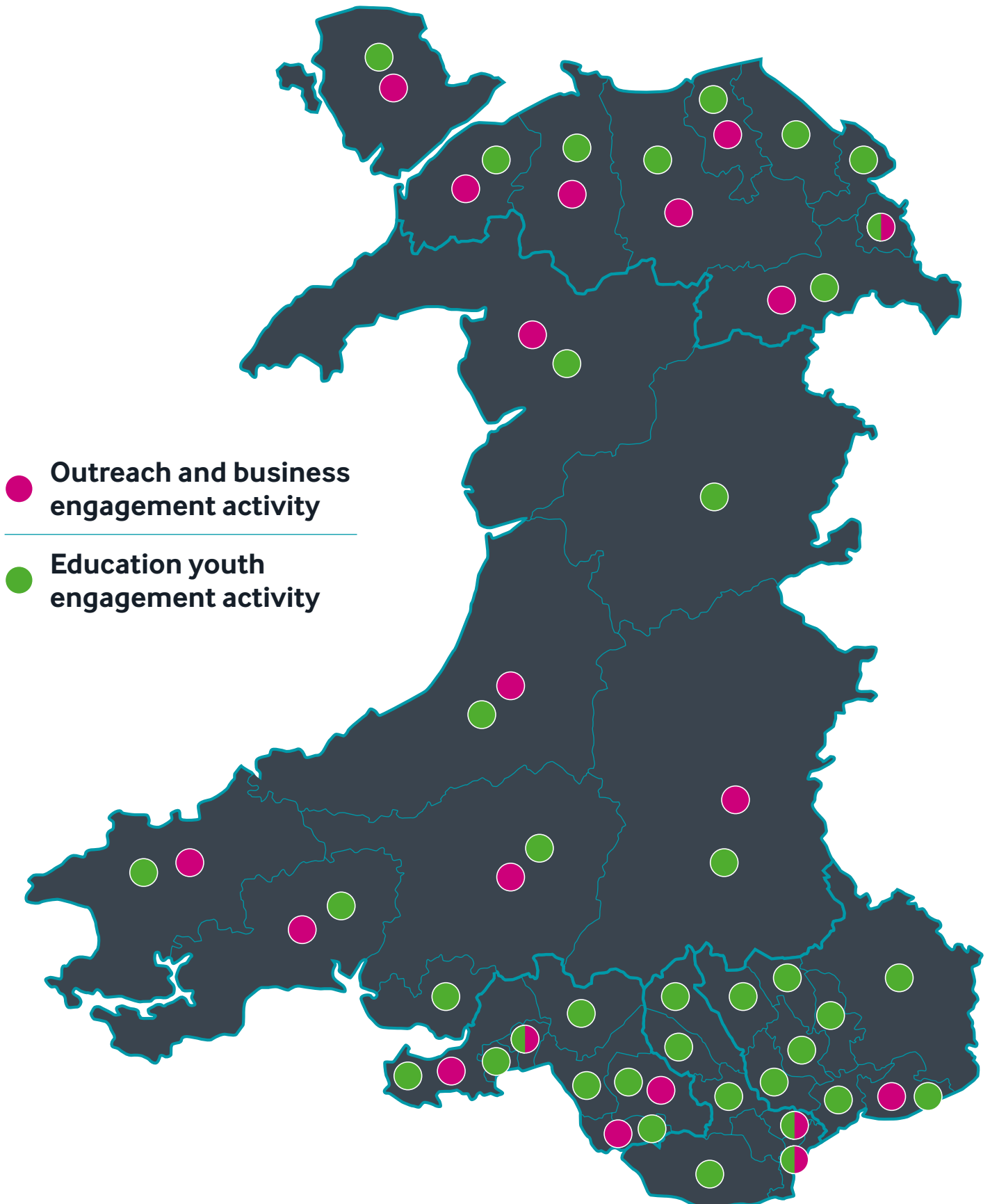
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Cynulliad
Cenedlaethol
Cymru
National
Assembly for
Wales



ENGAGEMENT

Our outreach and youth engagement teams, alongside committees, have been all over Wales showing people how they can effect change in their communities by getting involved in Assembly business. Committees also gained insights from other countries; they travelled to London, Dublin, Brussels, and Baden-Württemberg this year.



EDUCATION AND YOUTH ENGAGEMENT

We continued to see large numbers of young people from across Wales this year – sharing knowledge about the Assembly’s work and how young people can get involved.

215

EDUCATIONAL
ACTIVITIES
AT THE ASSEMBLY

234

GROUPS

6,027

STUDENTS IN
ATTENDANCE



251

EDUCATION
OUTREACH
ACTIVITIES

154

GROUPS

11,757

STUDENTS IN
ATTENDANCE

128

YOUTH ENGAGEMENT
ACTIVITIES



183

GROUPS

3,183

STUDENTS IN
ATTENDANCE

85

MEETINGS WITH
YOUTH GROUPS

571

TOTAL NUMBER
OF GROUPS

649

TOTAL NUMBER
OF ACTIVITIES

TOTAL NUMBER OF STUDENTS
IN ATTENDANCE

20,967

Engaging with young people

Following the 2014 publication of the Assembly's Children and Young People Engagement Charter, we extended our programme of youth engagement. This included establishing a Young Assembly Ambassador Scheme designed to enable youth organisations to train their young people to engage others in the work of the Assembly. We also improved our dedicated Your Assembly online youth channels.

The culmination of this year's work was the 'Assemble the Youth Conference' on 15 July, where 27 groups of young people came together to debate the outcomes of the Presiding Officer's 'Vote@16?' consultation. This followed a six-month consultation, during which 10,375 young people gave their opinions on lowering the voting age - the biggest ever response to an Assembly consultation. The young delegates discussed issues relating to voter registration and education, and encouraging more young people to vote in future elections. The Children, Young People and Education Committee used this event, as well as the summer shows, to canvass young people's views on issues that should appear in the Committee's future work programme.

The new 2015 Welsh Baccalaureate Qualification presented a new opportunity to further engage young people in Assembly business. We therefore developed new Community and Global Citizenship challenges and delivered new skills based workshops at Aberystwyth University.

We also continued to engage young people as an employer. We offered a range of work experience opportunities in different parts of the Commission, successfully completed our second apprenticeship scheme and launched the third.

Women in Public Life

The Presiding Officer continued her focus on breaking down barriers to more women entering public life through her #POWiPL campaign. In July, the former Prime Minister of Australia, Wales-born Julia Gillard, was the guest speaker at the final #POWiPL lecture in the Senedd. This was the best attended lecture of the series.

A Women in Public Life Networking Fair took place at the National Eisteddfod in August. Organisations were able to promote vacancies on their boards and women looking for board positions gained a better understanding of the roles available.

In September, the Assembly's cross-party Women in Democracy Caucus discussed the implementation of some of the recommendations included in its earlier 2015 report. Representatives from S4C and ITV were invited to the meeting to discuss how they intended to address the lack of women being used as expert contributors to their news and current affairs programming.

The Presiding Officer also hosted a reception at the Senedd in December to mark the end of the #POWiPL mentoring scheme and to celebrate its many achievements. The scheme was very successful, with 11 out of the 14 mentees applying for positions in public life.

The #POWiPL campaign attracted attention from other European legislatures. Sixteen women representing the Belfast Interface Project's Women in Society programme came to the Senedd to learn more about the campaign. The Presiding Officer visited the Georgian Parliament to share her experiences of leading this initiative.

International relations

The Assembly continued to maintain an active interest in European issues and strong ties with European Union institutions. Both of the Assembly's representatives on the Committee of the Regions prepared rapporteur reports this year and one was presented in Welsh.

In May, the Presiding Officer hosted a meeting between committee chairs and all four Welsh MEPs, the first formal meeting of its kind since the 2014 European Parliament election. Welsh MEPs participated in a meeting of the Assembly's Cross-Party Group on Europe, hosted by the European Commission's Office in Wales. They also participated in the work of a number of committees, including video conferencing and during Brussels visits.

Members considered a wide range of EU-related issues in committees and in Plenary. One of the regular features of the Fourth Assembly, which continued this year, was a biannual meeting of chairs of committees with the UK Ambassador of the relevant EU Presidency of the Council.

Our EU Office and the Research Service produced a range of pro-active publications to support Members' work on EU issues, such as the EU Weekly Update, the Europe Matters bulletin, the @SeneddEurope Twitter feed and EU Policy updates and blogs. Topics covered included the Juncker Investment Plan, the Transatlantic Trade and Investment Partnership (EU-US trade negotiations), biodiversity policy, organic products, genetically modified organisms, the farming crisis, rural development and the UK Government's EU reform agenda.

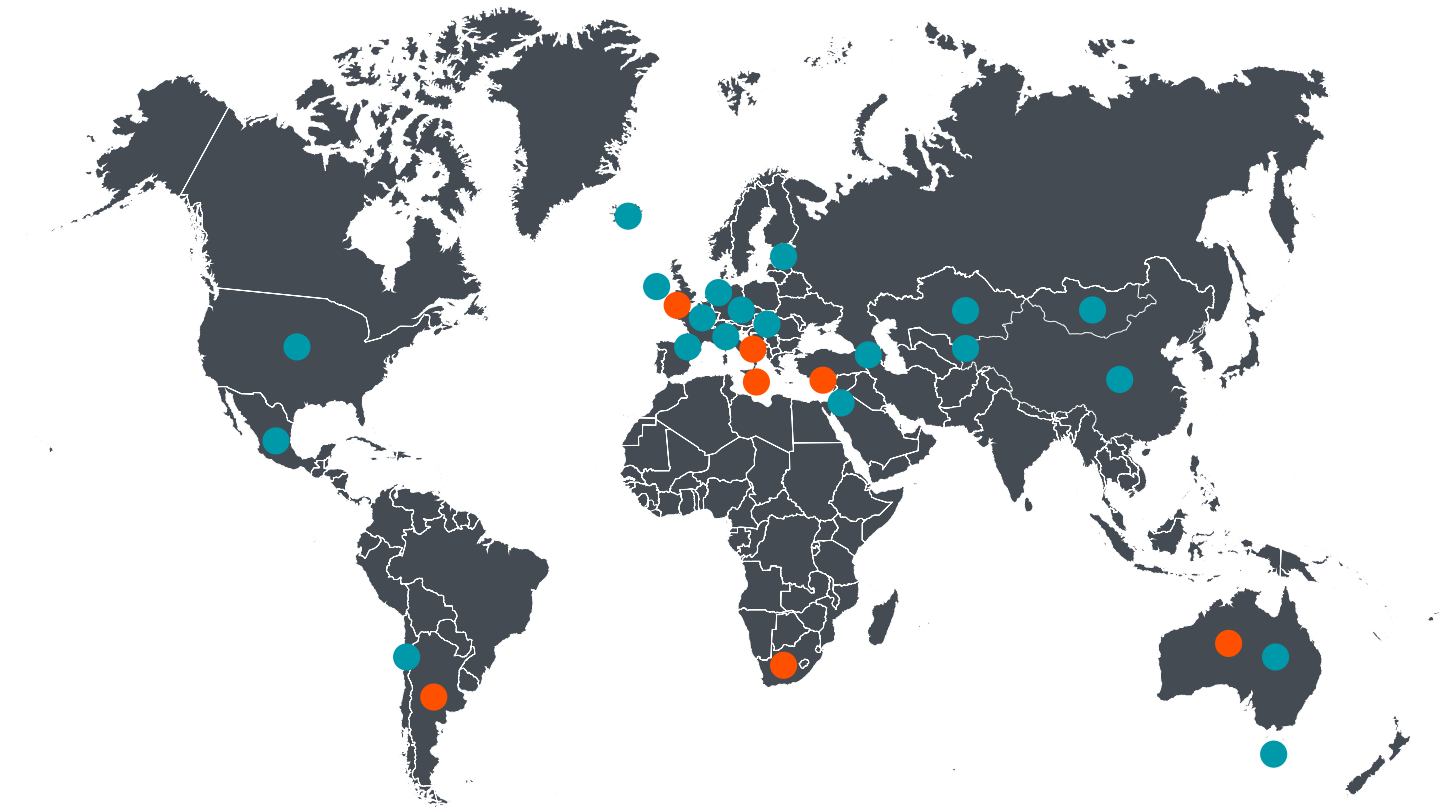
Members participated in several international conferences throughout the year. The Deputy Presiding Officer led a delegation of Members to the 51st British-Irish Parliamentary Assembly Plenary Conference in Cheltenham in November. Members also attended the Commonwealth Parliamentary Association (CPA) regional conference on 'Parliaments in the Face of Contemporary Challenges', as well as the CPA British Isles and Mediterranean Region conference in Limassol, Cyprus.

Commission staff and their counterparts have also been increasingly involved in secondments and visits. We have worked with organisations such as Global Partners Governance, the United Nations, the Westminster Foundation for Democracy and the Commonwealth Parliamentary Association. As part of an ongoing relationship, the Fijian Parliament's head of ICT spent two weeks with our ICT team to find out more about how the Assembly uses systems and applications to present business information to Members, with a focus on using mobile devices. We also provided advice on parliamentary ICT to the parliaments of Bougainville and Papua New Guinea. Closer to home, we seconded staff to the House of Lords and the House of Commons and hosted successful UK interparliamentary conferences of Research and Library services, and corporate services specialists.

Our international activities have raised the profile of the Assembly and enabled good practice to be shared to enhance parliamentary democracy in Wales and elsewhere.

INTERNATIONAL VISITS

The Assembly has hosted a range of delegates from around the world, as well as undertaking visits to our counterparts to promote Wales and the Assembly.



Visits to the Assembly – April 2015-March 2016

Luxembourg April 2015	Northern Ireland May 2015	China May 2015	Jordan May 2015	USA May 2015	Estonia May 2015
Kazakhstan June 2015	Chile June 2015	Australia June 2015	Australia July 2015	Mexico August 2015	Luxembourg September 2015
Georgia October 2015	Germany November 2015	Hungary November 2015	Tasmania December 2015	Austria December 2015	France January 2016
Netherlands February 2016	Mongolia February 2016	Iceland March 2016	Kyrgyzstan March 2016		

Visits to other countries – April 2015-March 2016

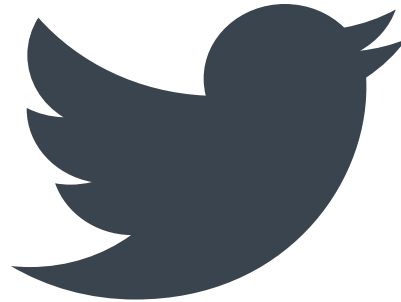
Cyprus May 2015	Italy October 2015	Argentina October 2015	Australia November 2015	Malta November 2015	South Africa February 2016
Guernsey February 2016					

This infographic shows delegations led by politicians; other visits have been made and hosted by Commission staff

SOCIAL MEDIA

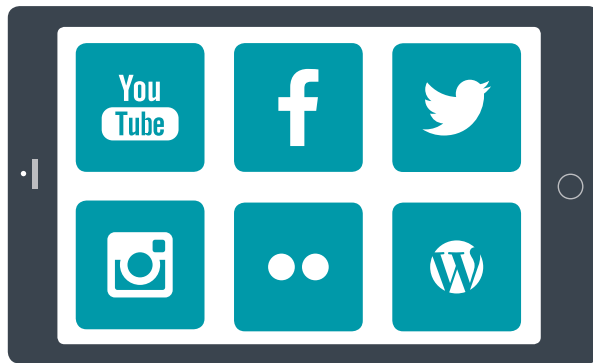
Over the past year, we have been keeping in touch with more people and providing interesting content through all our online platforms.

OUR TWITTER FOLLOWERS
HAVE INCREASED BY
8,988



AVERAGING
749
NEW
FOLLOWERS
A MONTH

IN 2015 OUR
TWITTER
ACCOUNTS
SENT OVER
17,000
TWEETS



WE HAVE OVER
50
CHANNELS ACROSS MULTIPLE
SOCIAL MEDIA PLATFORMS



OUR FACEBOOK
LIKES HAVE
INCREASED BY
59%

WE NOW HAVE
4,792
LIKES OVER 5
FACEBOOK PAGES



THE NUMBER OF VIEWS ON OUR
YOUTUBE CHANNEL IS NOW OVER
130,000

THAT'S A
73%
INCREASE SINCE
LAST YEAR

Using resources wisely

The accountability and financial statements sections of this report include detailed descriptions of the many ways in which we use resources wisely. In this section, we highlight some of the key areas of activity and the benefits realised and present our sustainability report for the year.

Our approach to investment

We are absolutely focused in everything we do on ensuring that we deliver high quality service at best value to the public purse, in a way which is open and effective. We achieve this through expert, thorough, transparent budget planning, collective workforce capacity planning, a comprehensive governance framework (see page 64), oversight of investment and resourcing by the Investment and Resourcing Board and regular financial reporting. Our budgets and accounts are subject to annual scrutiny by the Assembly's Finance and Public Accounts Committees.

This year we continued to pursue quality, value and transparency. We reported regularly on our full suite of corporate performance measures. We set an annual target to underspend by within 1 per cent of our budget. In the autumn, we intensified our assessment of our forecasts. We then decided whether we had credible investment plans to gain maximum value from the budget available. Our guiding principle is that if it is clear at that point in the year that we will not achieve our underspend target, we will return money to the Welsh Block so that our budget is revised to reflect our spending plans.

Our people

The commitment, capability, capacity and well-being of our people is critical to the Commission's successful delivery of services to the Assembly and its Members. This year, we continued to maintain focus on capacity planning, projecting this forward to the first years of the Fifth Assembly. We also reviewed our approach to performance management as a means of continuously improving organisational performance through our people. For example, we enhanced our performance management practices to include values and expected behaviours within our competency framework and we introduced benchmarking of performance management and development reviews.

Through this approach, we significantly improved the quality of performance and development discussions held, there was an increase in the number of reviews being completed before the deadline and the quality of competency-based reviews improved.

We further strengthened our competency-based recruitment practices by introducing more sophisticated assessment methods. We completely revised our staff induction process to provide a warm welcome to new recruits and ensure a focus, from the outset, on our high performance culture and our organisational aims, objectives and values.

We made changes within our Human Resources department to provide all Commission service areas with a dedicated HR business partner. This allowed both service and partner to work together to focus on specific people management issues, performance, capability and capacity.

The Payroll, HR Systems and Recruitment teams were subject to external audit reviews during the year, which resulted in a strong assurance rating. The Payroll team were finalists in the Payroll Team Award – Public Sector category of the Payroll World Awards 2015.

Voluntary Exit Scheme

To help us to ensure that the Commission is in a strong position to meet the challenges of the Fifth Assembly, in November 2015, we launched a Voluntary Exit Scheme (VES). The aims of the scheme were to:

- allow the organisation to respond to shifts in our skill requirements;
- facilitate organisational change, including within particular teams;
- improve workforce efficiency; and
- deliver long-term savings where possible and/or avoid additional costs in meeting skills shortages.

In preparing for the Scheme, we reviewed our previous VES processes and the recommendations from our Internal Audit and the Wales Audit Office. The assessment and decision-making processes included independent assurance and the Panel was attended by a representative from our recognised trades unions (collectively known as “the TUS”).

Equality and diversity

We published our Annual Equality Report 2014–15 in July 2015. It charts progress on achieving the objectives set out in our Equality Plan, celebrates good work across the organisation and provides staff and recruitment monitoring data as well as the outcomes of our Equal Pay Audit.

In June 2015, we held a week of activities and awareness raising as part of our annual Equality and Diversity Week. This year we delivered training on:

- Transgender Awareness;
- Bisexuality Awareness;
- Disability Confidence;
- Dementia Friends; and
- Supporting LGBT staff.

We also promoted equality internally and externally, with awareness raising articles on:

- Carers Week;
- the Assembly as an Inclusive Employer;
- Gender Stereotypes;
- Cultural Diversity;
- our BME Action Plan;
- Equality Impact Assessments;
- Supporting Disabled Staff;

- Unconscious Bias; and
- the Assembly as a Dementia Friendly organisation.

We retained the Action on Hearing Loss 'Louder than Words' Charter Mark, a best practice charter for organisations striving to offer excellent levels of service for people who are deaf or have hearing loss. As part of this process, our facilities, communications support equipment and working practices were audited for their suitability and accessibility. We were also awarded the Action on Hearing Loss Excellence Wales Silver Award, which recognises success in providing deaf-friendly services to people who are deaf or have a hearing loss. We also provided training to Mental Health First Aiders across the organisation and we provided a taster session for staff on British Sign Language. We were pleased to retain our National Autistic Society Access Award, which recognises organisations that have made adjustments to their buildings, facilities and working practices so that people with autism, their families and carers find it easier to visit and use them. Beyond the Assembly itself, we were represented at a range of community events over the summer, including Cardiff Pride and the Mela.

We have a number of Staff Networks which cover employees with parenting or caring responsibilities, along with disability, LGBT and BME Networks. The Health and Well-being Team, along with our Equalities Team, have been working with the Office of National Statistics (ONS) to share best practice and learning points which feed into our ways of working and policy and procedures. Our staff networks play a vital role in valuing diversity. This year our BME staff network hosted the inaugural meeting of the Welsh Public Sector BME Staff Networks. Our Working Parent and Carer staff network undertook a survey to identify where improvements can be made to the processes of supporting working parents and carers.

This year the Assembly was ranked third in Stonewall's Workplace Equality Index, a benchmarking exercise that enables organisations across the UK to assess their achievements and progress on LGBT equality in the workplace including policy, staff engagement and career development. The Assembly has also been named the Top Public Sector Employer in Wales for LGBT people for the third year running. At the Stonewall Cymru awards on 27 January, the Presiding Officer was given a special recognition award for her commitment to driving forward LGBT equality. Our LGBT staff network, OUT-NAW, continues to thrive and marked International Day Against Homophobia, Biphobia and Transphobia in May. It also organised training sessions for the LGBT Allies who support their LGBT colleagues.

Health, safety and well-being

Health and safety

We invest in the health, safety and well-being of all Commission staff, Assembly Members and their staff, contractors and all visitors to the Assembly estate and we ensure that the organisation complies with current legislation. During the year, our well-being strategy concentrated on mental well-being and healthy backs. We ran a series of health promotion programmes, including healthy back week, and we participated in On Your Feet Britain, which encouraged employees to move more whilst in work. We also encouraged staff to talk about their mental well-being as part of Time to Talk Day, and employees blogged about their experiences of mental health.

Sickness absence data

The overall sickness absence rate for the year was 3.68 per cent, or 8.09 average working days per person. We maintain a strategic focus on absence management and actively support absences through line management, Human Resources and Occupational Health support.

Disability

We have measures in place to support employees who identify as having a disability. Our Vacancy Filling Policy references our guaranteed interview position for applicants who meet the minimum role requirements, which also applies internally for employees seeking promotion.

Reasonable adjustments are made, wherever possible, following discussions between employees and managers for employees in post or returning to work following injury or development of an illness that may have an impact on their ability to do their work.

Employee consultation

We comply with the Information and Consultation of Employees Regulations and consult with employees, both directly and through recognised unions, on major changes in the organisation. These are supported by our Partnership and Collective Bargaining Agreements.

We hold monthly Partnership Meetings between management and the TUS to discuss matters relating to all aspects of the organisation, from changes affecting terms and conditions, to pay and reward, through to general relevant topics. The minutes of these meetings are shared with our Management Board.

We invite TUS to attend various formal meetings and work in partnership to comment on all of the Assembly's policies and procedures, facilitating openness and transparency.

This year we formally consulted with TUS on the following changes:

- Introduction of Personal Protective Equipment (PPE) (April 2015)
- A review of the structure and resourcing of the Assembly's Security Service (ongoing from June 2015)
- Introduction of higher vetting requirements for all posts (June 2015)
- Travel and Subsistence Policy (October 2015)
- Voluntary Exit Scheme (VES) (November 2015)
- Pay Negotiations (ongoing from December 2015)
- Recruitment Policy (March 2016)
- Pay and Reward Policy (March 2016)
- Priority Postings Policy (March 2016)

Employee engagement

We have introduced or reviewed a number of policies this year with the aim of the Assembly continuing to be an employer of choice:

- Shared parental leave;
- Parental leave policy;
- Maternity leave; and
- Occupational Health Management referral process.

Each policy goes to TUS and all staff networks for comment and each is subject to an Equality Impact Assessment.

HR held drop in sessions, attended service meetings and published news items to raise awareness of the policies and their changes.

The Chief Executive, directors and Management Board issue information on our news page. The Chief Executive publishes a work-related blog, which is available for all employees to read.

Breakfast meetings

Before the Summer recess, the Chief Executive hosted three informal breakfast seminars. Those attending had the opportunity to ask questions and talk about working at the Assembly while enjoying a light breakfast. This formed part of a series of engagement events prior to our staff survey launch and was also an opportunity for employees to discuss and re-visit the Commission's core values. The Chief Executive and directors hosted three additional breakfast meetings in February to address some of the key outcomes which came from our staff survey, e.g. communication, leadership, and work/life balance. Over 120 employees attended these breakfast meetings and the majority welcomed the opportunity to discuss work-related issues with senior leaders in less formal surroundings.

Staff survey

We launched our fifth staff survey in May 2016. It deliberately mirrored the approach taken in 2015 so that outcomes could be used to support ongoing business activities.

Our 2015 staff engagement level, as measured by the survey, was 72 per cent against a Civil Service median of 59 per cent.

A total of 402 responses were received to the Staff Survey 2015. This very high response rate of 93 per cent was a significant increase from recent years (77 per cent in August 2013 and 52 per cent in July 2012). The Civil Service median response rate and the Welsh Government response rate were both 62 per cent in 2014.

Success from our survey in 2015 was also measured by an increase in engagement activities which saw a number of breakfast meetings and High Performing Team Days being arranged to address themes such as leadership, communication and well-being. Commitment by Management Board to address the outcomes of the previous survey has helped us to develop and continue to seek constructive feedback from staff.

Modernising the debating chamber

The conferencing, voting and audio technology systems used in the Senedd Siambr, our debating chamber for Plenary meetings, were installed in 2006. At that time they were innovative and ground-breaking. This technology served successive Assemblies well. However, ten years on, we began to experience significant reliability and support issues and Members began to query its continuing suitability.

In response, the Commission undertook a complex project to select, procure and install new systems within the Siambr. We took the opportunity to improve the ergonomics of the desk-working space for Members and to improve accessibility. As a result, Members now have a new flat desk. We have installed a new voting/translation panel within the desks, as well as facilities to charge mobile devices. We have also upgraded the speaker system and microphones for each desk to provide clearer audio across the Siambr.

Members and staff now have high definition wide screens. The screens on the front desk, where the Presiding Officer and officials sit, can be retracted to provide an unrestricted view for special events such as the Royal Opening.

We have also installed a new conferencing software system to manage the business of Plenary. This includes the agenda, the speakers list, procedural information, voting and messaging.



Reaping the benefits of in-house ICT

We delivered a number of important upgrades to our information and communications technology capabilities this year. We introduced a new telephone system in July 2015, which is fully integrated into the IT network and runs on Skype for Business messaging and communication software. The project delivered brand new infrastructure, new handsets for all users on the Assembly estate, and new call centres in Colwyn Bay and Tŷ Hywel. This system is more advanced and resilient than the previous one. It is also significantly cheaper to run, saving the Assembly approximately £180,000 per year.

We improved the ICT provision in Members' constituency offices over the summer. On an office-by-office basis, we replaced current broadband circuits with new lines to get the best possible speeds available in each area. We installed new routers to allow full Wi-Fi access for users, upgraded the memory of every PC and laptop and introduced Microsoft Office 2013. As well as providing users with greater flexibility and responsiveness, we expect this work to save the Assembly approximately £40,000 per year.

Following a competitive tender exercise, the Assembly's host broadcasting contract was awarded to Bow Tie Television on a five-year contract from 1 September 2015. The new contract will enable us to deliver new projects, such as developing the audio visual systems across the estate, as well as continuing to provide a high quality broadcasting service covering Assembly proceedings.

Enhancing our iconic estate

In addition to celebrating the tenth birthday of our parliament building and modernising its chamber (see page 52 left), we completed major equipment replacements in the Pierhead, our historic visitor attraction and events space and Tŷ Hywel, our main office space. These projects were part of our long-term (rolling) prioritised investment programme for the estate.

In the Pierhead the air conditioning units had reached the end of their life cycle and repairs were becoming more frequent. New units were installed throughout the Pierhead building to provide better and more efficient heating and cooling. We anticipate a minimum reduction of 25 per cent in energy use.

In Tŷ Hywel the 22-year-old building management system, which controlled the major plant and equipment, had exceeded its expected lifespan. We installed a new system to allow for better reliability and performance of heating, cooling and ventilation, as well as improved energy management in line with our carbon reduction objectives. We also replaced the fire alarm system, which had come to the end of its life cycle. Other improvements included additional automatic fire detection and flashing beacons installed in areas identified through risk assessment.

Improving power resilience

To ensure business continuity and to minimise disruption to Assembly business, we invested in enhancing our power resilience. A generator synchronisation project ensured that we have the facility to switch to the on-site generator and synchronise with mains power during periods of power interruptions and spikes. In addition, we completed a project with Western Power Distribution to provide automatic switching to an alternative power line in Cardiff Bay in case of any disruption with the normal power lines to our buildings. Both of these projects have significantly enhanced our power resilience.

Sustainability

The Assembly has a legal duty to pursue sustainable development in all of its work under Section 212 of the *Government of Wales Act 2006*. We are fully committed to the key role we play in promoting sustainable development and minimising the environmental impacts of our operations.

Last year we concluded our previous carbon reduction strategy, achieving a significant 35 per cent energy emissions reduction. We also set new targets up to 2020-21, focusing on four main areas: energy emissions, waste, business travel, and water.

Despite the pressures of preparing for an Assembly election, we made many physical improvements (detailed in the continuous improvement section below) which are already helping us realise savings in our energy use. Our energy emissions are 11 per cent below our target for the year and are well on the way to our 30 per cent target.

The Commission is committed to being open and transparent. We have been publicly reporting sustainability performance data since 2007–08. We measure and report our emissions of greenhouse gases through an Annual Environmental Report.

Summary of performance

We achieved significant improvements in 2015–16, including actually reducing our electricity use. We also made improvements to the methodology used for calculating our emissions, including gases from the air conditioning systems and from wood chips.

We have seen our investments in the infrastructure of the estate pay off in reduced utilities demand. We operate in accordance with a formal environmental system which is audited each year.

Environmental management certification

Following a successful audit in early 2016, we retained our Level 5 certification to the Green Dragon Environmental Standard, the highest level and above the requirements of international schemes such as ISO14001. The auditor was satisfied we are managing our legal obligations, setting and acting on continual improvement targets and ensuring all our staff are aware of their role in the sustainability of the estate. The auditor commended our work to update the environmental management system (EMS) to improve its clarity and auditability. We overhauled all procedures and the way we assess our impacts on the environment so that they are easier for staff and other stakeholders to follow.

Energy

Energy use remains by far the largest contributor to our carbon footprint. We are looking to build on our previous reduction in energy emissions (a good indicator of how efficiently we use electricity and gas) and set a reduction target of a further 30 per cent by 2020–21. The efficiency improvements we made this year meant that, despite a slight increase in the numbers of personnel using our buildings and a busy final year of the Fourth Assembly, we reduced our use of utilities. Electricity use decreased by 7 per cent and gas by over 6 per cent. Our energy emissions decreased by 7.6 per cent. For heating the Senedd, we used our biomass boiler whenever possible. This meant that, although heating use increased this year, the environmental impact was less than if we had used our back-up gas boilers.

Travel

Business travel was estimated to be slightly higher than last year (subject to final figures for March 2016, which are not included in the table below), but rail use increased to over a quarter of total travel claims, and there was a reduction in private car use. Use of the cycle-to-work scheme increased, as did use of our upgraded bike storage.

Our longer-term target for business travel is to minimise the impact of the travel involved, without undermining Members' ability to engage with their constituents, undertake committee work and promote Wales internationally.

Waste

Our figures for waste management in 2015–16 were very similar to the previous year's. Some costs increased as a result of higher operating costs for our contractors and changes to the storage and collection mechanism in the previous year. We now use larger storage vessels for the bulkier wastes sent for recycling. We have extensive recycling facilities across our estate and encourage staff and visitors to make use of them. We worked with catering teams to increase composting this year and also provided composting bins in newly-refurbished kitchens. As a result, we maintained a very high level of landfill diversion, which now stands at 96 per cent. We aim to build on this success next year.

Water

This year, we realised savings in water usage of 15 per cent from the physical improvements made to the Tŷ Hywel washrooms in the previous year. A plentiful supply of rain water and no maintenance issues meant we could maximise our use of grey water in the Senedd and reduce our use of mains water by 50 per cent. In the Pierhead, water use has fallen slightly. Although use in this building, with its low staff occupancy, depends almost entirely on visitor numbers, we intend to make further savings over the next year.

Continuous improvement

Alongside behavioural awareness initiatives, we made physical improvements to our estate. We:

- replaced the older condensing water heaters with more efficient Ecoflow units;
- refurbished kitchen facilities in Tŷ Hywel, including PiR light sensors and timers on water boilers;
- improved our cycle storage facility to encourage staff out of their cars and on to their bikes for commuting to work;
- replaced the combined air-conditioning and heating units in the Pierhead building to provide more efficient heating as part of a drive to only heat rooms when needed;
- continued a rolling replacement programme for the air-conditioning and fan coil systems in Tŷ Hywel for more efficient units;
- completed our rolling refurbishment of washrooms in Tŷ Hywel, incorporating automatic taps for reduced water use and PiR-activated LED lights for energy efficiency;
- replaced the high-level lighting in the Senedd with LED units to reduce electricity use as well as maintenance costs;
- installed LED lighting in our staff restaurant, stairwells and server rooms, as part of a rolling programme;

- overhauled the biomass boiler system to provide a more efficient and reliable heating supply to the Senedd building; and
- installed a new building management system for a more accessible system, which more efficiently controls heating and cooling within our offices.

About our data

The emissions figures contained in this report are calculated based on the Department for Environment, Food and Rural Affairs (Defra) 2015 Conversion Factors, which are specific to the UK. In accordance with Defra guidance, reported greenhouse gas emissions are not weather corrected. Our monitoring and reporting techniques for related sustainability data are assessed as part of our annual external environmental audit.

The information contained in the tables below has been developed in accordance with HM Treasury's Sustainability Reporting Guidance for the 2015–16 financial year. We also use the Defra conversion factors for 2015–16 for carbon dioxide equivalent (CO₂e) figures. CO₂e is a universal unit of measurement that allows the global warming potential of different greenhouse gases to be compared. Emissions are reported based on a financial control approach for the core administrative estate only.

A full summary of our environmental performance can be found in our Annual Environmental Report.

Greenhouse gas emissions		2011-12	2012-13	2013-14	2014-15	2015-16
Non-financial indicators (tCO ₂ e)	Total gross emissions scope 1	292	329	273	561	248
	Total gross emissions scope 2	1,501	1,470	1,366	1,480	1,367
	Total gross emissions scope 3	439	432	427	465	375
	Total outside of scope emissions	313	298	167	130	7
	Total gross emissions	2,548	2,588	2,287	2,636	1,997
	Total net emissions	2,235	2,290	2,120	2,506	1,990
	Expenditure on accredited offsets (eg Government Offsetting Fund)	£0	£0	£0	£0	£0
Financial indicators (£)	CRC gross expenditure	N/A	N/A	N/A	N/A	N/A

Energy consumption ^{1 2}		2011-12	2012-13	2013-14	2014-15	2015-16
Non-financial indicators (kwh)	Electricity (non-renewable)	3,320,599	3,194,890	3,067,778	2,995,138	2,791,282
	Gas	1,203,866	1,741,299	1,431,017	1,295,506	1,214,901
	Biomass (renewable)	885,500	840,438	470,750	372,225	535,050

¹ Includes costs for electricity and air conditioning in offsite server farm from 2010 onwards.

² All energy data now contains current and retrospective transmission and distribution emissions and well-to-tank emissions where applicable.

Energy consumption ^{1 2}		2011-12	2012-13	2013-14	2014-15	2015-16
Non-financial indicators (tCO2e)	Total energy emissions	1,885	1,956	1,786	1,881	1,736
Financial indicators (£)	Total energy expenditure	445,005	458,168	459,093	448,586	407,442

Official travel ^{3 4}		2011-12	2012-13	2013-14	2014-15	2015-16
Non-financial indicators (miles)	Business travel	811,842	858,809	884,176	1,061,374	875,999
	Owned and leased vehicles	36,434	25,707	31,949	26,440	27,368
Financial indicators (£)	Expenditure on official business travel	265,217	266,576	349,775	393,509	292,142

Waste		2011-12	2012-13	2013-14	2014-15	2015-16
Non-financial indicators (tonnes)	Total waste arising	156	121	118	125	123
	Recycled/reused	116	103	111	119	118
	Landfill	39	17	6.4	4.7	3.7
	Waste composted	14.2	11.3	5.5	5.5	12.5
	Hazardous waste	0.05	0.29	0.5	1	0.4
	Paper purchased (A4 and A5) (per million sheets)	2.17	2.77	2.7	2.6	13.8
Financial indicators (£)	Expenditure on all waste disposal	28,271	21,312	26,561	26,930	33,266

Water consumption		2011-12	2012-13	2013-14	2014-15	2015-16
Non-financial indicators (m3)	Water consumption:					
	Supplied (direct)	7,669	9,449	7,315	6,117	5,174
	Collected (indirect)	747	2,407	1,301	1,554	2,551
	Abstracted (indirect)	0	0	0	0	
Financial indicators (£)	Expenditure on supply and sewerage	22,777	31,773	23,681	22,245	18,954

Claire Clancy

Chief Executive and Clerk of the Assembly

Date: 11 July 2016

³ Includes AMSS travel from 2011-12 onwards and travel purchased through the corporate credit card.

⁴ All travel data now contains current and retrospective well-to-tank emissions for fuel use.



10 years of the Senedd: 2006-2016

Families at an event to mark 10 years since the opening of the Senedd.

Our accountability: corporate governance

Directors' report

This report, which has been signed by the Chief Executive and Clerk as Principal Accounting Officer in line with Treasury rules, provides information about senior remuneration and audit.

Commissioners and other office holders

Information on the Presiding Officer, Deputy Presiding Officer, Commissioners and Chief Executive and Clerk is included in **Our performance: overview**.

Independent advisers

Information on the Independent Advisers and Independent Committee members is included in **Our performance: overview**.

Remuneration Committee

Information on the Remuneration Committee is included within the **Remuneration and staff report**.

Senior management

Information on senior management having responsibility for directing the major activities of the Commission during the year is included within the **Remuneration and staff report**.

Significant interests held by Members

A Register of Financial and Other Interests of Assembly Members is available at www.assembly.wales and www.cynulliad.cymru.

Personal data related incidents

There were no incidents or personal data losses requiring reporting to the Information Commissioner's Office between 1 April 2015 and 31 March 2016. There were two minor incidents of personal data breach or potential breach internally which were investigated and managed internally. Given that the likelihood of damage or distress to the data subject in each case was considered to be low, no further escalation was required.

Auditor

The Accounts of the National Assembly for Wales Commission are audited by the Auditor General for Wales. The Audit Report can be found at page 96.

The estimated external audit cost for the audit of these financial statements is £66,250 (£66,250 2014-15). This includes £2,650 (£3,636 2014-15) for additional non-statutory audit work incurred in 2015-16.

Disclosure of information to Auditor General for Wales

So far as I am aware:

- there is no relevant audit information of which our auditor is unaware; and
- I have taken all the steps that I ought to have taken in order to make myself aware of any relevant audit information, and to establish that our auditor is aware of that information.

Accounts direction

The accounts set out in pages 100 to 127 have been prepared in accordance with the Treasury Direction issued under Section 137 of the *Government of Wales Act 2006*. The financial statements comply with the requirements specified in HM Treasury's Financial Reporting Manual and are supported by explanatory notes. These accounts set out the financial impact of decisions made by the Commission both within the financial year and arising from previous financial years.

Information about the Assembly and Commission is also available on the Assembly website at www.assembly.wales and www.cynulliad.cymru.

Claire Clancy

Chief Executive and Clerk of the Assembly

Date: 11 July 2016



10 years of the Senedd: 2006-2016

South Wales Gay Men's Chorus performing at the 'Building for Democracy' event to mark ten years since the opening of the Senedd.

Statement of Commission and Principal Accounting Officer responsibilities

The Chief Executive and Clerk of the Assembly is, by virtue of Section 138 of the *Government of Wales Act 2006*, the Principal Accounting Officer for the Commission.

The Chief Executive and Clerk of the Assembly has prepared the statement of accounts in accordance with the Direction issued by HM Treasury and with the accounting principles and disclosure requirements set out in the Government Financial Reporting Manual. The Resource Accounts are prepared on an accruals accounting basis and give a true and fair view of the Commission's state of affairs at the year-end and of its net resource outturn; resources applied to objectives; statement of comprehensive net expenditure; statement of financial position; cash flows, and statement of changes in taxpayers' equity for the financial year.

In preparing the accounts the Chief Executive and Clerk of the Assembly has:

- complied with the accounts direction issued by HM Treasury;
- complied with the relevant accounting and disclosure requirements and applied suitable accounting policies on a consistent basis;
- made judgements and estimates which are reasonable and prudent;
- stated whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepared the accounts on a going concern basis.

The relevant responsibilities of the Principal Accounting Officer, including the responsibility for the propriety and regularity of the finances of the Commission and for the keeping of proper records, are set out in a memorandum issued by HM Treasury.

Claire Clancy

Chief Executive and Clerk of the Assembly

Date: 11 July 2016

Governance Statement

This Statement, which is signed by the Chief Executive and Clerk as Principal Accounting Officer, sets out the basis on which the National Assembly for Wales Commission has been established, the way in which it is governed and managed and how it is accountable for what it does.

Role of the Commission

The National Assembly for Wales Commission (the Commission) was established as a corporate body under Section 27 of the *Government of Wales Act 2006*. Its primary role is to provide to the Assembly, or to ensure that the Assembly is provided with, the property, staff and services required for the Assembly's purposes. In discharging this overall responsibility, the Commission is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, and the management of risk.

Governance framework

The governance framework comprises the systems and processes, and culture and values, by which the organisation is directed and controlled and the activity through which it accounts to and engages with the Assembly and the people of Wales. It includes frameworks for: strategic and operational planning; management of risks and performance; information governance; procurement; and financial management. Corporate policies and codes of conduct ensure everyone working at, or with, the Commission is aware of the need to operate to the highest governance standards. There are also clear policies on fraud, corruption and bribery and whistleblowing. The governance framework enables the Commission to plan for, and monitor, the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

Governance structure

The Commission comprises the Llywydd (Presiding Officer) who is its Chair, together with four other Assembly Members appointed by the Assembly. The Commissioners are charged with the governance of the organisation and are accountable to the Assembly. They set the organisation's strategic aims, provide the leadership to put them into effect and oversee and report on their delivery.

The Commission's Principal Accounting Officer is the Chief Executive and Clerk of the Assembly. She is accountable to the Commissioners for the delivery of their strategic goals. As Principal Accounting Officer, she is personally accountable to the Assembly for the organisation and quality of management in the Commission, including its use of public money and the stewardship of its assets. Assembly staff are employees of the Commission.

As part of the organisation's governance framework, the Commission has an Audit and Risk Assurance Committee and a Remuneration Committee, further details of which can be found on pages 68 and 78 respectively. An independent Remuneration Board determines the salaries and other financial support available for Assembly Members.

Decision taking and business management

The Commission meets on a regular basis to provide direction and to oversee delivery of the Commission's strategy and objectives. The Commission has delegated its day-to-day management functions to the Chief Executive and Clerk. The formal delegation outlines exceptions to this and details of areas on which the Chief Executive and Clerk must consult with the Commission.

The Commission administration is divided into five Directorates, reporting to the Chief Executive. The Directorates are further sub-divided into service areas, led by Heads of Service. The Chief Executive, Directors and senior Heads of Service make up the Management Board, which regularly meets formally and informally to review and coordinate policy and operational matters. Management Board members are required to act corporately in the interest of the Assembly as a whole. The Board's Terms of Reference state that it needs to ensure performance, improvements and actions are in line with the Commission's vision and values.

The Chief Executive has established a governance system of delegated authorities to control resource management which covers finance, staffing and other resource responsibilities, such as procurement.

An Investment and Resourcing Board, consisting of the Chief Executive and Directors, provides direction to, and governance oversight of, significant change initiatives and projects across the Commission. The Board makes decisions on priorities for funding, capacity to deliver and allocation of resources and the approval of business cases for recruitment.

Formal processes exist for providing information to the Commission, the Management Board, and the Investment and Resourcing Board, to ensure that they are provided in a timely manner and to an agreed standard. Established review and reporting mechanisms are also in place, co-ordinated and supported by central support teams.

Planning and performance measurement

An updated strategic plan, based on a review by the Commission of its strategic goals and priorities, has been reflected in revised service plans and individual performance objectives.

The Resource and Planning Board, consisting of Management Board members, undertakes biannual scrutiny of service plans, alongside capacity plans. This helps ensure effective planning for current and future demands across the Commission.

The Commission has continued to publish Corporate Performance Reports, incorporating Key Performance Indicators, which have demonstrated sustained high performance across many services and improvement where efforts have been targeted. The Commissioners and the Assembly's Finance Committee continued to find the reports useful. We will consider the strategy that will be established by the new Commission, as part of a comprehensive review of performance measures for the Fifth Assembly.

Progress and performance

We identified the following areas for focus and development in the 2014-15 Governance Statement:

a. Business Continuity (BC)

We ran a major incident exercise which tested the Commission's ability to respond to a range of complex issues, and are building the learning from this into all BC documentation. We made preparations to carry out another exercise early in the new Assembly involving Members.

b. Information Governance

The Commission's Information Governance Framework is now live and, following an awareness campaign, we are applying it across the organisation. We have also shared it with other legislatures as an example of good practice. The framework covers information security, data protection and information management.

We continue to monitor compliance through biannual compliance reports completed by Information Asset Owners (Heads of Service). There were no incidents of personal data loss requiring reporting to the Information Commissioners Office during 2015-16. We investigated and managed a number of minor incidents of personal data breaches or potential breaches internally in line with the Commission's policy.

The Commission's developing programme towards its vision of the Assembly becoming a digital parliament brings new opportunities to improve governance through a more strategic approach to information management.

c. Project and Programme Management, and Benefits Realisation

We have used external recruitment exercises to bring in new staff to strengthen the Commission's capacity in this area. We have used these new skills and experience to establish appropriate arrangements for the governance and management of strategic projects and change programmes.

We have extended the role of the Investment and Resourcing Board to cover the governance of significant change initiatives and projects. This has strengthened the strategic approach to resourcing of programmes and projects.

Our Business Analysts have also worked with project managers to help them carry out analysis of project benefits, along with key stakeholders. This has helped inform scoping of projects and strengthened business cases. They will continue to work with project managers following implementation, through to benefits realisation exercises.

d. Capacity Planning

The introduction of the formal capacity planning process linked to service planning has been a positive addition to the Commission's management and planning techniques and tools. The Audit and Risk Assurance Committee concluded that the capacity and workforce planning initiative had helped ensure that the Commission optimises its resources, taking proper account of future demands and changes.

Delivery of strategic goals

Our strong governance arrangements have contributed directly to a number of the achievements against our strategic goals set out in the **Our performance: analysis** section at pages 23 to 57 of this report. For example:

- robust capacity planning which enabled effective scrutiny of Assembly legislation as well as the draft Wales Bill;
- an Internal Audit review of bilingual services which identified areas for further strengthening; and
- the substantial due diligence applied to the planning for the Fifth Assembly.

Financial management and performance

Our financial management and performance reflects the Commission's continuous improvement ethos. We have made further improvements in financial reporting and forecasting to provide the flexibility to make best use of our available budget.

We have further strengthened financial management, reporting and control during the year. We have:

- increased the finance team's capacity, skills and resilience;
- reduced time taken in issuing reports;
- improved reconciliation processes; and
- met key performance indicators.

Both the Financial Accounts and Policy and Planning and Performance teams have been subject to Internal Audit reviews during the year. Both reviews resulted in a strong assurance rating, evidencing the comprehensive work carried out to maintain the Commission's internal control environment.

Through 2015-16 we have worked constructively with the Wales Audit Office to address areas which have been highlighted as requiring attention for improvement in previous years. We have liaised positively with the audit team to reach agreement on the appropriate accounting treatment in a number of technical areas.

We have also produced interim financial statements within a week of the November period end. This is good practice and was welcomed by the Wales Audit Office and the Audit and Risk Assurance Committee.

We set the key financial performance indicator at the same challenging target as for previous years: delivering an underspend to within 1 per cent of the budget. The Commission's focus on delivering Value for Money continued and for the fifth consecutive year we exceeded our target savings and we also increased the contribution from operating expenditure other than staff.

During 2015-16, the Commission was scrutinised on its budget and performance by the Finance Committee and the Public Accounts Committee. Both Committees welcomed the Commission's open and transparent approach.

Compliance with governance principles

The Commission has adopted a set of governance principles and supporting provisions, which are consistent with the UK Corporate Governance Code and the International Framework: Good Governance in the Public Sector and are used to guide the work of the Commission and its staff. The Commission has complied with these principles. The Assurance section describes how evidence of this has been gathered through assurance statements and use of the Assurance Framework.

Risk identification and management

The system of internal control is based on a continuous process designed to identify and prioritise the risks to the achievement of the Assembly's goals and priorities, and compliance with policies and procedures. This involves evaluating the likelihood of those risks being realised and the impact should they be realised, and managing them efficiently, effectively and economically.

During the year, the Commission's Management Board carried out a thorough risk identification exercise which resulted in several new risks being added to the Corporate Risk Register. Some of these risks were more static in nature, such as physical security and compliance risks which, although managed effectively by service areas, did not previously have sufficient visibility. Risk owners report regularly on the adequacy of the current controls, the status of the residual risks and any further actions that are required to improve the controls.

In-depth assessments of both physical and cyber security risks, using external expertise, have provided strong assurance on the controls the Commission has in place. We have identified actions to further strengthen these controls, and we will assess these further through Internal Audit reviews in year.

The careful management of risks has been instrumental in helping the Commission plan for political, legislative and constitutional change, and for transition to the Fifth Assembly. The risk management approach has also resulted in the development of robust capacity planning to ensure the Commission has sufficient resources to deliver on its strategic goals and corporate priorities and that its resources are used to the best effect.

The Audit and Risk Assurance Committee maintained an overview of the effectiveness of risk management arrangements and has considered selected corporate risks in more detail throughout the year. The Committee welcomed the continual assessment of risks and the increased visibility of the more static risks the Commission faces.

The Commission's goals have evolved over the course of the Third and Fourth Assembly and are likely to continue to be relevant in providing a focus for the new Commission's ambitions for the Fifth Assembly. The early stages of the Fifth Assembly will present a range of challenges and risks, including greater uncertainty about future budgets now that the long-term budget strategy set in 2011 has come to an end. The Commission will continue to influence the further constitutional change, including ensuring that the Commission's priorities for institutional reform are delivered. At the same time, the Commission will need to ensure the Assembly is well placed for the start of the new financial powers coming into effect with the implementation of the *Wales Act 2014*. Internally there will be important projects such as developing a digital parliament. All of this will require effective risk management.

Assurance

The Commission has an Audit and Risk Assurance Committee consisting of two independent advisers, one of whom is the Chair, a further independent committee member and the Assembly Commissioner with responsibility for finance and governance. The Committee, which acts in an advisory capacity and has no executive powers, met five times during the year. Its activity during the year focused on Internal and External Audit reports, including updates on the implementation of recommendations, the Commission's Annual Report and Accounts, reports on risk management, and the governance and internal control arrangements. The Committee has extended its meeting times to enable it to cover business in sufficient detail.

The formalised documentation of the Commission's Assurance Framework has added clarity and further understanding on how the Commission obtains assurance that its internal controls are robust and effective. It is now being actively used to help gather evidence on levels of assurance to inform service-level assurance statements, which in turn inform Directorate-level assurance statements. Scrutiny and challenge of the process for gathering evidence of assurance, as well as the resulting assurance statements, by one of our independent advisers added a further layer of assurance.

The Audit and Risk Assurance Committee has concluded that the framework illustrates the overall strength of the Commission's sources of assurance.

The Committee has been satisfied with the approach to internal audit, particularly: the assurances from the Head of Internal Audit; the joint working protocol between the Wales Audit Office and Internal Audit, which underpins their strong working relationship; the engagement with Internal Audit throughout the Commission; and the commitment by management to implementing Internal Audit recommendations. Overall, there is a focused and co-ordinated audit and assurance service.

The Internal Audit plan for 2015–16 sought to strike the balance of giving assurance over key systems and processes such as procurement and key financial controls, while also providing the Commission with assurance over areas of strategic importance such as public engagement and enhanced bilingual services.

The Internal Audit reports have identified a number of areas where the Commission demonstrates how it follows good practice in terms of the systems and controls it has established. However, where weaknesses or issues are identified management continue to take positive action to address audit recommendations.

Based on the audit programme, the Internal Audit's 2015-16 Annual Report and Opinion stated that 'the Assembly Commission has adequate and effective risk management, control and governance processes to manage the achievement of its objectives'.

During 2015–16 the Head of Internal Audit has reviewed the Commission's policies in relation to fraud and whistleblowing to ensure that they are up to date and relevant. He has also attended events at Public Concern at Work and the Wales Audit Office on the subject of whistleblowing. The Commission's policy was benchmarked against those from private and public sector organisations and the Commission's policy was found to compare favourably. Further fraud awareness training has also been given to finance staff across the organisation during 2015–16.

There have been no fraudulent or whistleblowing incidents during the year.

The Commission carries out formal compliance monitoring against legal and regulatory obligations, reports on which are published on the Commission's website. Examples of this are the Annual

Equalities Report, the Official Languages Scheme Annual Compliance Report and the Annual Environmental Report.

The Commission uses a variety of external sources of assurance. In a year of considerable change, the Commission has engaged with its independent advisers and a number of other individuals to provide external challenge to processes and to provide assurance on forward planning.

The results of independent external recognition are also important to the Commission as they reflect the culture and environment in which Commission staff work. The Commission:

- continues to hold gold accreditation from Investors in People (IIP);
- is ranked third in Stonewall’s Workplace Equality Index of top employers in the UK for 2016 and was named Stonewall Cymru’s Top Public Sector Employer in Wales for the third year running;
- retained Action on Hearing Loss’s Louder than Words charter mark and won the Excellence Wales silver award;
- retained the National Autistic Society’s Access Award;
- was a finalist for the first time at the Top Employers Special Awards 2015 for embedding flexible working and featured in the Equal Opportunities Review journal; and
- was named a Top 30 employer by Working Families.

The Commission has also retained Level 5 of the Green Dragon Environmental Standard, after a successful audit in early 2016, in recognition of its environmental policies and continual environmental improvements.

We also use external benchmarking to measure the effectiveness of our internal processes. We relaunched the annual staff survey this year in support of our key principles of transparency, benchmarking and engagement. The engagement score from the survey was the highest across Civil Service comparators in Wales.

Review of effectiveness of internal control and governance arrangements

Core to the review of the effectiveness of the governance arrangements was a self-review process completed by the Management Board in February 2016. This review considered the outcome of a detailed assurance mapping exercise as well as the assurance statements from Directors and Heads of Service. It covered assurances on:

- progress against key achievements;
- awareness of and compliance with governance principles, rules and procedures and the effectiveness of the governance arrangements;
- management of risks;
- progress against areas identified for improvement; and
- how the delivery of service plan objectives has been monitored.

The outcome of the review was used to inform this statement and was considered by the Audit and Risk Assurance Committee after the end of the financial year, before the financial statements were signed.

A review of the Commission's approach to organisational efficiency, effectiveness and value for money has been carried out and presented a range of evidence to show that the Commission is an organisation that is tightly managed and efficient in its use of resources and that efficiency and effectiveness are integral to delivering excellent services. The Commission is committed to ensuring that all new change initiatives are delivered on the basis of a cost/benefit assessment, that service and capacity planning reviews proceed on the basis of maximising the use of resources to deliver the Commission's strategy and goals and that there is constant challenge to demonstrate value for money.

In terms of the Commission's effectiveness in its role as the governing board, a report produced by the Commission's Head of Internal Audit in January 2016 consolidated the conclusions of the three effectiveness reviews carried out during the course of the Fourth Assembly. The report highlights the effective ways in which the current Commission has been able to discharge its functions. It included a number of suggestions for the incoming Commission, which are aimed at supporting the Commission in its ongoing development as a high performing and effective governing board in the Fifth Assembly.

Areas of focus and development for 2016-17

Drawing on the outcomes of audit and assurance work, and building on progress over the last year, areas of focus and development for 2016-17 will include:

- continued focus on capacity and service planning to enable us to react flexibly to emerging demands given the amount of change we will face;
- continued focus on capacity and capability for bilingual services; and
- responding to the different ways the public are engaging with the Assembly.

We will prepare a plan setting out the actions needed to address these areas, and we will report on progress to the Audit and Risk Assurance Committee.

Concluding statement

In summary, I am confident that we have developed a very high standard of governance, with elements that are an exemplar for others. I am satisfied that we have addressed, or are in the process of addressing, the weaknesses identified through our assurance processes. I am also satisfied that over the course of the year we have operated and developed effectively the systems and processes within our governance framework.

Claire Clancy

Chief Executive and Clerk of the Assembly

Date: 11 July 2016



10 years of the Senedd: 2006-2016

The audience at 'An evening in conversation with Lord Richard Rogers', an event to mark 10 years since the opening of the Senedd.

Our accountability: remuneration and staff

Remuneration and staff report

This section of the report sets out financial information and commentary about Commission office-holders, staff and others paid by the Commission.

Remuneration Policy

The Remuneration Board (the Board) established by the National Assembly for Wales Remuneration Measure 2010 has responsibility for setting Members' Pay and Allowances. The Board became operational in September 2010. Four members of the Board (Mary Carter, Stuart Castledine, Professor Monojit Chatterji and Professor Laura McAllister) received a day rate of £185. The Chair of the Board, Sandy Blair CBE DL, received a day rate of £243. Appointments to the Board are normally for a five-year term. However, Professor McAllister was appointed for one year only in July 2014 so that all contracts ended during 2015.

New appointments were made during the period, with a handover taking place in September 2015. Four members of the Board (Dame Jane Roberts, Roger Williams, Trevor Reaney and Michael Redhouse) receive a day rate of £267. The Chair of the Board, Dame Dawn Primarolo, receives a day rate of £333. All contracts are due to end in 2020.

The Board's report, *Fit for Purpose*, published in March 2011, concluded that the 2010–11 Assembly Members' salary of £53,852 should be fixed for four years from the start of the Fourth Assembly. This level of salary has been confirmed in its subsequent Determinations on Members' Pay and Allowances. A subsequent Determination, published in April 2015, set Members' base salary for the 2015–16 financial year at £54,391. The following positions were entitled to additional salaries as follows:

	From 1 April 2015	From 1 April 2011
Presiding Officer	£41,949	£41,949
Deputy Presiding Officer	£26,385	£26,385
Assembly Commissioners	£12,420	£12,420
Chairs of committees ⁵	£12,420	£12,420
Chairs of other committees ⁶	£8,280	£8,280

This table is subject to audit

From May 2011, a leader of a political group without an executive role received an additional office holders' allowance calculated using a base level of £12,420 plus an additional £1,000 for every member of the group to a maximum salary of £41,949. The resulting range of the office holders' allowance was £17,420 - £26,420.

⁵ Committees were Children, Young People and Education; Environment and Sustainability; Health and Social Care; Communities, Equality and Local Government; Enterprise and Business; Constitutional and Legislative Affairs; Finance; and Public Accounts.

⁶ Other committees were Petitions and Standards of Conduct.

From April 2011, the start of the Fourth Assembly, political groups appointed Business Managers. Business Managers received an additional office holders' salary calculated using a base level of £6,210 plus an additional £250 for every member of the group to a maximum salary of £12,420. The resulting range of the office holders' allowance was £7,460 – £12,420.

Of the Members entitled to additional salaries in 2015–16, one did not draw her full entitlement for the full year (in 2014–15 three Members did not draw their full entitlement for the year).

The Commission does not provide any benefits-in-kind. Assembly Members are members of the National Assembly for Wales Members' Pension Scheme for which separate annual accounts are published via the Assembly website www.assembly.wales.

The Commission pays the salaries and related costs of Welsh Ministers and the Counsel General and they are charged to the Commission's resource accounts for administrative efficiency. The Welsh Government Consolidated Resource Accounts contain the disclosure information.

In its review of the remuneration package available to Assembly Members for the Fifth Assembly, the Board reviewed the base salary and noted that the significant increase in ordinary Members' responsibilities was not reflected in the previous Determination. In its Determination for the Fifth Assembly, which was published in May 2015, the Board concluded that base salary should be set at £64,000 from May 2016. It has set salaries to reflect the changing weight of the additional responsibilities Members will carry and has increased the salaries paid to office holders in the legislature relative to those in the Government. The changes the Board is making to the Members' Pension Scheme will reduce the range and size of benefits provided by the scheme and the cost to the taxpayer, while requiring Members to pay more. Overall, the total cost of additional salaries for office holders will reduce.

Commission office holders

The Commission was established in May 2007 under Section 27 of the *Government of Wales Act 2006* (the 2006 Act). The Commission is made up of five Commissioners: the Llywydd (Presiding Officer), who chairs the Commission, and four other Assembly Members appointed by the Assembly.

The following were elected or appointed in May and June 2016:

Elin Jones AM

Elected 11 May 2016

Suzy Davies AM

Appointed 8 June 2016

Joyce Watson AM

Appointed 8 June 2016

Dai Lloyd AM

Appointed 8 June 2016

Caroline Jones AM

Appointed 8 June 2016

The Commissioners during 2015–16 were:

Dame Rosemary Butler AM

Elected 11 May 2011

Term of office ended on 11 May 2016

Rosemary Butler attended ten out of ten Commission meetings

Angela Burns AM

Appointed 25 May 2011

Term of office ended on 8 June 2016

Angela Burns attended eight out of ten Commission meetings

Peter Black AM

Reappointed 25 May 2011

Term of office ended on 8 June 2016

Peter Black attended ten out of ten Commission meetings

Sandy Mewies AM

Appointed 25 May 2011

Term of office ended on 8 June 2016

Sandy Mewies attended nine out of ten Commission meetings

Rhodri Glyn Thomas AM

Appointed 25 May 2011

Term of office ended on 8 June 2016

Rhodri Glyn Thomas attended ten out of ten Commission meetings

Commissioners have other Assembly responsibilities which prevent them from attending Commission meetings from time to time. A Register of Financial and Other Interests of Assembly Members is available at www.assembly.wales and www.cynulliad.cymru.

The Commission had portfolio arrangements with Commissioners taking a lead interest in specific issues (see pages 4 to 5).

The Assembly Commissioners, other than the Presiding Officer, were entitled to an annual salary of £12,420 in addition to their Assembly Member pay. Their pension details are not included in the details below because only part of their remuneration related to their roles as Commissioners. Their accrued pension and Cash Equivalent Transfer Values (CETV) as Commissioners cannot be disaggregated from the total amounts accrued.

The salary costs for the Presiding Officer and Deputy Presiding Officer are a direct charge on the Welsh Consolidated Fund.

Name and title	Salary 2015–16	Salary 2014–15	Real increase in pension ⁷	Total accrued pension ⁸	CETV at 31/3/16	CETV at 31/3/15 ⁹	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Rosemary Butler AM –Presiding Officer)	95-100	95-100	2.5-5	30-35	480	456	29
David Melding AM –Deputy Presiding Officer (service started 12/5/2011)	80-85	80-85	2-2.5	25-30	321	284	20

This table is subject to audit.

The CETV and the real increase in CETV figures were reported incorrectly last year. The '*CETV at 31 March 2014*' was previously shown as £428,000 for Dame Rosemary Butler. This is restated as £441,000. Her '*Real increase in CETV*' was shown as £36,000 and this is restated as £23,000. The '*CETV at 31 March 2014*' was previously shown as £278,000 for David Melding and this is restated as £280,000. His '*Real increase in CETV*' was shown as £18,000 and this is restated as £15,000. The CETV figures at 31 March 2014 have increased because they now reflect the revaluation of the deferred Office Holder element of the Member's pension which was previously omitted from the 2014 CETV figures. The Real increase in the CETV figures shown in the 2014/2015 Accounts are lower than previously stated because the starting figures i.e. the CETV figures at 31 March 2014, have increased which results in a smaller increase in the CETV figures between 2014 and 2015.

The Clerk of the Assembly (appointed under Section 26 of the 2006 Act) is the Chief Executive of the Commission and its Principal Accounting Officer. In practice the Commission has delegated its operational responsibilities to the Chief Executive and Clerk, with some exceptions. Its staff are appointed under paragraph 3 of Schedule 2 to the 2006 Act. The Commission is independent of Ministers of the Welsh Government.

The Commission has a duty to ensure that the Assembly is provided with the property, staff and services it requires to undertake its statutory obligations. This ensures the Assembly and its committees can convene, encourages public awareness of and engagement with the democratic process and supports the aspiration to make the Assembly an accessible and effective parliamentary body that inspires the confidence of the people of Wales.

⁷ Real increase in pension and related lump sum at pension age

⁸ Total accrued pension at pension age and related lump sum at 31 March 2016

⁹ The actuarial factors used to calculate the CETV were revised during 2015–16. The CETV at 31 March 2016 and 31 March 2015 have both been calculated using the new factors; for consistency the CETV as at 31 March 2015 therefore differs from the corresponding figure in last year's report, which was calculated using the previous factors.

Independent Advisers and Committee members

The Commission has appointed advisers to provide independent, constructive challenge to the Assembly Commission. They do this through attending Audit and Risk Assurance Committee, Remuneration Committee and relevant Commission meetings, as well as providing input to other areas of the Commission's work. There are four independent advisers and one independent committee member. The advisers receive non-pensionable emoluments of £5,000 per annum with £7,000 per annum for the Chair of the Audit and Risk Assurance Committee, and £6,250 per annum for the Chair of the Remuneration Committee.

Independent Advisers

- **Mair Barnes** (November 2007 – November 2016)
- **Eric Gregory** (November 2012 – October 2018) Eric Gregory attended five out of five Audit and Risk Assurance Committee meetings and one out of one Remuneration Committee meetings
- **Helena Feltham** (November 2012 – October 2018) Helena Feltham attended one out of one Remuneration Committee meetings
- **Keith Baldwin** (November 2012 – October 2018) Keith Baldwin attended four out of five Audit and Risk Assurance Committee meetings and one out of one Remuneration Committee meetings

The Independent advisers do not attend all Commission meetings. They attend relevant meetings that correspond to their individual responsibilities.

Committee member

- **Hugh Widdis** (November 2013 – October 2016) Hugh Widdis attended five out of five Audit and Risk Assurance Committee meetings

Remuneration Committee

The Commission has a Remuneration Committee consisting of at least three members who are independent of the Assembly Commission and its staff and do not have personal or business interests in the functions of the Committee. One or two members must be drawn from the Assembly Commission's Audit and Risk Assurance Committee. The Remuneration Committee ensures that the Commission meets the highest standards of probity and accountability for the use of public funds and, specifically, for appraisal and remuneration policies and systems.

The Committee's members during the period ended 31 March 2016 were:

- **Helena Feltham**, Chair of the Remuneration Committee (from April 2014) and Independent Adviser
- **Keith Baldwin**, Independent Adviser
- **Eric Gregory**, Independent Adviser

During the period the Committee met once on 20 April 2015.

Commission senior staff

Appointments of Commission staff, on terms and conditions set by the Commission, are made on merit on the basis of fair and open competition. These principles are in line with civil service arrangements. Staff are not members of the Civil Service but are entitled to membership of the Principal Civil Service Pension Scheme (PCSPS).

The Commission's senior staff are shown in the table below. These director-level posts were agreed in accordance with the Commission's Instrument of Delegation. Directors have declared that they hold no significant third party interests that may conflict with their duties.

The senior managers covered by this report hold appointments which are open-ended. Early termination, other than for misconduct or resignation, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Name	Title
Claire Clancy	Chief Executive and Clerk of the Assembly <i>Claire Clancy attended five out of five Audit and Risk Assurance Committee meetings, ten out of ten Commission meetings and one out of one Remuneration Committee meetings</i>
Adrian Crompton	Director of Assembly Business
Dave Tosh	Director of Resources <i>Dave Tosh attended five out of five Audit and Risk Assurance Committee meetings</i>
Elisabeth Jones	Director of Legal Services
Craig Stephenson	Director of Commission Services
Nicola Callow	Director of Finance <i>Nicola Callow attended five out of five Audit and Risk Assurance Committee meetings</i>

Aside from the Chief Executive and Clerk of the Assembly, the directors do not attend all Commission and Committee meetings. The directors attend relevant meetings that correspond to their individual responsibilities. Unless otherwise stated the directors hold appointments which are open-ended.

Single total figure of remuneration

Name	Salary (£'000)		Pension benefits (to the nearest £1,000) ¹⁰		Total (£'000)	
	2015-16	2014-15	2015-16	2014-15	2015-16	2014-15
Claire Clancy	145-150	145-150	59	37	205-210	180-185
Adrian Crompton	120-125	120-125	56	35	175-180	155-160
Dave Tosh ¹¹	105-110	105-110	49	100	150-155	205-210
Elisabeth Jones	95-100	95-100	36	34	130-135	125-130
Steven O'Donoghue	-	5-10	-	16	-	20-25
Craig Stephenson ¹²	80-85	70-75	61	85	145-150	155-160
Nicola Callow	65-70	60-65	43	43	110-115	100-105

Salary includes gross salary, overtime, recruitment and retention allowances.

Steven O'Donoghue left on 25 April 2014. Nicola Callow was appointed from 26 April 2014 and Craig Stephenson was appointed from 6 May 2014.

The Chief Executive and Clerk of the Assembly and the directors do not receive any bonus payments or benefits-in-kind.

Nicola Callow left the Assembly Commission on 21 April 2016 under agreed terms and the cost of £70,000 is provided for within the 2015-16 accounts and has been paid in 2016-17.

This table is subject to audit.

¹⁰ The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.

¹¹ The 2014-15 pension benefits have been restated as they had previously been based on earnings that included a duplicated allowance

¹² The 2014-15 pension benefit value and total single figure of remuneration have been restated due to a retrospective salary award.

Commission staff salaries

The relationship between the mid-point of the banded remuneration of the highest-paid director during the year ended 31 March 2016 and the median remuneration of the Commission staff is disclosed in the following table. Salaries are the annualised, full time equivalent remuneration of all staff (including agency and temporary staff) as at 31 March 2016. They do not include Employer's National Insurance or Superannuation contributions. There were no benefits-in-kind or performance related bonuses payable in 2015–16 or in 2014–15.

	2015–16 Salary £	2014–15 Salary £
Band of highest paid director	145,000-150,000	145,000-150,000
Median total remuneration	31,031	29,475
Ratio	4.75	5.0

This table is subject to audit.

The banded remuneration of the highest-paid director in the National Assembly for Wales Commission at 31 March 2016 was £145,000 to £150,000 (2014–15 £145,000 – £150,000). This was 4.75 times (2014–15 5.0) the median remuneration of the workforce, which was £31,031 (2014–15 £29,475).

In 2015–16, and 2014–15 there was no remuneration paid in excess of the highest-paid director. Remuneration ranged from £17,000, which ensured that employees received a Living Wage, to £150,000 (2014-15 £15,000 to £150,000).

Total remuneration includes salary. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

Pensions

Senior management – pension benefits

Name and title	Real increase in pension ¹³	Total accrued pension ¹⁴	CETV at 31 March 2016 ¹⁵	CETV at 31 March 2015	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000
Chief Executive and Clerk of the Assembly					
Claire Clancy	2.5-5 plus lump sum of 7.5-10	70-75 plus lump sum of 210-215	1,564	1,403	57
Director of Assembly Business					
Adrian Crompton	2.5-5 plus lump sum of 0-2.5	40-45 plus lump sum of 115-120	751	657	29
Director of Resources					
Dave Tosh	2.5-5.0	30-35	441	376	24
Director of Legal Services					
Elisabeth Jones	2.5-5.0	30-35	624	538	32
Director of Commission Services					
Craig Stephenson	2.5-5 plus lump sum of 7.5-10	35-40 plus lump sum of 105-110	690	587	50
Director of Finance					
Nicola Callow	0-2.5 plus lump sum of 0-2.5	15-20 plus lump sum of 40-45	260	213	24

This table is subject to audit.

¹³ Real increase in pension and related lump sum at pension age

¹⁴ Total accrued pension at age 60 and related lump sum at 31 March 2016

¹⁵ The factors used to calculate the CETV were reviewed by the scheme actuary in 2015, so the tables of factors used to calculate the CETV in 2015 are not the same as those used to calculate the CETV in 2016.

Civil Service pensions

Pension benefits for Assembly staff are provided through the Civil Service pension arrangements. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date all newly appointed civil servants and the majority of those already in service joined alpha. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: three providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension age of 60; and one providing benefits on a whole career basis (nuvos) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 will switch into alpha sometime between 1 June 2015 and 1 February 2022. All members who switch to alpha have their PCSPS benefits banked, with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha, the figure quoted is the combined value of his or her benefits in the two schemes.)

Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a "money purchase" stakeholder pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and range between 3 per cent and 8.05 per cent of pensionable earnings for members of classic (and members of alpha who were members of classic immediately before joining alpha) and between 4.6 per cent and 8.05 per cent for members of premium, classic plus, nuvos and all other members of alpha. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years' initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. Classic plus is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos a member builds up a pension based on his or her pensionable earnings during the period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3 per cent of his or her pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. Benefits in alpha build up in a similar way to nuvos, except that the accrual rate is 2.32 per cent. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the *Finance Act 2004*.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3 per cent and 12.5 per cent up to 30 September 2015 and 8 per cent and 14.75 per cent from 1 October 2015 (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3 per cent of pensionable salary (in addition to the employer's basic contribution). Employers also

contribute a further 0.8 per cent of pensionable salary up to 30 September 2015 and 0.5 per cent of pensionable salary from 1 October 2015 to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium and classic plus, 65 for members of nuvos, and the higher of 65 or State Pension Age for members of alpha. (The pension figures quoted for senior staff show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of his or her benefits in the two schemes, but note that part of that pension may be payable from different ages.)

Further details about the Civil Service pension arrangements can be found at the website www.civilservicepensionscheme.org.uk

The Cash Equivalent Transfer Value (CETV)

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme, an arrangement to secure pension benefits in another pension scheme, or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in his or her former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of his or her total membership of the pension scheme, not just the service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of buying additional pension benefits at his or her own cost. CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real increase in CETV

This reflects the increase in CETV that is funded by the Commission. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Pension liabilities

The treatment of pension liabilities and details of the relevant pension schemes are set out in the Statement of Accounting Policies within these accounts.

Voluntary Exit Scheme

Details of obligations arising as a result of the VES can be found in Note 2 D.

Staff numbers

Staff numbers by category

All senior managers and staff are employees of the Commission. The average number of full time equivalent persons employed by the Commission across the year (including senior management) was as follows:

	2015-16	2014-15
Employed staff	402.27	383.17
Seconded staff	4.00	3.5
Temporary/casual staff	22.05	21.48
Total	428.32	408.15

At the end of the financial year, the Commission employed the following numbers of full time equivalent staff:

	31 March 2016	31 March 2015
Employed staff	413.29	391.24
Seconded staff	2.00	6.0
Agency	18.98	25.12
Total	434.27	422.36

Staff composition by gender and band

	31 March 2016	31 March 2015
Female		
Directors	3	3
Staff	231	233
Total	234	236
Male		
Directors	3	3
Staff	213	207
Total	216	210

**In the tables above staff employed are reported as full time equivalent numbers. However, the gender breakdown is reported as actual numbers.*

Independent advisers are not included in the FTE figures above.

Travel and subsistence

Details of claims made by and on behalf of the Chief Executive and directors for travel and subsistence and other business expenses over the last two years can be found in Note 15 on page 125.

Equality and diversity

Information on equality and diversity can be found in the **Using resources wisely section** of **Our performance: analysis**.

Health, safety and well-being

Information on health, safety and well-being can be found in the **Using resources wisely section** of **Our performance: analysis**.

Claire Clancy

Chief Executive and Clerk of the Assembly

Date: 11 July 2016



10 years of the Senedd: 2006-2016

S4C's Sioe Cyw performing for families at the Senedd.



10 years of the Senedd: 2006-2016

Ivan Harbour addressing delegates from the Royal Society of Architects in Wales at the Pierhead in an event to mark 10 years since the opening of the Senedd.

Our accountability: accountability and audit

Statement of National Assembly for Wales supply and supporting notes

a) Summary of outturn 2015–16

		2015–16			£'000			Outturn 2014–15 £'000	
Note	Budget			Outturn			Net total outturn compared with budget: under spend/(excess)		
	Expend	Income	Total	Expend	Income	Total			
Resources for use by the National Assembly for Wales Commission	SOS 01	36,900	(300)	36,600	37,472	(190)	37,282	(682)	37,211
Resources in respect of Remuneration Board decisions	SOS 01	14,500	-	14,500	13,453	-	13,453	1,047	13,325
Annually Managed Expenditure	SOS 01	1,200	-	1,200	1,495	-	1,495	(295)	932
		52,600	(300)	52,300	52,420	(190)	52,230	70	51,468

This table is subject to audit

b) Net cash requirement 2015–16

			2015–16	2014–15
			£'000	£'000
			Net total outturn compared with budget: under spend /(excess)	
Note	Budget	Outturn		Outturn
Net cash requirement SOS 03	46,500	46,255	245	45,804

This table is subject to audit

Explanations of variances between the approved budget and outturn are given in SOS 01 and in the Performance Report.

c) Income payable to the Welsh Consolidated Fund

The income payable to the Welsh Consolidated Fund comprises bank interest receivable and income in excess of the authorised amount.

In 2015–16 there was no excess income or bank interest receivable. (£0 2014–15).

Notes to the Resource Accounts

(Statement of National Assembly for Wales' supply)

SOS 01. Analysis of net resource outturn 2015–16

	Outturn £'000	Analysis of approved budget £'000	Outturn compared with budget £'000	Outturn 2014–15 £'000
<i>Revenue expenditure</i>				
Staff salaries and related costs	18,653	18,550	(103)	17,664
Accommodation and facilities costs	8,833	7,509	(1,324)	9,356
ICT costs	2,559	2,758	199	3,343
Other costs	1,652	1,198	(454)	1,568
Training and development costs	273	380	107	370
Promoting awareness and understanding	296	368	72	286
Staff travel and subsistence costs	163	134	(29)	159
Other HR costs	740	103	(637)	119
Election costs	427	500	73	-
Depreciation and amortisation charges	3,340	4,700	1,360	4,009
Adjustment*	0	(300)	(300)	-
Gross revenue expenditure	36,936	35,900	(1,036)	36,874
<i>Revenue income</i>				
Sales - the Assembly shop	(15)	-	15	(13)
Accommodation rental income	(79)	-	79	(80)
Miscellaneous income	(96)	(300)	(204)	(130)
Gross revenue income applied	(190)	(300)	(110)	(223)
NET REVENUE EXPENDITURE	36,746	35,600	(1,146)	36,651
CAPITAL EXPENDITURE	536	1,000	464	560
(Creation of fixed assets)				
NET RESOURCE OUTTURN	37,282	36,600	(682)	37,211
(Commission expenditure)				
Members' salaries allowances and related costs	13,453	14,500	1,047	13,325
Members' Pension finance costs	1,495	1,200	(295)	932
TOTAL NET RESOURCE OUTTURN	52,230	52,300	70	51,468

This table is subject to audit

*An explanation of this adjustment can be found on the following page.

Analysis of net resource outturn – notes

The net resource outturn for 2015–16 was £52.23 million against a budget of £52.30 million resulting in an underspend of £0.07 million (0.1 per cent).

Our aim was to deliver the year-end outturn underspend within 1.0 per cent of the total budget and deliver £500,000 Value for Money savings as part of a proactive and efficient approach to budget management.

One of the primary contributing factors to enable such close control of the finances is the utilisation of forward work plans of services with large budget allocations - primarily Estates and Facilities Management and ICT. Both services have large remits and extensive ongoing budget commitments. Working with these services to prioritise their plans has enabled flexible management of expenditure such that resources have been used in the most appropriate way.

The capacity planning exercise, which was undertaken to assess the current staff resource against current and future work pressures, identified a need to further invest in the Commission workforce. A mixture of permanent and temporary new posts were approved during the year to support the Commission going forward. The financial impact of these will be felt more in the next financial year as the Fifth Assembly brings an increase in the roles and responsibilities of the Commission.

The underspend on the Members' Salaries and Allowances budget is £1.047 million (7.2 per cent). This underspend has been used to accelerate expenditure, particularly in the maintenance and upkeep of the estate for which there is a comprehensive and extensive rolling programme of works.

The move from an external ICT provider to an in-house team has reduced the baseline operational costs of ICT services during 2015–16. This reduction enabled £840,000 to be reinvested back into the service to improve the service delivery. The result is that the Commission has an in-house ICT service which is robust, fit for purpose and able to respond to changing needs in a timely and efficient manner whilst delivering real value for money for the organisation.

Depreciation for the year was lower than anticipated, primarily due to a reclassification of ICT expenditure from capital to revenue. This was due to the significant business change in the ICT service with the successful transition to a complete in-house service provision.

Budget Adjustment

The 2015-16 Assembly Commission budget document contained a transposition error. The total net outturn figure in that document was £300,000 higher than the figure included in the 2015-16 formal budget motion. The difference of £300,000 has been included as an adjustment above to ensure that the total in the budget column equates to the resources that were formally authorised by the Assembly. The net cash requirement is not affected.

SOS 02. Reconciliation of outturn to net operating expenditure

	Note	2015-16 £000	2014-15 £'000
Net resource outturn	SOS 01	52,230	51,468
Capital expenditure	4 and 5	(536)	(560)
Direct charges on the Welsh Consolidated Fund		682	645
Income payable to the Welsh Consolidated Fund	SOS 05	-	-
Net operating expenditure		52,376	51,553

This table is subject to audit

The direct charges on the Welsh Consolidated Fund £682,045 (£645,340 for 2014–15) are in respect of the salary costs of the Presiding Officer, Deputy Presiding Officer, Auditor General for Wales, Standards Commissioner, Public Services Ombudsman for Wales and the Wales Audit Office Chair. These salaries are paid by the Commission but, as a direct charge on the Fund, are excluded from the net resource outturn.



10 years of the Senedd: 2006-2016

David Melding AM receiving the annual St David's Day message from pupils of Ysgol Dewi Saint, St Davids.

Certificate and Report of the Auditor General for Wales to the Assembly

I certify that I have audited the financial statements of the National Assembly for Wales Commission (the Commission) for the year ended 31 March 2016, under the *Government of Wales Act 2006*.

These comprise the Statement of National Assembly for Wales Supply, Statement of Comprehensive Net Expenditure, Statement of the Financial Position, Statement of Cash Flows, Statement of Changes in Taxpayers' Equity, and related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of the Principal Accounting Officer and the Auditor General for Wales

As explained more fully in the Statement of Principal Accounting Officer Responsibilities, the Principal Accounting Officer is responsible for preparing the Annual Report, which includes the Remuneration Report and the financial statements, in accordance with the *Government of Wales Act 2006* and HM Treasury directions made there under and for ensuring the regularity of financial transactions. My responsibility is to audit, certify and report on the financial statements and the part of the remuneration report to be audited in accordance with applicable law and with International Standards on Auditing (UK and Ireland). These standards require me to comply with the Financial Reporting Council's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Commission's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Commission, and the overall presentation of the financial statements.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income have been applied to the purposes intended by the National Assembly for Wales and the financial transactions conform to the authorities which govern them.

In addition I read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements, and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my report.

Opinion on financial statements

In my opinion the financial statements:

- give a true and fair view of the state of the Commission’s affairs as at 31 March 2016 and of its net cash requirement, net resource outturn and net operating cost, for the year then ended; and
- have been properly prepared in accordance with HM Treasury directions issued under the *Government of Wales Act 2006*.

Opinion on regularity

In my opinion, in all material respects, the expenditure and income have been applied to the purposes intended by the National Assembly for Wales and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Opinion on other matters

In my opinion:

- the part of the Remuneration Report to be audited has been properly prepared in accordance with HM Treasury directions made under the *Government of Wales Act 2006*; and
- the information which comprises the Annual Report is consistent with the financial statements.

Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- the Annual Governance Statement does not reflect compliance with HM Treasury guidance;
- proper accounting records have not been kept;
- the financial statements are not in agreement with the accounting records and returns;
- information specified by HM Treasury regarding the remuneration and other transactions is not disclosed; or
- I have not received all of the information and explanations I require for my audit.

Report

I have no observations to make on these financial statements.

Huw Vaughan Thomas
Auditor General for Wales

Date: 12 July 2016



10 years of the Senedd: 2006-2016

Families at an event to mark 10 years since the opening of the Senedd.

Our financial statements

Statement of Comprehensive Net Expenditure

For the year ended 31 March 2016

	Note	2015–16 £'000	2014–15 £'000
Income from operations			
Income from sale of goods and services	SOS 05	190	223
Total operating income		190	223
Members, office holders and staff salary costs	2a	24,716	23,604
Members' other costs	2b	8,149	8,030
Members' Pension finance cost	2a and 9	1,495	932
Depreciation and impairment charges	3	3,340	3,974
Other administration costs	3	14,866	15,236
Total operating expenditure		52,566	51,776
Net operating expenditure		52,376	51,553
Comprehensive net expenditure for the year ended 31 March		52,376	51,553

All activities are continuing.

There are no significant gains or losses other than those included within the Statement of Comprehensive Net Expenditure.

Statement of Financial Position

As at 31 March 2016

	Note	31 March 2016 £'000	31 March 2015 £'000
Non-current assets:			
Property, plant and equipment	4	63,210	65,646
Intangible assets	5	263	631
Total non-current assets		63,473	66,277
Current assets			
Inventories		27	23
Trade and other receivables	6	1,590	1,608
Cash and cash equivalents	7	236	119
Total current assets		1,853	1,750
Total assets		65,326	68,027
Current liabilities			
Trade and other payables	8	(5,338)	(4,012)
Provisions	9	(23)	(37)
Total current liabilities		(5,361)	(4,049)
Non-current assets plus net current liabilities		59,965	63,978
Non-current liabilities			
Provisions	9	(8,683)	(9,216)
Total non-current liabilities		(8,683)	(9,216)
Assets less liabilities		51,282	54,762
Taxpayers' equity and other reserves			
General Fund		47,490	51,434
Pension Fund Reserve		(8,683)	(9,147)
Revaluation Reserve		12,475	12,475
Total equity		51,282	54,762

Claire Clancy

Chief Executive and Clerk of the Assembly

Date: 11 July 2016

The notes on pages 106 to 131 form part of these accounts 101

Statement of Cash Flows

For the year ended 31 March 2016

	Note	2015-16 £'000	2014-15 £'000
Cash flows from operating activities			
Net operating cost	SOS 02	(52,376)	(51,553)
Adjustments for non-cash transactions:			
Depreciation, amortisation and impairment	4 and 5	3,340	4,009
Disposal	4	-	316
(Increase) in inventories		(4)	(4)
Decrease in trade and other receivables	6	18	818
<i>(Decrease)/Increase in provision</i>	9	(39)	3
Increase/(decrease) in trade and other payables	8	1,326	(194)
<i>(Decrease)/Increase in payables relating to items not passing through the Statement of Comprehensive Net Expenditure</i>		(117)	135
Utilisation of provision	9	(44)	(37)
Pension finance costs	9	1,495	932
Net cash outflow from operating activities		(46,401)	(45,575)
Cash flows from investing activities			
Purchase of property plant and equipment	4	(536)	(874)
Net cash outflow from investing activities		(536)	(874)
Cash flows from financing activities			
From the Welsh Consolidated Fund (supply)		46,491	45,923
From the Welsh Consolidated Fund (direct charges)		682	645
Payments to the Welsh Consolidated Fund		(119)	(223)
Net cash inflow from financing activities		47,054	46,345
Net increase/(decrease) in cash and cash equivalents	SOS 03	117	(104)
Cash and cash equivalents at beginning of year	7	119	223
Cash and cash equivalents at end of year	7	236	119

Statement of Changes in Taxpayers' Equity

For the year ended 31 March 2016

	Note	General Fund	Revaluation Reserve	Pension Reserve	Taxpayers' equity
		£'000	£'000	£'000	£'000
Balance at 31 March 2014		55,575	12,475	(4,772)	63,278
Adjustment for prior year WCF supply		31	-	-	31
Pension fund cost	9	-	-	(3,443)	(3,443)
Total recognised income and expense for 2014–15		(51,553)	-	-	(51,553)
Transfer between reserves	9	932	-	(932)	-
Welsh Consolidated fund					
– Supply	SOS 03	46,448	-	-	46,448
– Direct charges		645	-	-	645
Amount payable to the Welsh Consolidated Fund					
– Supply		(644)	-	-	(644)
Balance at 31 March 2015		51,434	12,475	(9,147)	54,762
Pension fund cost	9	-	-	1,959	1,959
Total recognised income and expense for 2015–16		(52,376)	-	-	(52,376)
Transfer between reserves	9	1,495	-	(1,495)	-
Welsh Consolidated Fund					
– Supply (authorised)	SOS 3	46,500	-	-	46,500
– Supply (not drawn)	SOS 3	(9)	-	-	(9)
– Direct charges		682	-	-	682
Amount payable to the Welsh Consolidated Fund					
– Supply		(236)	-	-	(236)
Balance at 31 March 2016		47,490	12,475	(8,683)	51,282



10 years of the Senedd: 2006-2016
Sali Mali entertaining children at the Senedd.

Notes to the Accounts

01. Statement of accounting policies

These financial statements have been prepared on an accruals basis in accordance with the 2015-16 Financial Reporting Manual (FReM) suitably adapted for the constitution of the National Assembly for Wales and the Commission as specified by the *Government of Wales Act 2006*. The accounting policies contained in the FReM follow International Financial Reporting Standards (IFRS) to the extent that it is meaningful and appropriate to the public sector.

Where the FReM permits a choice of accounting policy, the accounting policy which has been judged to be most appropriate to the particular circumstances of the Commission for the purpose of giving a true and fair view has been selected. The Commission's accounting policies have been applied consistently in dealing with items considered material in relation to the accounts. In addition to the primary statements prepared under IFRS, the FReM also requires the National Assembly to prepare two additional statements of supply.

A review of all new standards and interpretations issued and effective in 2015–16 by the International Accounting Standards Board (IASB) and the International Financial Reporting Interpretations Committee (IFRIC) during the year has been completed and proven to not have an impact on the National Assembly for Wales Commission Financial Statements.

Accounting convention

These accounts have been prepared under the historical cost convention, modified to account for the revaluation of fixed assets in accordance with International Financial Reporting Standards (IFRS).

Property, plant and equipment

The minimum level for capitalisation of a tangible asset is £5,000 inclusive of irrecoverable VAT.

The IT threshold (previously £5,000 for the grouped value of assets) is £5,000 for a single item, inclusive of irrecoverable VAT.

This policy change, introduced in 2014–15, is due to ICT services coming in-house, resulting in a change in working practices. The service now operates by delivering continual business improvements rather than the large-scale changes seen previously under the fully outsourced contract. Grouped items purchased in prior years were fully depreciated during 2014–15, the year the Commission exited the contract. These items were derecognised.

Professional valuations are obtained for land and buildings every three years as a minimum. Other tangible assets are not revalued but held at fair value as, in the opinion of the Commission, the amounts involved would not be material.

Asset impairment

Property, plant and equipment are reviewed annually to ensure that assets are not carried above their recoverable amounts. Where these values are less than the carrying amount of the assets, an impairment loss is charged to the Statement of Net Expenditure.

Assets under construction

Assets under construction are carried at historic cost as this is considered to be a satisfactory proxy for fair value. Once brought into use, the asset is transferred to the appropriate asset category and included in subsequent revaluations and impairment reviews.

Intangible assets

Software licences are capitalised as intangible fixed assets and amortised on a straight line basis over the expected life of the asset (three or five years).

Donated assets

Donated assets are capitalised at current value on receipt and are normally revalued in the same way as purchased assets. The value of donated assets is credited with the value of the original donation and subsequent revaluations. The value of Donated Assets is included within the General Reserve in accordance with HM Treasury's guidance under the Clear Line of Sight Programme.

Depreciation

Freehold land, assets under construction, historic documents and records and works of art are not depreciated. Depreciation is provided at a rate calculated to write off the valuation of buildings and other tangible assets by equal instalments over their estimated useful lives. Assets are analysed into relevant component parts to reflect the differing economic lives. Assets are not depreciated in the year of acquisition. Asset lives are normally as follows:

Asset	Asset life
Buildings:	50 years or an alternative period provided by a qualified (RICS) valuer
Fixed plant:	10 years, or an alternative period provided by the supplier at the time of purchase or valuation
ICT, audio visual and broadcasting equipment:	four – six years
ICT infrastructure:	10 years
Intangible assets (software):	three or five years
Motor vehicles:	four years
Donated assets:	Assessed on receipt of asset

Realised element of depreciation from revaluation reserve

Depreciation is charged on the revalued amount of assets. An element of the depreciation, therefore, may arise due to an increase in valuation and would be in excess of the depreciation that would be charged on the historical cost of assets. The amount relating to such an excess would be a realised gain on valuation and is transferred from the Revaluation Reserve to the General Fund, if material.

Asset components

Property assets are reviewed through the triennial professional valuations to confirm whether any part of the asset has a significantly different useful life. Where this is the case the asset will be split into components and the different parts will be depreciated over their respective useful lives.

Assets purchased in the interim period are reviewed by the Finance team and Asset Managers. ICT assets are "grouped" into ICT; audio visual and broadcasting equipment; ICT infrastructure, and intangible assets. The different parts will be depreciated over their respective useful lives.

Statement of comprehensive expenditure

Operating income and costs relate directly to the operating activities of the Commission. Income includes charges for goods and services provided on a full cost basis to external customers. Income and costs are shown net of Value Added Tax where it is recoverable.

The Commission reimburses Members in respect of expenses or costs incurred in each financial year in accordance with the Determination on Members' Pay and Allowances, subject to the various limits on expenses or costs set out in the Determination.

Inventories

Inventories, including goods held for resale in the Commission's shop, are stated at the lower of cost and net realisable value.

Foreign exchange

Transactions which are denominated in a foreign currency are translated into sterling at the exchange rate ruling on the date of each transaction. Foreign currency imprests are translated into sterling at the exchange rate ruling at the time of funding.

Pensions

The Civil Service Pension Scheme

Staff employed directly by the Commission and staff seconded to the Commission are eligible for membership of the Scheme. It is an unfunded multi-employer defined benefit scheme and the Commission is unable to identify its share of the underlying assets and liabilities. The valuation of the Scheme was completed as at March 2012 on 17 July 2014. Amounts payable to the Scheme are charged to the Statement of Comprehensive Net Expenditure when due.

Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation Accounts (<http://www.civilservice.org.uk/about-us/resource-accounts/>).

The Assembly Members' Pension Scheme (AMPS)

A pension scheme for the Members of the Assembly was originally established under the *Government of Wales Act 1998* and continues in force under the *Government of Wales Act 2006*. The scheme is a defined benefit scheme, and applies to the salary of Members and to any office holder salary. The cost of pensions provided for the Members is by payment of charges calculated on an accruing basis, with liability for payment of future benefits charged to the accounts of the AMPS. Any liabilities of the fund arising from a deficit on assets would currently be met through increased funding by the Commission. In reporting on the assets and liabilities of the Scheme, the Commission has followed International Accounting Standard 19. In accordance with IAS 19, the Scheme Trustees are required to undertake a sensitivity analysis for each significant actuarial assumption as of the end of the reporting period, showing how the defined benefit obligation would have been affected by changes in the relevant actuarial assumption at that date.

The AMPS prepares its own annual accounts, separate from the Commission's accounts, and these are available on the Assembly website.

Operating lease charge

Rentals payable under operating leases are charged to the statement of comprehensive expenditure in the period to which they relate.

Value Added Tax

The Commission is treated as a Crown Body for the purposes of the *Value Added Tax Act 1994* and accordingly for the purposes of Section 41 of that Act (application to the Crown) it is treated as a government department, and VAT on goods and services supplied to the Assembly may be recoverable. The Commission is standard rated for VAT on its trading activities, such as the Assembly shop.

Cash and cash equivalents

Cash and cash equivalents comprise cash in hand and current balances with bank and Citibank, which are readily convertible to a known amount of cash and which are subject to insignificant risk to changes in value.

Employee benefits

Salaries, wages and the cost of all employment related benefits, including the liability associated with untaken annual leave, are recognised in the period in which the service is received from employees.

Segmental reporting

We have reviewed our management reports and are satisfied that under the requirements of IFRS 8 we have no additional disclosure to make.

Provisions

The preparation of the financial statements requires various estimates and assumptions to be made that affect the application of accounting policies and reported amounts. The Commission recognises a provision in full in the year that the obligating event occurred. All such estimates and judgments are reviewed on an ongoing basis and any revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future period affected. The most significant areas of estimation and critical judgments are:

- Assembly Member Pension Scheme. Details of the actuarial assumptions can be found in note 02. A and the annual report and accounts for the Pension Scheme.
- Provisions for compensatory payments to staff are based on projections of expected future pension payments. We use the relevant discount rate as set by HM Treasury.
- Dilapidation provision is the assessment of the likely cost of rectifying dilapidation under lease terms of Tŷ Hywel. The Commission considers that the standard of its leased building is kept to such a standard that with the minimal backlog of maintenance and the annual review and agreement to the 10-year forward work programme there is no current need to make a provision for dilapidation.

02. A – Member and staff related costs

Information on Members and staff numbers (and other relevant disclosures) can be found in the Accountability Section – Remuneration and Staff Report.

Member and staff related costs

Staff costs comprise:

	Staff	Members and office holders	Total 2015–16	Total 2014–15
	£'000	£'000	£'000	£'000
Salaries				
Staff, Members and office holders	14,518	4,465	18,983	18,183
Seconded staff	203	-	203	278
Social security costs				
Staff, Members and office holders	1,158	488	1,646	1,588
Other pension costs				
Staff, Members and office holders	3,007	1,033	4,040	3,677
Subtotal Members, office holders and staff salary costs	18,886	5,986	24,872	23,726
Less recoveries in respect of outward secondments	(156)	-	(156)	(122)
Total Members, office holders and staff salary costs	18,730	5,986	24,716	23,604

All staff costs are charged to administration costs

The Commission pays the salary and related costs of the Welsh Ministers, as explained in the Remuneration Report within these accounts. Amounts paid to the Welsh Ministers are disclosed within the Welsh Government's consolidated resource accounts. As at 31 March 2016 there were 60 serving Assembly Members. At the year-end there were 25 office holders (other than Ministers), one First Minister, seven Welsh Ministers, four Deputy Ministers and one Counsel General.

Civil Service Pension Scheme

For 2015–16, employer's contributions of £2.996 million (£2.697million 2014–15) were payable at one of four rates in the range 20 per cent to 24.5 per cent of pensionable pay, based on salary bands. The scheme's actuary reviews employer contributions every four years following a full scheme valuation. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

New employees since 1 April 2015 are eligible to join either alpha or partnership. Alpha is a career average defined benefit pension scheme; partnership is a defined contribution pension scheme.

The partnership pension account is a stakeholder pension arrangement. Contributions due to the partnership pension providers at the Statement of Financial Position date were £3,147 (£3,020 2014–15). There were no contributions prepaid at that date.

Further details about the Civil Service pension arrangements can be found at the website www.civilservicepensionscheme.org.uk.

Assembly Members' Pension Scheme

The pension scheme for Assembly Members provides benefits based on final pensionable pay. The assets of the scheme are held separately from those of the Assembly Commission and are managed by an appointed Investment Manager. A full actuarial valuation was carried out at 1 April 2014 by the Government Actuaries Department. The scheme is funded and the employer contribution rate is unchanged at 23.8 per cent following the valuation.

The Remuneration Board of the National Assembly for Wales is the independent body responsible for setting the pay, allowances and pensions for Assembly Members and their staff. Details of pay and allowances are contained in the Board's Determination published in April 2015.

During 2015-16 the Board has finalised its work on the new Assembly Members' Career Average Revalued Earnings Pension Scheme and, in March 2015, the Board published its Determination of the Fifth Assembly. A new Career Average Pension Scheme was approved by HM Treasury in accordance with the *Public Service Pensions Act 2013* and was introduced on 6 May 2016. The Scheme has an accrual rate of 1/50th and pension age linked to State Pension Age. The member contribution rate is 10.5 per cent for new members and for those moving to the CARE scheme on 6 May 2016. Members aged 55 or over on 1 April 2012 will be subject to 'Transitional Protection' and continue to have their benefits calculated on a final salary basis for an additional five years until 5 May 2021. These members will continue to contribute at their current rate of either 10 per cent or 6 per cent for 40th or 50th accrual respectively. The employer contribution rate will be 15.6 per cent and will be subject to a cap.

The principal funding objective is to maintain a fund of assets which is expected to be sufficient to provide the benefits promised to members and their beneficiaries. This objective is as advised by the Trustees of the Scheme, taking into account advice from the Actuary. The aim is to ensure that accruing benefits are paid for during members' participation in the NAFW AMPS and that the charges borne by the Assembly for accruing benefits are reasonably stable over time. These objectives are addressed by determining a contribution rate expressed as a level percentage of pensionable salary called the Standard Contribution Rate. This standard rate is such that it would be just sufficient to finance the benefits under the Scheme, provided that experience is in accordance with the actuarial assumptions made. Depending on the size of the accumulated fund and the actual experience of the Scheme as disclosed at each three-yearly actuarial valuation, larger or smaller contributions may have to be paid for a period to allow, in particular, for amortising surpluses and deficits.

The pension scheme was set up in 1999 and is immature, with contribution income still significantly exceeding regular benefit outgo. The weighted average duration of the scheme's liabilities is around 20 years.

The amounts recognised in the Statement of Financial Position are as follows:

	Note	31 March 2016 £'000	31 March 2015 £'000
Present value of scheme liabilities		(38,352)	(38,175)
Fair value of scheme assets		29,669	29,028
Net liability		(8,683)	(9,147)
Amount in the Statement of Financial Position			
Liabilities		(8,683)	(9,147)
Assets		-	-
Net liability	9	(8,683)	(9,147)

Analysis of amount charged to the Statement of Comprehensive Net Expenditure

	2015–16 £'000	2014–15 £'000
Current service cost	2,146	1,710
Interest on pension liability	1,290	1,343
Interest on scheme assets	(970)	(1,142)
	2,466	1,911
Allocated in the account as:		
Other pension costs	971	979
Pension finance costs	1,495	932
	2,466	1,911

Analysis of the amount recognised in Statement of Change in Taxpayer's Equity (SCITE)

	2015–16 £'000	2014–15 £'000
Actual return less interest on scheme assets	(1,041)	1,478
Experience gains and losses arising on pension liabilities	338	1,306
Changes in assumptions	2,662	(6,227)
Net actuarial (losses) / gains recognised in SCITE	1,959	(3,443)

Movement in liabilities during the year

	31 March 2016	31 March 2015
	£'000	£'000
Liabilities at 1 April	38,175	30,258
Current service cost (net of member contributions)	2,146	1,710
Member contributions (including net transfers-in)	429	431
Benefits paid during the year	(688)	(488)
Interest on pension liability	1,290	1,343
Actuarial gains/(losses)	(3,000)	4,921
Liabilities at 31 March	38,352	38,175

Movements in assets during the year

	31 March 2016	31 March 2015
	£'000	£'000
Assets at 1 April	29,028	25,486
Interest on scheme assets	970	1,142
Actual return less interest on scheme assets	(1,041)	1,478
Contributions by NAFW	971	979
Contributions by Members (including net transfers-in)	429	431
Benefits paid and expenses	(688)	(488)
Closing fair value of scheme assets 31 March	29,669	29,028

The Commission expects to contribute £732,474 to the Members' Pension Scheme in 2016-17.

The major categories of scheme assets as a percentage of total scheme assets are as follows:

	2015–16	2014–15
Equities	44.52 %	46.33 %
Alternative investments	21.25 %	22.44 %
Fixed interest and cash	34.23 %	31.23 %

As at 31 March 2016 the Diversified Growth Pension Fund had 6.2 per cent of the portfolio invested in property. The scheme assets include, indirectly through investment in unitised funds, gilts issued by the UK government with a fair value of £2,827,137 in 2015–16 (£2,817,702 in 2014–15).

The actual return on scheme assets in 2015–16 was a loss of £0.068 million (£2.619 million gain in 2014-15).

Principal actuarial assumptions at the Statement of Financial Position date:

	31 March 2016	31 March 2015
Discount rate	3.55 %	3.3 %
Future salary increases	-0.6 %	-0.9 %
Future pension increases	1.3 %	1.1 %
Expectation of life at age 65 (years)		
Men	25.2	25.5
Women	26.8	27.5

Sensitivity to main assumptions

If the assumed rate of return in excess of earnings changes by 0.5 per cent a year, the total actuarial liability would change by about 2 per cent and the change in total liabilities by circa £0.8million.

If the real rate of return in excess of pension changes by 0.5 per cent the total actuarial liability would change by about 10 per cent and the change in total liabilities by circa £3.8million

If longevity at retirement were assumed to be 2 years greater, this would increase the total actuarial liability by about 6 per cent and would increase total liability by circa £2.3million

Amounts for the current and previous four periods are as follows:

	31 March 2016 £'000	31 March 2015 £'000	31 March 2014 £'000	31 March 2013 £'000	31 March 2012 £'000
Defined benefit obligation	38,352	38,175	30,258	29,011	23,984
Scheme assets	29,669	29,028	25,486	23,960	20,298
Actual return less interest on scheme assets	(8,683)	(9,147)	(4,772)	(5,051)	(3,686)
Experience gains and losses arising on pension liabilities	338	1,306	720	1,125	(436)
Actual return less interest on scheme assets	(1,041)	1,477	(282)	1,524	(497)

Further information on the **Assembly Members' Pension Scheme** can be found in the annual report and accounts for the scheme for the year ending 31 March 2016.

02. B – Members’ other costs

Members’ other costs of £8.149 million (£8.030million 2014-15) in the Statement of Comprehensive Net Expenditure consist of:

	2015–16	2014–15
	£’000	£’000
Office Costs	817	791
Additional Costs	219	218
Members’ Staff Costs	6,862	6,768
Travel costs	251	253
Total Members’ other costs	8,149	8,030

Members’ staff costs include no severance payments. (three totalling £22,000 2014–15).

The National Assembly for Wales has a group stakeholder (defined contribution) scheme with AVIVA and to which the Commission makes a monthly contribution of 10 per cent of gross salary for Assembly Member support staff. In addition, there is an option for the employee to make a regular monthly contribution. The Scheme is compliant with automatic enrolment legislation and the Scheme’s re-enrolment staging date will be 1 January 2017. The employer pension contributions paid in 2015–16 were £584,077.

02. C – Commissioner for Standards

Under the terms of the National Assembly for Wales (Commissioner for Standards) Measure 2009, the Commission pays the salary of and any related costs incurred by the Commissioner. The Commission is responsible for ensuring that the salary and allowances agreed in the terms and conditions of the appointment of the Commissioner and any reasonable liabilities incurred in the course of his duties, are charged to the Welsh Consolidated Fund.

On 9 November 2010, Gerard Elias QC was appointed as the Commissioner for Standards. More information about Gerard Elias QC and his work is available from <http://standardscommissionerwales.org/>

During 2015–16, a total of £23,600 (£21,985 2014–15) was incurred in relation to the Commissioner’s work.

251.5 hours at a cost of £19,858 (241 hours at a cost of £18,984 2014–15) for the Commissioner’s cost for 2015–16 was charged to the Welsh Consolidated Fund.

111 hours at a cost of £3,742 (91.5 hours at a cost of £3,001 2014–15) for staff costs was incurred in supporting the Commissioner.

02. D – Voluntary Exit Scheme (VES)

The Assembly Commission launched a Voluntary Exit Scheme (VES) across all service areas on 19 November 2015. The closing date for applications was 8 January 2016. In total 26 people were given approval to leave, of which six subsequently decided not to accept the offer. At 31 March 2016, two of the staff who were granted approval had left and there was an obligation on the Commission to make payments to 17 members of staff. The total cost of this obligation at 31 March 2016 was £557,000. The remaining settlement was agreed after 31 March 2016 and will be paid during the 2016-17 financial year.

Exit package cost band	Total number of exit packages by cost band
£0 - £20,000	8
£20,001 - £40,000	7
£40,001 - £60,000	-
£60,001 - £80,000	4
£80,001 - £100,000	-
£100,000 and above	1
Total number of exit packages	20
Total resource cost (£000s)	661

In addition to the Voluntary Exit Scheme, special severance payments enhancing the standard VES terms, totalling £93,000 were made to two members of staff as part of negotiated settlement packages. One of these, for £70,000, related to a Director and is therefore disclosed within the Remuneration and staff report. Two severance payments totalling £19,000 were made in 2014–15.

03. Other administration costs

Other administration costs of £18.207 million (£19.210 million 2014–15) in the Statement of Comprehensive Expenditure consist of:

	2015–16 £'000	2014–15 £'000
Leases – buildings	2,828	2,830
Leases – other	108	132
Accommodation and facilities costs	6,351	6,394
ICT costs	2,561	3,343
Administrative expenses	1,842	1,854
Staff related costs	1,176	648
Other administration costs	14,866	15,201
Depreciation, amortisation and impairment charges	3,340	4,009
	18,206	19,210

The estimated external audit cost for the audit of these financial statements is £66,250 (£66,250 2014-15). This includes £2,650 (£3,636 2014-15) for additional non-statutory audit work incurred in 2015-16.

Further explanation of the movement between 2015–16 and 2014–15 is included in SOS 01 Analysis of net resource outturn on pages 92 to 93.

04. Property, plant and equipment

	Land and buildings	Information technology	Furniture and fittings*	Vehicles	Assets under construction	2015–16 £'000 Total
Cost or valuation						
At 1 April 2015	63,464	13,685	1,674	80	267	79,170
Additions	-	164	6	-	366	536
Disposal	-	(17)	-	-	-	(17)
Reclassification	-	246	21	-	(267)	-
At 31 March 2016	63,464	14,078	1,701	80	366	79,689
Depreciation						
At 1 April 2015	(1,657)	(10,847)	(940)	(80)	-	(13,524)
Charged in year	(1,657)	(1,216)	(99)	-	-	(2,972)
Disposals	-	17	-	-	-	17
At 31 March 2016	(3,314)	(12,046)	(1,039)	(80)	-	(16,479)
Carrying amount at						
31 March 2016	60,150	2,032	662	-	366	63,210
Carrying amount at 1 April 2015	61,807	2,838	734	-	267	65,646

* Furniture and fittings includes 'donated assets', consisting of the Mace donated by the Parliament of New South Wales for the opening of the Senedd.

The latest revaluation of land and buildings was undertaken by DS Gibbon FRICS of GVA Grimley International Property Advisers, as at 31 March 2014, in accordance with the Royal Institution of Chartered Surveyors Valuation Standards. The Senedd and the Pierhead were re-valued at depreciated replacement cost (DRC) as a proxy for current value. The valuer's approach included calculating the cost of constructing modern equivalent buildings and depreciating the cost to account for the age and future economic life of the buildings.

Impairment reviews did not identify any indications of impairment at 31 March 2016 and hence no impairments have been recognised.

	Land and buildings	Information technology	Furniture and fittings*	Vehicles	Assets under construction	2014–15 £'000 Total
Cost or valuation						
At 1 April 2014	63,140	13,636	1,876	80	798	79,530
Additions	116	106	71	-	267	560
Reclassification	208	370	185	-	(763)	-
De-recognition	-	(427)	(458)	-	(35)	(920)
At 31 March 2015	63,464	13,685	1,674	80	267	79,170
Depreciation						
At 1 April 2014	-	(9,490)	(991)	(80)	-	(10,561)
Charged in year	(1,657)	(1,784)	(126)	-	-	(3,567)
Impairment	-	-	-	-	-	-
De-recognition	-	427	177	-	-	604
At 31 March 2015	(1,657)	(10,847)	(940)	(80)	-	(13,524)
Carrying amount at 31 March 2015	61,807	2,838	734	-	267	65,646
Carrying amount at 1 April 2014	63,140	4,146	885	-	798	68,969

The 2014–15 derecognition charge of £427k arises from ICT services completing its transition from being out-sourced to an in-house service and a classification error in furniture and fittings where correcting the position has required £281k Net Book Value to be charged to other administrative expenses.

05. Intangible assets

Intangible assets comprise software and software licences for major systems used by the Commission:

	Software	2016 Total £'000
Cost or valuation		
At 1 April 2015	2,367	2,367
Additions	-	-
Disposal	(50)	(50)
At 31 March 2016	2,317	2,317
Amortisation		
At 1 April 2015	(1,736)	(1,736)
Charged in year	(368)	(368)
Disposals	50	50
At 31 March 2016	(2,054)	(2,054)
Carrying amount at 31 March 2016	263	263
Carrying amount at 1 April 2015	631	631

	Software	2015 Total £'000
Cost or valuation		
At 1 April 2014	2,367	2,367
Additions	-	-
Reclassification	-	-
At 31 March 2015	2,367	2,367
Amortisation		
At 1 April 2014	(1,294)	(1,294)
Charged in year	(442)	(442)
At 31 March 2015	(1,736)	(1,736)
Carrying amount at 31 March 2015	631	631
Carrying amount at 1 April 2014	1,073	1,073

06. Trade and other receivables

	31 March 2016	31 March 2015
	£'000	£'000
Amounts falling due within one year:		
Trade receivables	89	40
Other receivables	13	10
Prepayments	1,241	1,246
Recoverable VAT	247	312
	1,590	1,608

There were no receivable amounts falling due after more than one year.

07. Cash and cash equivalents

	31 March 2016 £'000	31 March 2015 £'000
Balance at 1 April	119	223
Net change in cash and cash equivalent balances	117	(104)
Balance at 31 March	236	119
The following balances at 31 March were held at:		
Citibank	110	95
Commercial banks and cash in hand	126	24
Balance at 31 March	236	119

08. Trade payables and other current liabilities

	31 March 2016 £'000	31 March 2015 £'000
Amounts falling due within one year		
VAT	9	20
Other taxation and social security	679	622
Trade payables	588	590
Accruals	3,826	2,661
Amounts due to the Welsh Consolidated Fund	236	119
	5,338	4,012

There were no payable amounts falling due after more than one year.

09. Provisions for liabilities and charges

Under International Accounting Standard 19, a liability of £8.68 million is recognised for the Assembly Members' Pension Scheme. Further information on this is provided under Note 2.

	AM Pension Scheme £'000	Provision for compensatory payment to staff £'000	2015–16 Total £'000	2014–15 Total £'000
Balance at 1 April	9,147	106	9,253	4,912
(Decrease)/increase	(464)	(39)	(503)	4,378
Utilised in-year	-	(44)	(44)	(37)
Balance at 31 March	8,683	23	8,706	9,253

*This includes the pension finance cost £1.495 million (£.932 million 2014–15) and the net actuarial gain £1.959 million (£3,443 million loss – 2014–15).

From the total £8.706 million (£9.253 million in 2014–15) provision, £0.023 million for compensatory payment is expected to crystallise within one year.

10. Capital commitments

There were no contracted capital commitments at 31 March 2016 (nil at 31 March 2015).

11. Commitments under leases

(a) Operating leases

Commitments under operating leases to pay rentals during the year following the year of these accounts are given in the table below, analysed according to the period in which payments are incurred.

	31 March 2016	31 March 2015
	£'000	£'000
Obligations under operating leases comprise:		
Not later than one year	2,795	2,794
Later than one year but not more than five years	11,092	11,127
Later than 5 years	30,428	33,188
	<u>44,314</u>	<u>47,109</u>
Other – car, printers and copiers:		
Not later than one year	84	89
Later than one year but not more than five years	81	158
	<u>165</u>	<u>247</u>

The Commission receives income in connection with the land and building operating leases. This income is disclosed as Accommodation Rental Income within SOS 2.

(b) Finance leases

There are no obligations under finance leases.

12. Other financial commitments

The Commission has contracts that make reference to early termination but do not quantify charges for such an event. Early termination would be a breach of contract and the contractor would be entitled to damages representing the loss of profit on the work which would have been done under the contract if it had run its full course. As this figure is variable for each contract, such contracts have not been included in this note.

13. Financial instruments

The Commission does not issue or trade in financial instruments such as loans and has no borrowings. It relies primarily on funding from the Welsh Consolidated Fund for its cash requirements, and is therefore not exposed to liquidity risks. It also has no material deposits, and all material assets and liabilities are denominated in sterling, so it is not exposed to interest rate risk or currency risk.

14. Contingent liabilities

a) Pension contributions

Assembly Member support staff have contractual rights to have the equivalent of 10 per cent of gross annual salary contributed towards a pension, but not all have exercised this right. Liability continues until six years after cessation of employment, and is estimated as follows:

Pension contributions for AM support staff who:	Amount outstanding 31 March 2016 £'000	Amount outstanding 31 March 2015 £'000	Amount paid out 2015–16 £'000	Comments
Are currently employed but not contributing to a pension scheme	2	2	-	Remote
Have left employment without ever joining a pension scheme	46	49	-	Remote

The Commission has not entered into any quantifiable or unquantifiable contingent liabilities through giving guarantees, indemnities or letters of comfort.

15. Travel and Subsistence by directors

Claims made by and on behalf of the Chief Executive and directors for travel and subsistence and other business expenses over the last two years were as follows:

	Claire Clancy <i>Chief Executive and Clerk of the Assembly</i>		Adrian Crompton <i>Director of Assembly Business</i>		Dave Tosh <i>Director of Resources</i>		Elisabeth Jones <i>Director of Legal Services</i>		Craig Stephenson <i>Director of Commission Services (from 6 May 2014)</i>		Nicola Callow <i>Director of Finance (from 26 April 2014)</i>	
	2015–16	2014–15	2015–16	2014–15	2015–16	2014–15	2015–16	2014–15	2015–16	2014–15	2015–16	2014–15
	£	£	£	£	£	£	£	£	£	£	£	£
Car mileage	303	-	-	-	-	-	81	29	-	-	110	-
Taxi / car hire / associated costs	154	95	-	-	-	45	119	108	49	167	-	-
Air travel / associated costs	139	265	-	-	-	5,943	265	243	3,848	418	-	-
Public transport	471	-	959	179	107	409	836	305	510	201	-	-
Accommodation	291	212	-	-	60	826	452	191	2,885	524	-	-
Subsistence / expenses	5	-	-	-	-	211	171	59	419	189	-	211
Total	1,363	572	959	179	167	7,434¹⁶	1,924	935	7,711¹⁷	1,499	110	211

¹⁶ The travel costs in 2014–15 are due to the shared cost of air travel relating to advisory IT services provided to parliamentary bodies overseas.

¹⁷ The travel costs in 2015–16 include the cost of air travel and accommodation incurred while supporting the Presiding Officer with an overseas visit.

16. Related-party transactions

The Commission has a number of transactions with the Welsh Government and with other government departments and public bodies, including HM Revenue and Customs. Additionally, regular transactions take place with the Assembly Members' Pension Scheme (see **Remuneration and staff report**). Standing Orders of the National Assembly for Wales require the Assembly, on a motion proposed by the Commission, to elect Trustees to the Members' Pension Scheme.

The Assembly may give special or general directions to the Commission for the purpose of, or in connection with, the exercise of the Assembly Commission's functions.

The Commission has not undertaken any material transactions directly with Commissioners, senior managers or their close family members nor with any organisations where Commissioners, senior managers or members of their close family hold positions of control or influence.

The former Deputy Presiding Officer, David Melding, and Peter Black, one of the Commissioners for the Fourth Assembly, were trustees of the Assembly Members' Pension Scheme until 6 May 2016. Subsequently Suzy Davies, one of the Commissioners for the Fifth Assembly, was appointed as one of the Commission representatives to the new Pension Board on 16 June 2016.

For transparency the following minor transactions are reported:

- Payments of £5,295.41 (£4,368.42 2014–15) were made to the City and County Swansea for services rendered e.g. waste collection and rates. Peter Black is a councillor for City and County of Swansea.
- Payments of £11,728.90 (£6,000.00 2014–15) were made to Swansea University for WVN support licences. Peter Black is a member of the Court of Governors of Swansea University.

An independent Remuneration Board was established by the National Assembly for Wales Remuneration Measure 2010. The Remuneration Board determines the salaries and allowances of all Assembly Members and office holders. The Members may employ family members as their support staff. However, this is only permitted where the Assembly Member plays no part in the fair and open selection process, which is conducted by Commission staff on their behalf.

The Commission decides the policies on salary and conditions for Commission staff. There are no restrictions in place relating to the employment by the Commission of family members of Commissioners or senior management.

Directors have declared that they hold no significant third party interests that may conflict with their duties. A Register of Financial and Other Interests of Assembly Members is available at www.assembly.wales and www.cynulliad.cymru.

17. Events after the reporting period

Assembly election

As a result of the Assembly election on 5 May 2016, it will be necessary to pay the costs relating to AM resettlement claims, defeated Assembly Members' support staff redundancies and other related costs. This is estimated at £2.5m.

The amounts paid as resettlement claims are calculated as set out in the Remuneration Board of the National Assembly for Wales' Determination. The Remuneration Board is the independent body responsible for setting the pay, pensions and allowances of Assembly Members and their staff.



10 years of the Senedd: 2006-2016

The National Assembly for Wales's 'Dewi the Dragon' marking 10 years since the opening of the Senedd.

Annexe – regularity reporting

Regularity Reporting

The National Assembly for Wales Commission's budget is authorised by the Assembly via formal budget motions. These motions authorise the Commission's capital and revenue expenditure, as well as retainable income and the amount that may be drawn from the Welsh Consolidated Fund.

The Statement and supporting notes have been prepared in accordance with the 2015–2016 Government Financial Reporting Manual (FReM) suitably adapted for the constitution of the National Assembly for Wales and the Commission as specified by the *Government of Wales Act 2006*.

SOS 3 Reconciliation of Net Cash Requirement to (decrease)/ increase in cash

	31 March 2016 £'000	31 March 2015 £'000
Net cash requirement	(46,255)	(45,804)
From the Consolidated Fund (supply) – current year	46,500	46,450
Amounts due from the Consolidated Fund not drawn	(9)	(527)
Amounts paid to the Consolidated Fund	(119)	(223)
Increase/(decrease) in cash	117	(104)

SOS 4 Reconciliation of Net Resource Outturn to Net Cash Requirement

	Note	Budget £'000	Outturn £'000	Net total outturn compared with budget: under spend/(excess) £'000	Outturn 2014–15 £'000
Net Resource Outturn	SOS 01	52,300	52,230	70	51,468
<u>Accruals adjustments</u>					
Non-cash items	See below	(5,900)	(4,835)	(1,065)	(5,257)
Changes in working capital other than cash		100	(1,140)	1,240	(407)
Net cash requirement		46,500	46,255	245	45,804

<i>Non-cash items</i>	Note	Budget £'000	Outturn £'000	Outturn compared with budget 2015–16 £'000	Outturn 2014–15 £'000
Depreciation and amortisation and de-recognition	4 and 5	(4,700)	(3,340)	(1,360)	(4,325)
IAS 19 Pension finance cost and other provision movements		(1,200)	(1,495)	295	(932)
		(5,900)	(4,835)	(1,065)	(5,257)

SOS 5 Analysis of income payable to the Welsh Consolidated Fund

	Budget 2015–16 £'000	Outturn 2015–16 £'000	Outturn 2014–15 £'000
Retainable operating income	300	190	223
Subtotal	300	190	223
Amount retained	300	190	223
Amount payable to the WCF	-	-	-

There has been no other operating income in 2015–16 (nil 2014–15).