



HOUSE OF COMMONS



Corporate Business Plan 2014/15 to 2016/17

House of Commons Management Board April 2014

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Foreword

The last year has been one of solid achievement by the House Service. At the top of the list is the successful completion of the Savings Programme, which means that we have met our target of reducing our budgets by 17% over four years. This has been a difficult and often challenging process; and I am extremely proud of all our staff not just for achieving the target but for doing so in a way that in many areas has transformed how we do business, delivering a better service, not just a less expensive one.

Other achievements in the last year have included:

- Successful extension of paperless working by select committees.
- The next stage of co-location between the Committee Office and the Library Research Service.
- Remodelling of the Order Paper.
- Investors in People reaccreditation.
- Expansion of wireless internet access across the Estate.
- Planning permission for a dedicated Education Centre that will allow us to increase the number of students able to visit Parliament from around 45,000 to 100,000. I am delighted that we are on course to realise this ambition.
- Securing a three-year agreement on pay for staff.

This new business plan takes us from the last Session of the 2010 Parliament well into the 2015 Parliament. In my view we have three main priorities:

First, finishing the work to be completed in this Parliament, including:

- Delivering the Education Centre.
- Establishing a new Digital Office, bringing together the expertise in PICT and the Web and Intranet Service to create a more user-focused online service, while still providing Members, their staff and staff of both Houses with the technical support they need to do their day-to-day job.
- Completing the Q&A project to provide Members and Government Departments with a seamless system for asking, replying to and tracking Parliamentary Questions.
- Making our People Strategy a reality – extending the competencies framework to cover technical competencies, developing a better performance management system, and running a pilot to identify and nurture talent across the organisation.
- Completing the co-location of Committee Office staff with Library research services so that each can make the best use of the other, and improve our services to the House.

Second, being fully prepared for the General Election and the next Parliament. Our planning is already in full swing – developing support for Members standing down and defeated, and putting together a high quality induction for newly-elected Members to give them the best possible introduction to the House.

Every General Election is a shop window for the House Service. We did very well in 2010, and I am particularly keen that we improve further in 2015, and make a first-class and enduring impression on our new Members.

Third, 2015 is the *Year of Parliament*, which gives us a once-in-a-generation opportunity to celebrate the House of Commons as the central institution in our democracy and for all of us in the House Service to celebrate our part in supporting this unique institution. There is a rich and varied programme of events planned throughout 2015 to celebrate the 800th anniversary of Magna Carta and the 750th anniversary of Simon de Montfort's Parliament, and the journey to rights and representation over the centuries since then. I hope that you will all be involved in one way or another.

There is a lot to do, especially in addition to delivering our day-to-day services; but I have no doubt about our ability to make a real success of this demanding programme.

Robert Rogers

Clerk of the House and Chief Executive

Introduction

Why we are here

We in the House of Commons Service provide a politically impartial service to all Members of Parliament. We support, inform and record the work of the House of Commons as an elected parliamentary Chamber. We make the House's work and information about that work accessible to the general public, while maintaining the heritage of parliamentary buildings and documents in trust for the public and future generations. We also contribute to parliamentary democracy by sharing our knowledge with parliaments and assemblies worldwide.

What we do

The House of Commons is served by five House of Commons departments and one department which is managed jointly with the House of Lords. The work of each department is described briefly below. More information – including details of the smaller offices within the House Service – is in Annex 1 (page 39).

- ***Chamber and Committee Services:*** provides secretariat, advice, procedural, reporting and other services that support the work of the Chamber and committees, and supports the House's international relations. It also has operational responsibility for security within and access to the House of Commons part of the Parliamentary Estate, working closely with the Parliamentary Security Director.¹

- ***Facilities:*** provides the accommodation, logistics, catering, estate and asset management, environmental management, fire safety and other facilities required by the House; and develops and maintains the infrastructure and fabric of the buildings of both Houses.
- ***Finance:*** leads on financial strategy, financial management, and continuous improvement; and provides pension, payroll, payment and income collection services to the House Service and Members. The Department supports the Accounting Officer, Members on the Finance and Services Committee and the Audit Committees and Pension Trustees.
- ***Human Resources and Change:*** supports the House Service in managing its staff capability, including recruitment, pay and conditions, learning and development, diversity and inclusion, and change management.
- ***Information Services:*** informs the work of the House and its Members; and seeks to engage the public in the work Parliament does.
- ***Parliamentary Information and Communications Technology (PICT):*** a joint department with the House of Lords which provides information and communications technology services to both Houses of Parliament.

1. The Parliamentary Security Director is outside the departmental structure and reports directly to the Speakers of both Houses.

The House Service has a stewardship role in supporting and strengthening the House of Commons as an institution. It works to make the House more effective in its parliamentary functions. The stewardship role similarly applies to maintaining the fabric of the House of Commons – the buildings and heritage assets.

The House Service functions in accordance with the decisions of the House of Commons Commission, which has delegated the management of the House Service to the House of Commons Management Board under the leadership of the Clerk of the House (who is also Chief Executive). The Board is made up of the heads of the five House departments, the Director of PICT and two non-executive members. More information about the governance of the House of Commons is available on the Parliament website: <http://www.parliament.uk/business/commons/governance-of-the-house-of-commons-/house-governance-structure>.

What we believe in

Our core values are:

- *Integrity* – We serve the House of Commons, its Committees and Members, and the public, with honesty, probity and political impartiality.
- *Professionalism* – We strive for excellence, effectiveness, efficiency and accuracy, remaining always open-minded on the prospects for better ways of delivering our services. We seek to be responsive to changing requirements, and to be outward looking.
- *Teamwork* – We value a cooperative approach, based on mutual support, trust and respect.
- *Recognition* – We are committed to maximising personal development, to valuing diversity and the contribution of all individuals, and to equality of opportunity.
- *Commitment* – We seek to ensure that the House of Commons is a good place to work, recognising the importance of maintenance of work-life balance, and seeking to get the most out of the jobs we do.

More information about our work on developing our staff and on becoming a more diverse and inclusive organisation can be found on pages 25-27 and 31-32).

Setting the direction

Vision: where we aim to be

The House of Commons Commission endorsed a strategy for the House Service in June 2010, which was updated in February 2013. Our vision for 2013-17 is that:

- The House of Commons will be valued as the central institution in our democracy: effective in holding the Government to account, scrutinising legislation, and representing the diverse views of the electorate. It will be seen both in the UK and abroad as a model of good practice and innovation, and will provide value for money.
- Members of Parliament will have the information, advice, support and technology they need to be effective in their work and to engage closely with their constituents.
- The House Service will have earned the respect of Members of Parliament and of the public for our independence, integrity and professionalism and for our commitment to making Parliament work ever more effectively. We will be seen as efficient, responsive, diverse and inclusive. We will feel proud to work here and confident that our contribution is valued.
- We will be engaged on an agreed plan of work to ensure both that the Palace of Westminster is preserved for future generations and that Parliament has the accommodation it needs to operate in a modern democracy.

Strategy: how we will get there

To achieve our vision we have four strategic goals:

- 1) To make the House of Commons more **effective**
- 2) To make the House Service more **efficient**.
- 3) To ensure that Members, staff and the public are **well-informed**.
- 4) To work at every level to earn **respect** for the House of Commons.

These are deliberately high-level goals that serve as a guide to all that we do. Many of our day-to-day activities and programmes for development support more than one goal. All staff should be able to reflect the four goals in their work.

Planning context

This business plan reflects decisions taken by the House of Commons Commission in December 2013 on savings in particular and the Medium Term Financial Plan (covering 2014/15 to 2017/18) generally. For planning purposes the Estimate is assumed to be flat in real terms from 2015/16 onwards. Inflation of 1.5% per year is factored into the financial plans for 2015/16, and 2.0% thereafter. The Management Board, the Finance and Services Committee, and the Commission are due to consider the financial remit for 2015/16 and beyond in May 2014.

There are a number of significant policy issues on the horizon that may have a bearing on budgets, and therefore on the business plan too:

- Palace of Westminster restoration and renewal.
- Possible property acquisitions, particularly decant space for the Northern Estate.
- The Government's agenda on public engagement (public reading stages for bills and e-petitions).
- Establishing a new Digital Office, and other possible restructuring as a result.
- The new Education Centre.
- The Speaker's Commission on Digital Democracy.
- Pay and pensions issues.
- The forthcoming review of sharing ratios between the Commons and the Lords.

The financial impact of these matters has been quantified and built into the forward financial plans where possible at this stage.

In 2014/15 the Management Board – working with staff and Member bodies – will review and update the House Service's vision and strategy, taking into account the many achievements of the 2010 Parliament and ensuring that the House Service is ready to take on the challenges of the 2015 Parliament.

2014/15 to 2016/17: summary

This is a three-year plan, and the actions for 2014/15 are necessarily firmer than those for later years. Key milestones are summarised in the table below.

Key milestones for 2014/15 to 2016/17

Making the House of Commons more EFFECTIVE	
2014/15	<ul style="list-style-type: none"> ■ Complete the planning for the induction and training of new Members after the General Election. ■ Implement the new Q&A system in the course of the 2014-15 Session. ■ Embed new arrangements for the Intelligence and Security Committee. ■ Support the Procedure Committee and the House in undertaking a thorough revision of Standing Orders by the end of the Parliament. ■ Complete a business case for full co-location of Committee Office and Library Research services, and, subject to outcome, complete move by 2015. ■ Develop and implement a publishing strategy for procedural and other House publications. ■ Complete the network refresh, including wireless availability across the Estate and network access control infrastructure ready for any device. ■ Develop a parliamentary digital business strategy for 2020.
2015/16	<ul style="list-style-type: none"> ■ Deliver induction and training for newly-elected Members after the General Election, ensuring that the needs of standing-down and defeated Members are met. ■ Implement a new system for assembling the Order Paper.
2016/17	<ul style="list-style-type: none"> ■ Achieve alignment with the International Standard for Business Continuity set out in ISO22301.

Making the House Service more EFFICIENT	
2014/15	<ul style="list-style-type: none"> ■ Develop new spending targets for 2015/16 onwards, alongside the review of the House Strategy. ■ Prepare the Estimate for 2015/16 for agreement by the Commission in December 2014, and refresh the medium term plans. ■ Complete and close the Savings Programme, and launch a new bicameral continuous improvement function. ■ The Commercial Services Directorate will become part of the new Parliamentary Procurement and Commercial Service. ■ The Serjeant at Arms Directorate will deliver improved security and savings by recruiting more new Doorkeepers to replace Metropolitan Police Staff in internal locations. ■ Complete the merger of the House staff pension scheme with the Principal Civil Service Pension Scheme. ■ Complete an independent and costed options appraisal for Palace restoration and renewal. ■ Establish a sequence of projects for refurbishing the buildings of the Northern Estate: Norman Shaw North, 1 Derby Gate and 1 Parliament Street. ■ Complete the current ICT strategy, including the bedding-in of Office 365. ■ Agree an interim IT technology plan for supporting the network and hosting infrastructure. ■ Open a new Houses of Parliament shop at 53 Parliament Street.
2015/16	<ul style="list-style-type: none"> ■ Prepare the Estimate for 2016/17 for agreement by the Commission in December 2015, and refresh the medium term plans. ■ Complete a parliamentary digital business strategy for 2020. ■ Conclusion of scrutiny by both Houses of options for Palace restoration and renewal.
2016/17	<ul style="list-style-type: none"> ■ Prepare the Estimate for 2017/18 for agreement by the Commission in December 2016, and refresh the medium term plans. ■ Begin implementing a parliamentary digital business strategy for 2020. ■ Agree the outline business case for Palace restoration and renewal.

Ensuring that Members, staff and the public are WELL-INFORMED	
2014/15	<ul style="list-style-type: none"> ■ Implement the agreed recommendations of the review of online services, including the recruitment of a new 'Head of Digital Services' for Parliament. ■ Design and procure a staff time recording system. ■ Start implementing the three-year agreement on pay and reward. ■ Consolidate the competency framework and support the development of technical competencies with appropriate directorates. ■ Evaluate the Leading for Parliament programme to demonstrate 'return on investment' (150 participants over three years). ■ Extend access to the Learning Management System to Members' staff. ■ Develop a new system for performance management. ■ Run a pilot scheme, based around competencies, to identify and nurture potential talent across the House Service. ■ Implement workforce planning. ■ Open a new Education Centre to increase the number of school children able to visit Parliament. ■ Facilitate the TV documentary about the House of Commons. ■ Complete the data.parliament platform for internal and external data; migrate legacy data and develop core datasets. ■ Continue the development of resources and involvement for universities in the Parliamentary Studies module.
2015/16	<ul style="list-style-type: none"> ■ Deliver induction and training for newly-elected Members after the General Election. ■ Achieve IIP reaccreditation. ■ Implement a new system of performance management. ■ Implement a new staff time recording system. ■ Subject to a successful pilot in 2014/15, implement a House-wide talent management scheme.
2016/17	<ul style="list-style-type: none"> ■ Managers better informed about costs and quality of services delivered as a result of implementing a continuous improvement approach. ■ Continue to embed and support a culture of continuous professional development for Members.

Working at every level to earn RESPECT for the House of Commons	
2014/15	<ul style="list-style-type: none"> ■ Deliver the remaining actions of the Diversity and Inclusion Scheme 2012-2015. ■ Provide ten further places to young people under the Clerk's Apprentices Scheme. ■ Continue to support the Speaker's Placement Scheme by providing the Parliamentary Assistants with one day per week working in House Departments. ■ Begin delivery of a programme of events/activities to celebrate the 800th anniversary of Magna Carta and the 750th anniversary of Simon de Montfort's Parliament. ■ Host the NATO Parliamentary Assembly Standing Committee in March 2015. ■ Continue to support capacity-building work for developing parliaments including support of the reform programme in Burma and professional programmes in a range of Commonwealth countries in Africa and elsewhere.
2015/16	<ul style="list-style-type: none"> ■ Review the effectiveness of the Diversity and Inclusion Scheme and develop a new inclusion strategy. ■ Complete delivery of a programme of events / activities to celebrate the 800th anniversary of Magna Carta and the 750th anniversary of Simon de Montfort's Parliament.
<p>In addition to the specific initiatives listed here under the "respect" heading, successfully achieving the milestones listed under the other three strategic goals will contribute to earning respect for the House of Commons.</p>	

The following four sections highlight the major areas of development, based on the four strategic goals of making the House of Commons more effective; the House Service more efficient; Members, staff and the public well-informed, and working at every level to earn respect for the House of Commons.

Making the House of Commons more effective

Ensuring the effective operation of the Chamber, Westminster Hall and Committees lies at the heart of what the House Service does.

The role of select committees has been reinvigorated in the current Parliament, not least through the direct election of committee Chairs by the House. At the same time, new technology offers the potential to give the public better access to committees.

Supporting the House in implementing reforms to the way in which the Government is held to account and in strengthening the scrutiny of legislation

We will introduce a new bicameral web-based PQ tabling and answering system that is accurate, efficient and meets the needs of Members and Whitehall Departments. This will allow both Houses of Parliament and all Answering Bodies to electronically exchange questions for written answer, their associated answers, Notices of Ministerial Statements and Written Statements. This will facilitate the electronic distribution of Questions (PQs) and Answers to Members and other stakeholders and straight-to-web publication on Parliament's website.

A re-designed Order Paper was introduced at the beginning of the 2013/14 session, which was well-received. The re-design was intended as a first step in the introduction of new software systems to support

the compilation and publication of the Order Paper and related documents. The opportunity was taken to bring the Order Paper up to corporate standards of accessibility and to rationalise its layout.

A project is due for completion in April 2014 which should demonstrate the feasibility or otherwise of building a system to enable the electronic assembly of the Order Paper and related House Business Papers. It is intended that such a system should have an ability:

- to publish and re-purpose the data these papers contain across a variety of formats and platforms;
- to enrich the documents with links to relevant papers;
- to reduce the requirement for hard-copy publication; and
- to make conversion, re-use, indexing, archiving of and access to the data in these papers more efficient and effective.

In November 2013 the European Scrutiny Committee reported on the system of European scrutiny within the House². It recommended reforms to make the system more coherent and co-ordinated, including linking its work more closely to that of departmental select committees and changes to the way in which EU business is considered on the floor of the House. As before, we will give practical effect to any changes agreed by the House.

The Procedure Committee reported in September 2013 on Private Members' Bill procedures and

2. European Scrutiny Committee Twenty-fourth Report of Session 2013-14, Reforming the European Scrutiny System in the House of Commons, HC 109-I

practices³. Their recommendations included changes to the timing of debates, programming of debates, and new ways to select which Members are given the opportunity to introduce a bill. In December 2013 the Committee published its report on the programming of legislative business⁴. In both cases, we will give practical effect to any changes agreed by the House.

In 2014/15 we will develop the Procedural Publishing Unit so that we can deliver more effective and resilient processes for the production and publication of business papers. We will develop and implement a publishing strategy for procedural and other House publications that will help inform what happens after the House's printing and publishing contract expires in 2016.

The Liaison Committee reported on the powers and effectiveness of select committees in November 2012⁵, and recommendations for strengthening the role of committees were endorsed by the House on 31 January 2013. It is expected to produce a follow-up report during 2014/15. We will support committees in seeking to increase their impact and effectiveness, and in developing a vision for the select committee system in the next Parliament.

We will work to ensure that the Committee Office is ready to meet the requirements of committee members in the 2015 Parliament by developing digital skills and piloting new ways of working.

Supporting the House: Intended outcomes

- The House and individual Members will have the information, advice, support and technology to enable them to be effective in holding the Government to account and in scrutinising legislation.
- DIS research and DCCS committee teams will be co-located and supporting one another in providing high quality briefings and advice to Members.

Supporting initiatives that develop new ways to represent the diverse views of the electorate

The Speaker's Commission on Digital Democracy was established in December 2013 to consider, report and make recommendations on how parliamentary democracy in the United Kingdom can embrace the opportunities afforded by the digital world to become more effective in:

- Representing the people.
- Making laws.
- Scrutinising the work and performance of Government.
- Encouraging citizens to engage with democracy.
- Facilitating dialogue amongst citizens.

In addition, the Commission aims to consider the implications for Parliament if it is to become more

3. Procedure Committee, Second Report of Session 2013-14, Private Members' Bills, HC 188-I
4. Procedure Committee, Third Report of Session 2013-14, Programming, HC 767
5. Liaison Committee, Second Report of Session 2012-13, Select Committee Effectiveness, Resources and Powers, HC 697

relevant to the increasingly diverse population it seeks to serve. The House Service is supporting the Commission's work by providing a secretariat, and other advice and assistance as required.

We will continue to participate in the advisory group for the Government's "Access to Elected Office for Disabled People" scheme. This scheme provides additional support for disabled people who are seeking elected positions as MPs, councillors or other elected officials. More broadly we will support other practical steps taken to support the development and candidacy for Parliament of individuals who are women, or from black and ethnic minority communities or disabled people.

Influencing decisions on constitutional and procedural change, and being ready to respond to the outcomes

The House Service will support and advise the committees and Members charged with considering options and developing any procedural proposals that may arise during the timeframe of this plan. We will also be ready to engage fully with any changes to the relationship between Westminster and those legislatures which currently have devolved powers.

Learning from the experience of other parliaments

Both Houses, working with Member-led bodies and individual Members, devote significant resources to international work, contributing to the UK voice in international fora, to diplomacy and to support for developing parliaments, and also allowing international experiences to enrich the work of Parliament. We will seek to ensure that the House's international relations efforts are focused and well managed, within existing parameters.

In March 2015 we will host the NATO Parliamentary Assembly Standing Committee.

Links are maintained at official level through a variety of international organisations, including worldwide, Commonwealth, Council of Europe, EU and British-Irish networks, allowing exchange of professional knowledge and experience.

Ensuring a safe and secure working environment

A safe and secure working environment is crucial if Parliament is to perform its function of scrutinising the Government and passing legislation effectively.

Parliament's current contract with the Metropolitan Police Service ends next year and so both Houses have to define their security needs for the period 2015 to 2020 and put in place new arrangements which allow

those needs to be met effectively and at a reasonable price. This will be no easy task in an environment such as Westminster: the demands of accessibility and security are both high; but, additionally, the way we use the Palace is likely to change as we do more income generation.

The Serjeant at Arms Directorate will deliver improved security and savings by recruiting more new Doorkeepers to replace Metropolitan Police Service staff in internal locations.

As the use of technology becomes increasingly mobile, our approach to ICT security needs to adapt. PICT will provide training and guidance for Members, their staff and House staff to increase awareness of security issues and support changes to user behaviour.

In relation to the health and safety of our staff we will:

- Identify and prioritise key risks to occupational health and safety, and work with management groups to ensure suitable control measures are implemented.
- Assist departments to improve their capability to manage risks to the health and safety of their staff.
- Review the policies and arrangements we have in place to maximise the wellbeing of staff and Members.

A resilient Parliament

It is vital to ensure that both Houses of Parliament are resilient enough to:

- Respond to an incident in order to protect Members, staff, and visitors; the fabric of the Parliamentary Estate; and the services provided.
- Recover from the incident and return to normal as quickly as possible.

During the period of this plan we will continue to embed business continuity across the organisation, and will:

- Offer business continuity training as part of the programme of corporate learning and development available to all staff.
- Develop our business resilience capability to align practice to the International Standard for Business Continuity set out in ISO22301 by 2016.
- Further develop our relocation plan for use in the event of an emergency decant.

Making the House Administration more efficient

Estimate for 2014/15

In December 2010 the House Service committed itself to reducing its costs by at least 17% by 2014/15 (relative to the 2010/11 Estimate of £231 million), reflecting reductions being made across the wider public sector. This meant that a target Estimate of £210 million was set for 2014/15. Since then, the target has been recalibrated to take account of significant, one-off changes, which are shown below.

The resource Estimate laid for 2014/15 is, in fact, £2 million below the target Estimate, at £201.3 million. This is primarily due to:

- A reduction in pension costs in 2013/14 which has a knock-on effect in 2014/15.
- The impact of the pension merger on departmental contributions being greater than anticipated.
- Additional savings identified and reductions in certain programme budgets.

	£ million
Original target budget for 2014/15	£210.0
Transfer to Members Estimate:	
■ Members' stationery and postage ⁶	-£2.0
Transfer to Cabinet Office:	
■ Staff pension costs ⁷	-£18.7
Transfer from the Cabinet Office:	
■ Intelligence and Security Committee ⁸	+£0.7
Out-of-scope costs:	
■ Running costs for Education Centre ⁹	+£1.0
■ Impairment and obsolescence costs ¹⁰	+£12.3
Revised target for 2014/15	£203.3

6. The costs of Members' stationery and postage were transferred from the Administration Estimate to the Members Estimate in 2013/14.
7. The pension scheme for House staff was merged with the Principal Civil Service Pension Scheme on 1 April 2014. In return for a one-off payment in respect of outstanding liabilities, the Cabinet Office will bear the ongoing accounting charges arising from the liabilities.
8. Subject to the agreement of the transfer, which was scheduled for 1 May 2014, the Office of the ISC will provide secretariat support to the Intelligence and Security Committee of Parliament.
9. A planning application for an Education Centre has been approved by Westminster Council. It was agreed by the House of Commons Commission in October 2013 (HCC2013/49) that the additional running costs should be regarded as a new service and outside the scope of the savings target.
10. Impairment costs arise when the value of a building does not increase by as much as the cost of the refurbishment works carried out, and a proportion of the capital cost is charged to the resource account. Similarly, a small percentage of capital expenditure on the Palace is deemed to be functionally obsolete and has to be charged to resource rather than capital.

The financial remit for the 2014/15 to 2017/18 planning round assumes zero growth in real terms and that the House will absorb day-to-day upward cost pressures other than inflation. The Commission agreed that significant enhancements to scrutiny and related functions should not necessarily be funded from within existing budgets.

Continuous improvement

In agreeing the remit the House of Commons Commission noted that there should be an on-going challenge to deliver efficiencies through a process of Continuous Improvement (CI). The Commission suggested that opportunities should be sought to make further efficiencies and ensure value for money in the delivery of services. The House of Lords has a similar remit and a commitment to seek to improve value for money and identify inefficiencies and waste so this provides an opportunity for a bicameral approach and the Management Boards of both Houses have agreed to work together to embed CI across Parliament. Rather than using programmes and projects to achieve efficiencies, CI does so by making services more effective – improving the customer

experience, increasing productivity, cutting costs, or, ideally, all three.

Separately, there are a number of significant pieces of work in train that should offer opportunities for efficiencies in the medium term:

- To renew the security arrangements in 2015 (when the Special Services Agreement with the Metropolitan Police Service expires).
- To develop the print and publishing strategy from 2016 (when the current contract expires).
- To develop an audio-visual strategy which will cover the broadcasting and webcasting of parliamentary proceedings, and explore links with written Hansard.

As was the case with the Savings Programme, the fundamental principle is that cost reductions and efficiencies will not adversely affect the ability of the House and its Members to carry out their parliamentary functions. Members will continue to be well supported in performing their parliamentary roles, and staff will be enabled to provide the most effective and efficient services possible, while the public will have greater access.

Continuous improvement: Intended outcomes

- The resource Estimate will be maintained at its 2014/15 level with zero growth in real terms and the House absorbing day-to-day upward cost pressures other than inflation.
- In managing our costs it is vital that we do not damage the ability of the House to scrutinise the Executive.

Managing the Parliamentary Estate

Running the Parliamentary Estate is a significant element of the House's budget – rent, rates and maintenance alone cost over £35 million and account for over 17% of total expenditure. It is vital that Parliament retains an Estate appropriate for the needs of Members, their staff and staff of the House Service.

We are developing plans to refurbish the northern part of the Estate (Norman Shaw North, 1 Derby Gate, and 1 Parliament Street) due largely to the age and fragility of the buildings' mechanical and electrical services; poor environmental performance; and fire safety shortcomings. The phasing and timing of this work has yet to be determined, but there is likely to be a need for it to be completed before work starts on any Restoration and Renewal of the Palace of Westminster in the early 2020s. The northern Estate refurbishment itself is also likely to require the House obtaining temporary decant accommodation for Members, their staff and House staff.

Other work to improve the Estate over the next three years will include:

- Completion of the medium-term mechanical and electrical (M&E) programme, which is upgrading the plant and equipment that provide steam, heating, hot and cold water, ventilation and power within the Palace of Westminster.
- A continuing programme of refurbishing the Palace's 150 year-old cast-iron roofs, and work on flat roofs.
- Fire safety improvement works.
- Conservation of the fabric of the Parliamentary Estate, including stonework and replacement of encaustic tiles.

Restoration and Renewal of the Palace of Westminster

In 2012 the House Service published an internal study group report on the restoration and renewal of the Palace of Westminster¹¹. The Commission takes very seriously its responsibilities for this iconic and much-loved Grade I listed building in a UNESCO world heritage site, and the need to protect the health and safety of visitors, Members and staff. In October 2012 the House of Commons Commission and the House Committee in the Lords ruled out two options from the study group report:

- Doing nothing; and
- Construction of a new parliamentary building away from Westminster.

11. <http://www.parliament.uk/documents/commons-commission/PED-Modernisation-Report-Oct12.pdf>

They also decided that further analysis should be carried out on the remaining options:

- Option 1 – continuing repairs and replacement of the fabric and systems of the Palace over an indefinite period of time.
- Option 2 – a defined, rolling programme of more substantial repairs and replacement over a long period, but still working around continued use of the Palace.
- Option 3 – scheduling the works over a more concentrated period with parliamentary activities moved elsewhere to allow unrestricted access to the Palace for the delivery of the works.

The Commission indicated that the analysis of these options should be both rigorous and independent, that is, conducted by a third party independent of Parliament and the parliamentary administrations. A contract was awarded in December 2013 to a team of specialist companies to undertake the options appraisal. In parallel to this, work will continue on the other components of the outline business case which will be needed in due course to complement the decision that arises from the options appraisal. The decision on which option to proceed with will take place after the General Election.

The restoration and renewal of the Palace is likely to unfold in several phases over a number of years. Current thinking is that a full business case would be considered during the 2015-20 Parliament, with works beginning from around 2020.

Managing the Parliamentary Estate: Intended outcomes

- Clear plans will be in place during the 2015-20 Parliament to ensure that the Palace of Westminster can be preserved for future generations.
- Parliament will have the accommodation it needs to operate effectively and efficiently in a modern democracy.

A greener, more sustainable Parliament

In order to meet its commitments towards continuous environmental improvement, Parliament has set itself a series of short- and longer-term targets. In each case the baseline year is 2008/09.

- To reduce carbon emissions by 18.9% by 2014/15, and by 34% by 2020/21.
- To reduce water consumption by 40% by 2014/15, and by 50% by 2020/21.
- To reduce the volume of waste generated (by weight) by 25.8% by 2014/15, and by 30% by 2020/21.
- To recycle 61.8% of waste generated (by weight) by 2014/15, and 75% by 2020/21.

Given our success in reducing water consumption we have now increased the long-term reduction target from 25% to 50%. Various projects and activities are

planned for 2014/15 and beyond that will help us to achieve these other targets, including:

- Developing our Environmental Engagement Programme through a number of energy-saving initiatives involving all users of the Parliamentary Estate.
- Installing solar photo-voltaic panels on the flat roofs of the Palace as part of the Cast Iron Roofs Project.
- Reducing the amount of primary and secondary packaging within our catering operations: both our own and working with our suppliers. Where packaging is necessary, we will maximise our use of biodegradable packaging and/or materials derived from sustainable sources.
- Increasing the proportion of our waste we recycle and recover by increasing the number of kitchens where catering waste is composted, and the number of offices using the new dry recycling system.

A greener, more sustainable Parliament: Intended outcomes

- By 2015 we will be on track to meet our long-term environmental targets for reduced carbon emissions, water consumption and waste generation, and increased levels of recycling.

Adopting best practice in the use of Parliamentary ICT

2014/15 will be the final year of the current ICT strategy programme; it will also see the creation of a new Digital Office (see page 23). Activities to complete this work will include making Microsoft Office 365 available to all Members and Peers, their staff and the staff of both Houses. Training and guidance on ICT security to support the necessary changes to user behaviour will be provided, ensuring that information is managed securely while the opportunities offered by the technology can be fully exploited.

Work on the Print-to-Web and ICT delivery strands of the Savings Programme opened up new opportunities for increasing the efficiency and effectiveness of the House Service. However, to maximise the benefits of this work we need to ensure that we have a modern infrastructure capable of delivering such services. In 2014/15 we will complete the network refresh:

- Wireless internet access will be available across the Estate.
- Network switches will be replaced and upgraded.
- A new network access control infrastructure will be developed, ready for any device.

We also expect to be conducting feasibility and research to inform the choice of a solution for telecommunications infrastructure and management.

Looking further ahead, we expect the pace of

technological change to speed up, and the House Service, like any other organisation, will have to move quickly to adopt or adapt to the changes, or else risk failure. Increasingly, future developments based upon technology will be experimental and agile rather than long-term fixed plans. Early in the next Parliament both Houses will need to work closely to set a direction, outlining our appetite for embracing technological change, and for changing how we do business in the light of the opportunities available. This will lead to the creation of a 'digital business strategy' for Parliament. Subject to the outcome of the consultation on the review of online services (see page 23) it is envisaged that this work will be taken forward by the new Digital Office.

Adopting best practice in the use of Parliamentary ICT: Intended outcomes

- It will be easier for Members, their staff, House staff and the public to connect to Parliamentary ICT services.
- Networks will be more resilient and reliable.
- Parliament will have a strategy for taking advantage of the opportunities presented by emerging technologies and for managing the risks of technological change, which will inform the provision of Parliamentary ICT services.

Improving our management of resources

Over the last three years there has been a concerted effort to improve financial management and procurement practices. In 2014/15 we will undertake further activities to strengthen our business processes, procedures and controls, including:

- Enhancing the financial planning round, integrating fees and charges and ensuring full coverage of all service areas.
- Embedding the new approach to business cases, improving the quality, and ensuring that they are rigorously assessed and deliver value for money.
- Improving the quality of forecasting and management information, embedding the business partnering model and reviewing the reporting timetable.
- Delivering and maintaining the new resource model.

Improving our management of resources: Intended outcomes

- The House Service operates more efficiently and invests wisely in only those areas which deliver its strategic goals.
- Every member of staff is conscious of their responsibilities when spending public money.
- House budgets are more tightly managed and subject to continuing challenge and scrutiny.
- Our contracts represent the best possible value for public money.

Ensuring that Members, staff and the public are well-informed

Enhancing our digital services

The digital world is fast changing and is always creating new user expectations. Major effort is needed simply to keep up with what is now seen as normal. In 2013 the Management Boards of the two Houses commissioned a strategic review of Parliament's online services. Following a competitive tender, mySociety was selected to conduct the review, and it submitted its report for consideration by the Management Boards of both Houses in March 2014. The report confirms one important reality: that Parliament needs to change the shape of its services. Parliament began its delivery of online services alongside existing activities and ways of working, but it is now time to reposition ourselves strategically to put digital delivery at the forefront of what we do. Other organisations have also had to change as the internet has taken over as the dominant force in the technology environment, and as they have given priority to the needs of users rather than the interests of producers. It is now time for us to do that too.

Our vision is that we should work together across departmental and organisational boundaries:

- To make things happen more quickly, more simply and more electronically.
- To build on the work already being done to share and reuse the data our users need, in the form in which they need it.

- In doing this, to bring together expertise from PICT and the Web and Intranet Service to provide the services and support which Members need to fulfil their Parliamentary duties effectively; which staff need to carry out their day-to-day work supporting the two Houses, and which the public want, whether they are first-time or occasional visitors to our services or have a more specialised and informed interest, as in Government, the legal profession, lobby groups or academia.

In order to achieve this, the Management Boards have agreed to implement two key recommendations made by mySociety:

- 1) To establish a new Digital Office bringing together the management of all online and ICT services into a single organisation.
- 2) To appoint a Head of Digital to run that organisation, publicly accountable for delivering measurably rising levels of satisfaction with Parliament's digital services from Members, staff and the public.

In the first instance there will be a short consultation period, allowing feedback from Members, staff and the public. This will allow both users of our services and those involved in the delivery of them to have a say on how the recommendations might best be taken forward. A small implementation team will then prepare an implementation plan for consideration by the two Management Boards. However, the detailed organisation of the new digital service will be developed only once the Head of Digital is in post.

Members

We will give Members the support and access to the information they require to be effective in their role.

Following the decision of the Administration Committee to discontinue the annual survey of Members and Members' staff for the rest of this Parliament, we have been seeking new ways of finding out about how useful our services are and what we can do better. Some 20 staff from various departments of the House have embarked on a project to interview one-to-one a minimum of 30 Members and 50 Members' staff in 2013/14 and again in 2014/15. These individual interviews have now been enhanced with the use of a series of focus groups with Members' staff and visits to Members' constituency offices. Our interview team has been exploring how each of our services is meeting Members' needs. Actions have already been taken on a range of issues but the bigger picture will be incorporated into a report to the Administration Committee in early 2014/15. During 2014/15 we will also be conducting 'exit interviews' with Members who will be standing down at the General Election further to add to information we have.

We will build on a successful pilot in 2013/14 which co-located the staff of some committees with teams of Library researchers in open plan accommodation. Given the success of these moves to date, we will complete a business case for full co-location of

Committee Office and Library Research services, and, subject to outcome, complete the move by 2015. By co-locating all committee and Library specialists we aim to improve the coverage and quality of the briefing, advice and support we can supply to Members, both in their individual roles and in their roles on committees. Efficiencies should also be available through rationalising the specialist information sources such as journals which we procure to support these specialists in their work.

We will continue to develop the 'myConstituency' app. The app, launched in 2013 for use on iPads, now has a range of constituency data and also allows regional and national comparisons. We will continue to expand the data available on the app and also look to launch the app on different platforms.

The Innovation, Development and Feasibility team in PICT will continue to work with other departments to deliver innovative ways of harnessing technology that will help inform Parliament's direction.

The House Service has started to plan for the induction of new Members after the next General Election, expected in Spring 2015. Prompt and effective delivery of information to new and returning Members will be a priority, in addition to ensuring that the needs of standing-down and defeated Members are met.

Revised dissolution guidance was published in spring 2014. The report of the Administration Committee on

induction arrangements for new Members in 2015¹² has given added impetus and direction to the House Service in thinking about the needs of new Members in the new Parliament. More emphasis will be placed on the logistics of helping new MPs set up offices and employ staff. The initial IT offering to new Members will be enhanced, and the technology available to them more flexible and less device-specific. The House Service will provide a pool of “buddies” to assist newly-elected Members and a small number of targeted induction learning events will be staged, with active participation from current Members.

However, rather than simply assuming that most professional development opportunities for new Members and their staff should be confined to the immediate post-Election period, we are committed to embedding a culture of continuous professional development. The House Service is already working closely with the team delivering a new online learning system and work is well advanced on developing a new learning and development portal for MPs and their staff which should enhance our existing provision.

Members: Intended outcome

- Members will have the information, advice, support and technology they need to be effective in their work and to engage closely with their constituents.
- DIS research and DCCS committee teams will be co-located and supporting one another in providing high quality briefings and advice to Members.

Staff capability – our People Strategy

The House Service aims to be a world class employer able to recruit, retain and motivate a highly skilled, energetic and talented workforce. We want all staff to feel appreciated for the contribution they make to the House Service and to have the opportunities to develop and realise their potential.

Feedback from staff shows that they see the House as a good place to work; but recent Staff Surveys and the Investors in People review have highlighted areas where we are not meeting expectations of a really good, modern employer.

Our People Strategy concentrates on four areas:

- Engaging staff, ensuring staff have a sense of satisfaction in their jobs and are engaged and involved in making the House and their departments more effective and efficient.

12. Administration Committee, First Report of Session 2013-14, First weeks at Westminster: induction arrangements for new MPs in 2015, HC 193

Supporting leadership and management, setting out clearly the skills and behaviours we expect of our managers and leaders, providing them with the support to meet these expectations and giving clarity to staff about what can be expected of managers and leaders.

- Building individual and team capability, working together based on mutual support, trust, and respect.
- Organising ourselves and our work efficiently and effectively, to improve the way we do business.

Our overriding aim is that the House of Commons remains a good place to work where everyone can realise their full potential, while continuing to organise ourselves and our work efficiently and effectively.

To help us achieve these aims we plan a comprehensive programme of activities that will be led by a new Director of People Development:

- We will develop a range of activities to embed better management and leadership in the House Service, building on what has already been achieved through the programmes 'Milestones to Management' and 'Leading for Parliament'.
- The 'Learning Management System' provides easy access to all learning and development activities for parliamentary staff. It was made available to House of Commons staff in 2013/14 and brings together our learning resources in one place. During 2014/15 it will be made available to all staff including those who work for Members.

- We will further develop our behavioural competency framework for staff in 2014/15:
 - We will ensure that all staff have completed the diagnostic tool by September 2014.
 - We will develop the core competency framework to maximise benefits for individuals and the House Service.
 - Technical competencies will also be developed by departments to complement the behavioural competency framework.
- During 2014/15 we will develop a better performance management system which is fit for purpose and acknowledged by staff as being so. This will be linked to the Learning Management System and competency framework and implemented in 2015/16.
- To further build both individual and team capacity we need to do more to identify and nurture potential talent across the organisation. In 2014/15 we will pilot a system aimed at encouraging staff from all backgrounds to realise their potential, based on competencies. Subject to a successful pilot, this will be implemented in 2015/16.
- We will develop the 'Respect' policy and provide support to help staff manage difficult situations (see page 32).
- Building on preparatory work in 2013/14, we will award a contract for a new time recording system. This will be piloted during the second half of 2014/15, with a phased implementation so that all staff are using it for the beginning of 2015/16.

- To improve our ability to deploy staff resources more effectively, and manage our budgets efficiently, we will implement a new approach to workforce planning in 2014/15.

Developing better reward structures for staff

In November 2012 the Management Board agreed a set of principles to govern the reform of working hours. This included adopting the concept of annualised hours; the introduction of formalised flexitime arrangements for the majority of staff, and a continuation of time-recording. It also agreed that there would need to be effective transition arrangements for staff.

Although negotiations with the unions continued during 2013/14, progress on translating these principles into a new structure for pay and reward was slower than we would have liked because it was not possible to reach an agreement with the unions while a court case on whether pay progression was a contractual entitlement remained unresolved.

Following the outcome of the court case in January 2014, agreement was reached in March 2014 over a three-year deal that will now be implemented from 2014/15. In addition to introducing a new pay structure from September 2015, the agreement will provide for greater flexibility in recruitment and retention, harmonisation of variations in terms and conditions between departments, and the

development of new arrangements for contribution pay.

Developing better reward structures for staff: Intended outcomes

The work aims to develop proposals for a pay and reward system that:

- Delivers terms and conditions which are acknowledged as fair.
- Ensures that managers are able to get the best out of their staff and to manage them effectively.
- Provides the ability for staff to move between different roles and departments more easily.
- Ensures that variations in terms and conditions are clearly justified by business need, in particular in areas of reward and recognition for working additional and unsocial hours.

The public

We will give the public the information needed to understand and appreciate the work of the House and its Members, to engage constructively and to have an input into parliamentary processes. In support of this, we will continue to develop our information, education, outreach, web, broadcasting, media, and visitor services and pursue plans to open a new Education Centre at Westminster.

Significant developments include:

- Education Centre open for the 2014/15 school year.
- Improved teacher training provision and regional education delivery.
- Richer range of visitor tours and retail services, including new internal and external shops.
- Parliamentary contribution to the Imperial War Museum's programme of commemoration for the outbreak of World War I.
- Working with partners throughout the UK during Parliament Week 2014.
- A programme of events and resources celebrating anniversaries in 2015: the de Montfort Parliament (750) and Magna Carta (800).
- Redesign of our website (following 2013 review) to improve online access for the public to procedural and business information.
- Continuing to explore new ways of encouraging meaningful and effective engagement between the public and parliamentary business.
- Contribute to documentary about the House of Commons.
- Parliamentary Studies Module – development of resources and involvement for universities who were not selected to participate in the main programme.
- Subject to investment plan approval, DCCS will lead a bicameral programme of improvements and targeted refurbishment to ensure that audio-visual equipment, infrastructure and services are fit for purpose and able to meet the demands of the 2015-2020 Parliament.

The Parliamentary Studies Module

During 2012 a pilot project in collaboration with the University of Sheffield developed a parliamentary studies module of eight seminars to form a part of final year undergraduate politics degree programmes. This was offered to all UK universities for the 2013/14 academic year. Thirty universities expressed interest, but capacity constraints allowed the module to be offered to only 13 universities (Birkbeck, University of London, University of Bristol, Cardiff University, University of Edinburgh, University of Hull, University of Leeds, University of Leicester, University of Manchester, University of Nottingham, University of Sheffield, University of Strathclyde, Swansea University, University of Ulster).

The programme involves staff of the DCCS, together with staff from the House of Lords, delivering up to four seminars in each of the participating universities. Between October 2013 and March 2014, 56 staff of the two Houses delivered 52 seminars, in the first year of a planned five-year programme. The administrative support for the programme is provided by Parliamentary Outreach, part of the Department of Information Services. The programme will feed into a wider outreach to universities project which will seek to engage the House more effectively with universities working across the range of disciplines and encourage better exchange of information between the research services and select committees of the House, the

Parliamentary Office of Science and Technology (POST) and other offices and universities.

A professor-in-residence was appointed in January 2014 (Professor Phil Cowley of Nottingham University) as part of the same project to develop communication and interaction between UK universities and all parts of the House Service.

Public: Intended outcomes

- The public will be well-informed about the work of the House of Commons and of the role played by individual Members
- Citizens and civil society will be better able to engage with the work of Parliament and have a constructive input into parliamentary processes.

Engaging proactively with the media

The Clerk of the House and other experienced staff will continue to provide more first-hand briefings for the media on constitutional and procedural issues. We will be holding an event for senior staff in early 2014/15 to provide guidance about effective engagement with the media.

Working at every level to earn respect for the House of Commons

Having an open and transparent way of doing business

The House of Commons Service is committed to having an open and transparent way of doing business to add to the public's knowledge and understanding of the way in which the House works; to identify what would add to that pool of knowledge; and to be proactive in providing information rather than having to react to individual requests. In doing this the Management Board acknowledges the need to keep up with best practice in Government.

The Information Commissioner's Office (ICO) has updated the 'model publication scheme' which sets out its expectation of the classes of information public authorities should make routinely available. In 2014/15 we will revise and update our publication scheme in the light of this.

We will also continue to increase proactive publication and identify new datasets that would benefit from being made publicly available in a reusable format.

The internal 'data.parliament' platform went live in October 2013 and is enabling improvements to the way in which we manage, store, use and re-use parliamentary data internally. Phase two to develop the external platform is on course for completion by the end of March 2014. A pilot migration of two existing datasets is also due to complete by then. The

pilot migration forms the first part of Phase 3, which will continue into 2014/15 and will cover the migration of the remaining datasets and retirement of the old platform. Once complete, this work will improve access to parliamentary data for external users by publishing data in open and accessible formats, improving the opportunities for sharing and re-use.

Encouraging public participation in parliamentary business

Building on the pilot public reading exercise which took place in the Spring of 2013, we will continue to work with the Government, the Procedure Committee and the Digital Democracy Commission to identify ways to develop public readings of bills to strengthen public participation in the legislative process.

There are currently two different processes for public petitions:

- Petitions can be presented to the House of Commons by any Member. The text is published in Hansard and a copy of the petition is sent to the appropriate Government Department, which provides a response in due course.
- Petitions can be submitted to the Government's e-petitions website. Those petitions that receive more than 100,000 signatures are eligible for consideration for debate in the House of

Commons, providing that they are taken up by a Member who then proposes a debate to the Backbench Business Committee. Additional debating opportunities have been provided in Westminster Hall. To date all e-petitions crossing the threshold have been debated.

We will continue to support the Backbench Business Committee and the Procedure Committee in working with the Government and other stakeholders to explore ways to enhance the public petitions process and better meet the public's expectations.

The House Service will support the Speaker's Commission on Digital Democracy, the purpose of which is to consider how parliamentary democracy in the United Kingdom can embrace the opportunities afforded by the digital world (see page 14).

Becoming a more diverse and inclusive organisation

Given that Parliament is the supreme law-making body in this country, the House of Commons should not only comply with the equality legislation that it passes but should be an exemplar in implementing it. The greater the diversity within the House of Commons, the more diverse is its reach outside Parliament. Through the House-wide Diversity and Inclusion Scheme, we aim to increase the representation of under-represented groups in our workforce, with specific initiatives to encourage minority ethnic,

disabled and socially disadvantaged people to work with us. We will continue to integrate equality, diversity and inclusion into our everyday work. When we need to update our policies, processes or organisational structures we will assess proposals for the impact they have on different groups of staff.

The House of Commons Commission endorsed equality targets for the House Service in September 2012. These take into consideration:

- Historic patterns of under-representation of women at SCS level.
- The absence of people reporting as minority ethnic at SCS level.
- Representation of women and minority ethnic staff at pay band A.
- Benchmarking data from Government Departments and the overall Senior Civil Service.

The targets for the planning period are as below:

- We will continue to support the growth of and interest in workplace equality networks, allowing staff time to help run the networks and to attend events.
- We have re-examined the ways in which we advertise and recruit for job vacancies in the House Service. A new recruitment contract was let in 2013/14 that will better serve our need to reach more diverse groups, while offering better value for money. At the same time, our efforts to provide greater support for career progression and talent management (see pages 25-27) will help to ensure that every member of staff can work to their full potential.
- To ensure we reach out to the widest pool of talent we launched the Clerk's Apprentices Scheme in May 2013. There are ten apprentice placements per year, supplemented by National Vocational Qualifications (NVQs) studies in relevant subjects.

- We will continue to support the Speaker's Parliamentary Placement Scheme by providing the Parliamentary Assistants with one day per week working in House Departments. (For the rest of the week they work for Members of Parliament.)

Having clear and accepted standards of behaviour for Members and for staff

The *Members' Handbook* notes that House staff must treat Members with courtesy and respect, and must behave in a way that promotes dignity and respect at work at all times and in all circumstances. House staff are likewise entitled to be treated with dignity, courtesy and respect. The 'Respect' policy is currently being reviewed at the request of the Commission and work is ongoing in developing a revised policy.

The Parliamentary Commissioner for Standards advises both the Committee on Standards, and individual Members, on standards matters. She also monitors the

Category	May 2012 actual (%/no.)	2015 target (%/no.)	Senior Civil Service 2013 targets (figures in brackets are SCS at Oct 2011)
<i>SCS pay bands</i>			
Women	30% (25)	32% (29)	39% (36.7%)
Minority ethnic staff	0% (0)	2% (2)	5% (4%)
<i>A3 pay bands</i>			
Minority ethnic staff ¹³	0% (0)	10% (2)	n/a

13. There were no staff at the A3 entry level band in 2012 who identified themselves as minority ethnic. However the percentage at band A overall was 6.5%.

operation of the Code of Conduct for Members of Parliament and the Registers of Interests and makes recommendations for any changes. The Department of Chamber and Committee Services will work closely with the Commissioner to co-ordinate plans for the effective induction for new Members on the Code of Conduct after the General Election.

In line with good practice elsewhere in the public sector, we have a counter-fraud function for staff of the House Administration which has a three-pronged approach:

- **Awareness:** raise awareness of the value and type of fraud, including the significance and implications, and look to deter fraud.
- **Prevention:** put in place measures to minimise opportunities for fraud, on the basis that prevention is better than cure.
- **Enforcement:** pro-actively seek out instances of fraud and, where discovered, investigate and seek sanctions and redress.

A Fraud Risk Register has been developed for a “top ten” fraud risks and some tightening of controls resulted. Data matches from the National Fraud Initiative were investigated, including those from other authorities. All the payroll anomalies, on which the House led, were cleared and those in Accounts Payable were prioritised and final investigations have continued to try and resolve them. Specific testing of payment patterns to third parties is being introduced as part of pro-active counter-fraud work.

Supporting other parliaments, especially those in transition towards democracy

Since the development of democratic governments and parliaments across central and eastern Europe since the early 1990s, there has been an expansion in capacity-building work for developing parliaments. In carrying forward this work, we stand ready in the coming years, in cooperation with the Commonwealth Parliamentary Association (CPA) UK and the British Group of the International Parliamentary Union (IPU) and with the Westminster Foundation for Democracy, to respond in particular to demands arising from the Arab spring, and have already been doing so. Diplomatic and professional initiatives have been supported with Egypt, Iraq, Jordan, Morocco and Tunisia, and work is ongoing in the region.

A number of activities, building on work already undertaken, are planned in support of the reform programme in Burma. This includes a six-months secondment of a DIS senior library clerk to the Burmese Parliament.

The Commonwealth Parliamentary Association (CPA UK) and the Overseas Office also continue to work together with political and professional programmes in a number of Commonwealth countries, currently including Ghana, Guyana, Kenya, Sierra Leone and Uganda.

The House of Commons Library will continue to work with and support Parliamentary Library and Research networks in the UK and Ireland through the Inter-Parliamentary Research and Information Network (IPRIN), in Europe via the European Centre for Parliamentary Research and Documentation (ECPRD) and worldwide through the International Federation of Library Associations (IFLA).

Celebrating Parliament

2015 marks two important anniversaries in the development of our democracy: 800 years since the signing of the Magna Carta in 1215, and 750 years since Simon de Montfort's Parliament in 1265. A series of events and activities are planned, based around the theme of a 'journey to democracy' and the rule of law over the past 800 years and in the future. It is intended that this will encourage participants to develop a broader understanding of the development of our democracy to the current day.

A number of existing annual public engagement events and activities, including Parliament Week, the sitting of the UK Youth Parliament in the House of Commons, the Lords Chamber Event and TEDx, will also be tailored to this theme. We are working in partnership with many of the organisations involved in the major national and international programme of events to celebrate Magna Carta, including the British Library, Salisbury and Lincoln Cathedrals, the Ministry of Justice, Runnymede Council and the Magna Carta 800 Committee.

Managing risk and performance

Risk

The Management Board uses a set of over-arching risks that it owns, monitors and manages. These over-arching risks, revised in 2013/14, are set out below. In each case, the impact of the risk materialising is that the Management Board's ability to achieve its strategic goals or deliver business as usual is impaired.

Risk	Board lead
Differing perspectives of the House Service and Member bodies: <ul style="list-style-type: none"> ■ The Commission ■ The Speaker ■ The Finance and Services Committee, and ■ The Administration Committee will impact on the House Service's ability to achieve its strategic goals.	Clerk of the House
The possibility that differing interests between the two Houses may limit the ability of the House of Commons Service to achieve its strategic goals.	DG Chamber & Committee Services
The House suffers a loss of reputation due to ineffective or inadequate actions by the House Service.	DG Information Services
The House Service does not have the right capability or capacity (including effective prioritisation mechanisms) to deliver its strategic goals.	DG Human Resources & Change
Low staff morale limits the ability of the House Service to: <ul style="list-style-type: none"> ■ deliver its day-to-day services; ■ achieve its strategic goals. 	Clerk of the House
The ineffective prioritisation and management of financial resources and poor contract management will impact on the House Service's ability to achieve its strategic goals.	Director of Finance

Further risks that affect the delivery of key services are monitored and managed within departments rather than corporately by the Management Board. These risks (which include security, fire, flood, IT failure, finance and capability issues) remain visible to the Board, and will be escalated for action when necessary.

Performance

The following table summarises the key indicators that we will use to measure the performance of our services and activities. These are corporate indicators; there are also more detailed indicators which are set and managed at departmental level.

Indicator	Target
EFFECTIVE	
Proceedings in the Chamber, Westminster Hall and committees are not delayed because of any incident attributable to a failure of the House Service: <ul style="list-style-type: none"> ■ security-related issues ■ staff availability ■ availability of all business papers 	No fail
Overnight production of edited reports of proceedings in the Chamber and Westminster Hall	100%
Online publication of same-day reports of proceedings within three hours of the end of each speech and within two hours of the rise of the House	100%
Security clearances	>65% of UK applications processed within five working days

Indicator	Target
EFFICIENT	
Forecast out-turn expenditure should match budget (resource)	Out-turn in range 0-2% below budget
Forecast out-turn expenditure should match budget (capital)	Out-turn in range 0-5% below budget
Invoice payment performance	92% paid within 30 days
ICT core network availability	99.95% (excluding planned down time)
Outlook (email) availability	99.95% (excluding planned down time)
ICT helpdesk cases resolved (Members and their staff / House staff)	90%
We will meet our environmental targets to reduce carbon emissions, water consumed and amount of waste generated, and to increase waste recycling	Reduce: <ul style="list-style-type: none"> ■ Carbon by 18.9% ■ Water consumption by 40% ■ Waste generated by 25.8% Increase recycling to 61.8% (by weight) (all with reference to 2008/09 baseline)
Cleaning performance, as measured by supervisory checks	86% meeting agreed standard
Maintenance services	86% of calls to be resolved within deadline

Indicator	Target
WELL-INFORMED	
Research enquiries from Members are answered within deadline	97% within deadline 90% within 10 working days if no deadline
Members are regular Library users	75% log enquiries with the Library at least ten times per year
Year-on-year improvements in the diversity figures for the House Service	Targets for 2015: SCS: women 32%, minority ethnic 2% Band A3: minority ethnic 10%
Staff survey response rate	At least 65%, and at least 55% in all directorates
Improved staff satisfaction rates in the following areas: <ul style="list-style-type: none"> ■ Leadership and management ■ Overall job satisfaction ■ Performance management outcomes ■ Learning and development 	2012 benchmark (net of +ve/-ve scores): <ul style="list-style-type: none"> ■ 2.7% ■ 45.6% ■ -39.0% ■ 27.3%
Staff appraisal system	90% of all staff appraisals completed to the agreed deadline and quality standard
We achieve target number of education visits to Westminster	45,000
Agendas, reports and other papers of chambers and committees made available to the public	Accurate papers produced and distributed on time
RESPECTED	
Satisfaction levels of the public visiting Westminster	95% giving a score of 4 or 5 (where 5 is "excellent")
Satisfaction levels of those using the website	75% of respondents "happy" or "very happy"

Annex 1: the House of Commons Service

Chamber and Committee Services

The **Chamber Business Directorate** comprises the following offices:

- The **Public Bill Office** administers all business relating to public legislation. It provides Clerks for general committees including public bill committees.
- The **Private Bill Office** administers the House's procedures applying to private legislation and provides advice on those procedures to Members, parliamentary agents and others.
- The **Journal Office** produces the authoritative record of proceedings in the House, and provides a variety of procedural advice and services to the House, as well as the secretariat for certain committees.
- The **Table Office** is the place where Members table Parliamentary Questions (PQs) and Early Day Motions (EDMs). The Office also produces the House's Order Paper and associated business papers for each day's sitting. It provides the secretariat for the Backbench Business Committee.
- The **Vote Office** supplies parliamentary and Government documents (including EU documents) to Members and others. Within the Vote Office, the **Procedural Publishing Unit** provides pre-publication, printing and publishing services for procedural and other offices.
- The **Ways and Means Office** provides support for the Chairman of Ways and Means and the other

Deputy Speakers in their duties in the House, and for the Panel of Chairs.

The **Committee Directorate** provides secretariat, advice, research and administrative services for each of the House's Departmental Select Committees and most other Select Committees. The **Scrutiny Unit** provides specialist support to all Committees, assists Public Bill Committees and staffs some ad hoc committees. The Committee Directorate also provides the secretariats of the House's governance bodies, including the House of Commons Commission.

The **Official Report Directorate** is responsible for providing reports of the proceedings of the House, Westminster Hall and Committees, processing and printing written answers to questions, written ministerial statements, petitions and ministerial corrections. The **Broadcasting Unit** oversees the production and distribution of the audio-visual (AV) record, the broadcasting and webcasting of both Houses, operates the annunciator service and provides an audio-visual archive service.

The **Overseas Office** has responsibility for the House's official relations with overseas parliaments and parliamentary assemblies while the **Departmental Services Office** provides budgetary and financial management support to the Department. It also carries out office management and communications functions.

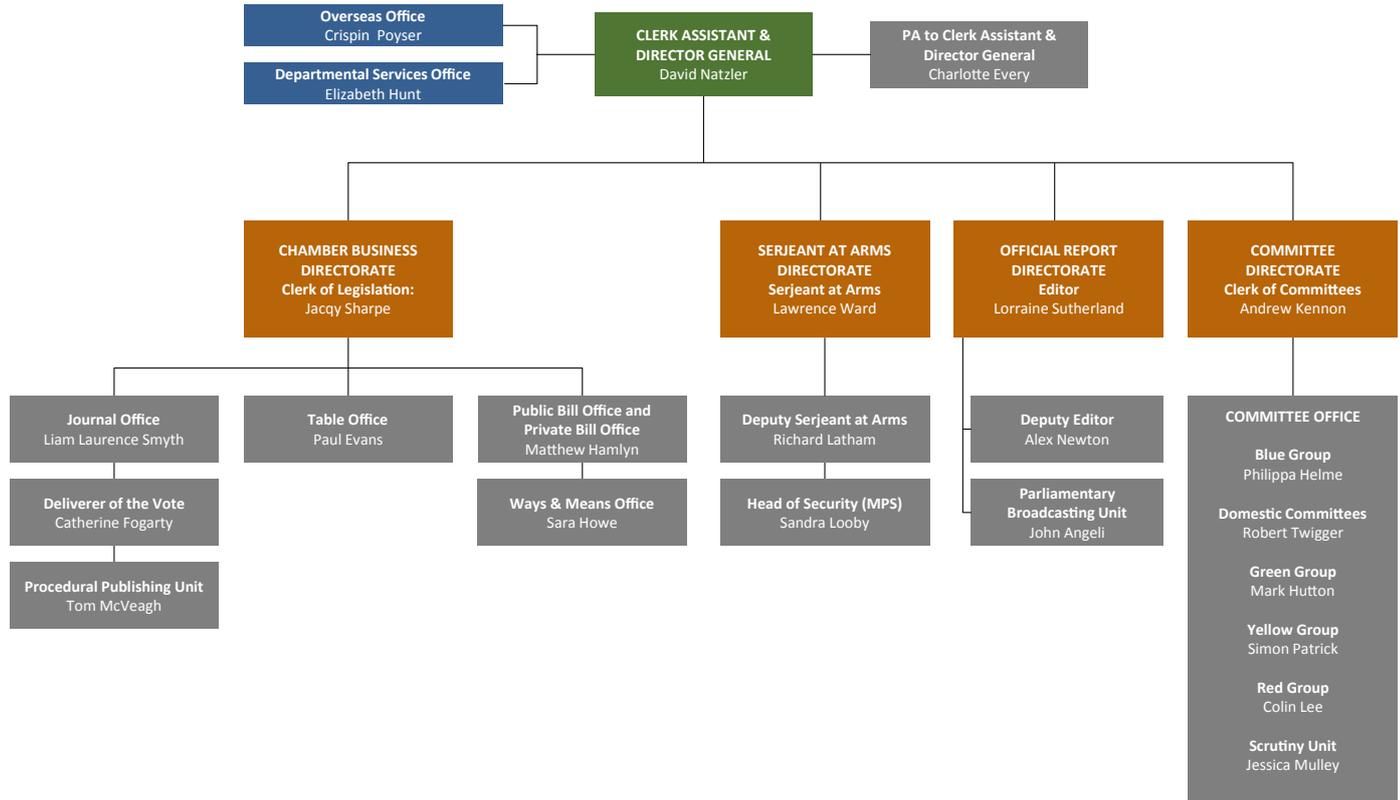
The **Serjeant at Arms Directorate** has operational responsibility for access and security in the House of Commons as well as a range of ceremonial functions. In doing this it works closely with the Office of the Parliamentary Security Director (see below). It manages the work of the Admission Order Office, the Doorkeepers, the Pass Office and the Members' Staff Verification Office.

The two offices which are brigaded with DCCS for budgetary purposes are:

- The **Office of Speaker's Counsel**, which provides legal advice to the Speaker and departments of the House; scrutinises domestic secondary legislation and private Bills in support of relevant committees; and scrutinises EU legislation in support of the European Scrutiny Committee.
- The **Office of the Parliamentary Commissioner for Standards**, which advises both the Committee on Standards and individual Members on standards matters. She monitors the operation of the Code of Conduct and the Guide to the Rules that apply to Members. In addition, she is responsible for the maintenance of the four Registers, of which the most important is the Register of Members' Financial Interests. She considers and, if needed, investigates allegations against Members who may have breached the Code or related Rules.

Chamber & Committee Services

May 2014



Facilities

The **Accommodation and Logistics Services Directorate** is responsible for a wide range of office and allied services including the management of contracts for cleaning, mail and stationery and photocopier provision. It includes Service Delivery Managers and Service Delivery Coordinators, who provide reception services and reactive support in all our buildings, and a team of in-house cleaners for the heritage areas of the Palace. The logistics service, which includes the Offsite Search and Consolidation Centre, is shared with the House of Lords.

Catering Services is responsible for catering facilities throughout the House of Commons, including cafeterias, fine dining, banqueting and bars.

The **Parliamentary Estates Directorate** manages the corporate real estate, delivering sufficient accommodation to meet the needs of all who work within, or visit, the Parliamentary Estate and optimising its use as a healthy, safe, sustainable and effective working environment. The Directorate also maintains the fabric and heritage of Parliament's buildings, objects and documents for the benefit of future generations.

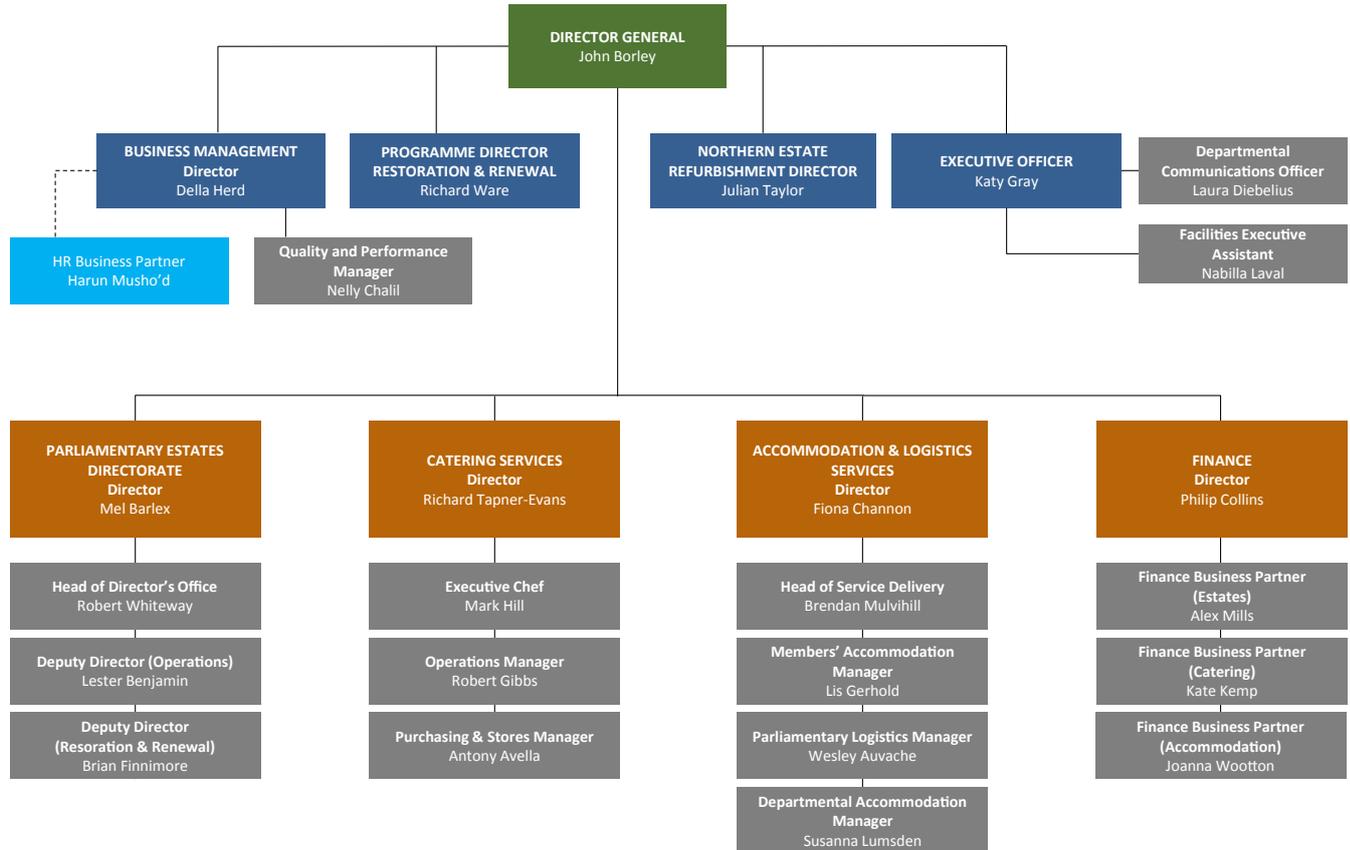
Facilities Finance provides embedded specialist financial advice for facilities specific functions.

The Department also provides an administrative home for the **Director of the Restoration and Renewal**

Programme and the Director responsible for the programme to refurbish the buildings of the Northern Estate. These, though, are corporate rather than departmental roles.

Facilities

May 2014



Finance

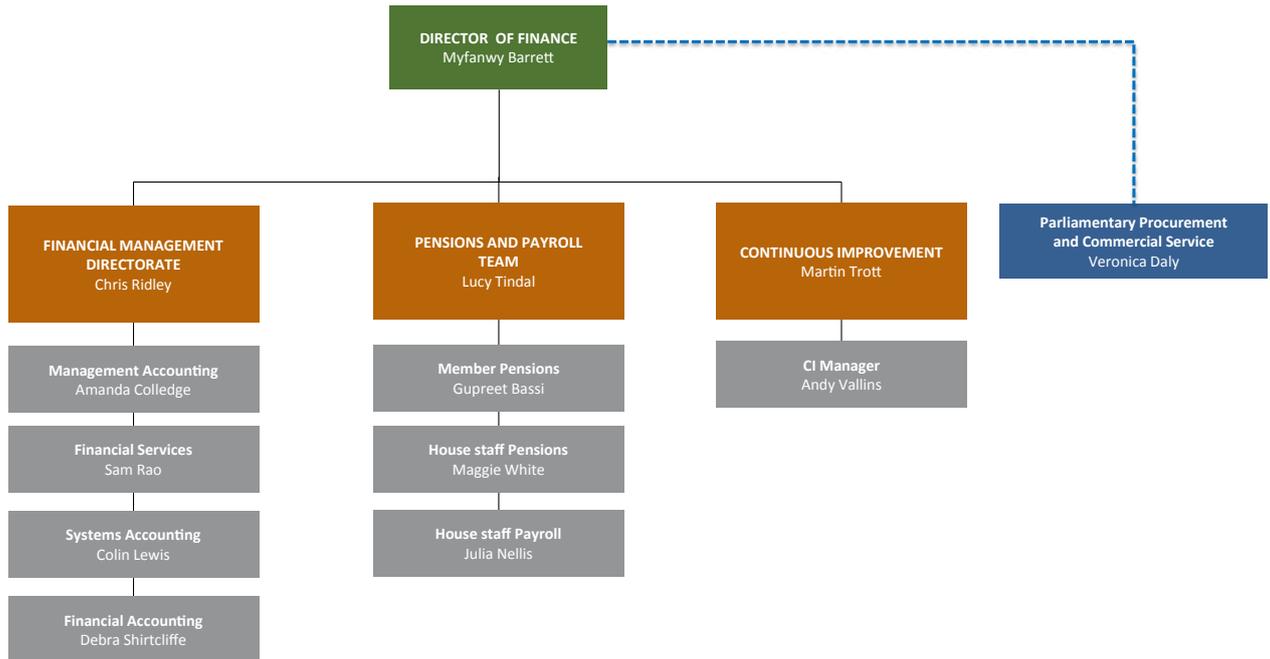
The **Financial Management Directorate** is responsible for financial planning, monthly reporting and forecasting; accounting and treasury functions and accounts payable and accounts receivable.

The **Continuous Improvement team** is responsible for leading the House Service's work to identify and deliver ongoing value-for-money and efficiency savings, and further improving the quality of services, now that the Savings Programme has closed. Continuous improvement is a bicameral activity and the team works closely with colleagues in the House of Lords on this work.

The **Pensions and Payroll Unit** oversees arrangements for pensions for Members, Members' staff and House staff and is responsible for the payroll service.

In 2014/15 the Commercial Services Directorate will become part of the new **Parliamentary Procurement and Commercial Service**, to be hosted by the House of Lords, and subject to a new Service Level Agreement. Work on developing procurement policy and improving data analysis will continue.

Finance
May 2014



Human Resources and Change

For the future the Department will be working along two main paths:

Delivering day to day services	Developing strategy and policy
Includes: Learning and Development, HR operations (including advisory, administration support and recruitment); Personnel Advisory Service for Members; Information Rights and Information Security, central support for DHRC and DFin's teams and Diversity and Inclusion.	Support and develop HR strategy and policy function: includes SHWS, employee relations and pay policy. Leads on the People Strategy.
Building an effective business function to deliver the department's business plan, including performance measures and practical processes.	Professional and practical HR advice and guidance for the House Service.
Focus on effective and efficient team incorporating best practice [fit for purpose] operational services.	Strategic support and expert business change advice to key business transformation and improvement programmes across the House of Commons Service.
All teams and managers will continue to work across both paths and are interdependent and interlinked.	

Three **business partners** working closely with departments will facilitate these services for departments. The business partner function will continue to provide a strategic link between departments of the House and DHRC's services.

The **Safety, Health and Wellbeing Service (SHWS)** is a bicameral service comprising two linked elements: first, a policy, advisory and assurance function covering health and safety management across the Parliamentary Estate; and secondly, occupational health and welfare services for Members and staff of both Houses.

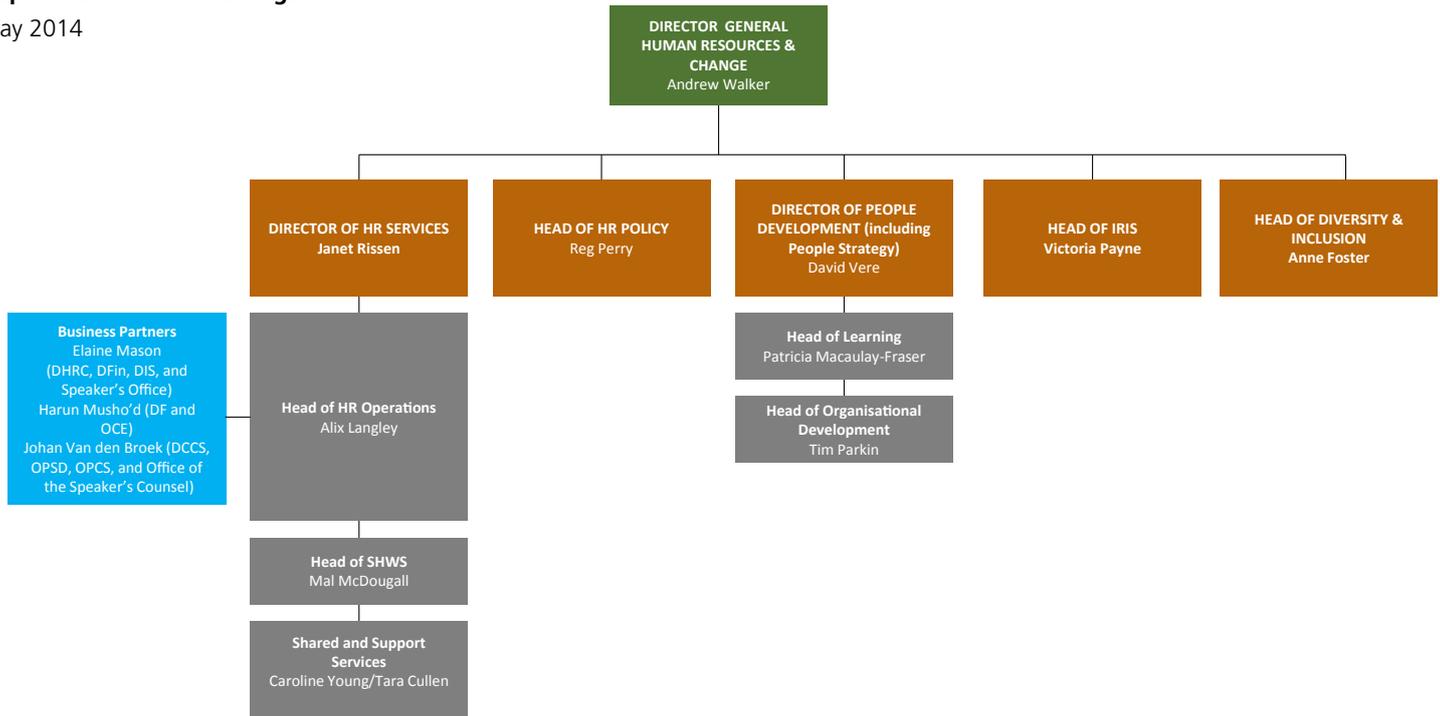
The **Information Rights and Information Security (IRIS) Service** is responsible for coordinating the House Service's responses to requests made under the Freedom of Information Act and leads the publication scheme that governs the information routinely published by the House Service. It is also responsible for providing guidance and policies around data security, and enhancing data security awareness and compliance. The team works very closely with the House of Lords and the Parliamentary Security Director across all these areas. In addition, IRIS advises Members on their data protection responsibilities.

The **Change Team** champions change management, provides expertise in organisational development and runs a portfolio management function to bring together information about major projects and programmes across the House.

The **Diversity Team** leads and coordinates work supporting equality, diversity and inclusion across the House to ensure that everyone on the Parliamentary Estate is treated with dignity and respect. It manages the contract for the nursery and also provides information and support for people with disabilities.

Department of HR & Change

May 2014



Information Services

DIS is organised into three Directorates, with POST, the Curators and supporting functions reporting directly to the Director of Service Delivery.

The **Research and Library Directorate** provides enquiry services, pre-prepared briefings and library services (including reading rooms, book loans, reference collections and online resources). It also provides access to procedural, parliamentary and official information and documentation via the parliamentary search tool and STOCK system. It has a team which develops and manages the thesauri which add value to parliamentary data on the intranet and internet. Training for Members and their staff in the use of library services is also provided by this Directorate.

The **Public Information Directorate** promotes public knowledge and understanding of the work and role of Parliament. Within this:

- The **Public Information and Outreach Service** spreads awareness of the work, processes and relevance of the institution of Parliament, encouraging greater engagement between the public and both Houses of Parliament. It also delivers an enquiry-answering service for the general public, along with pre-prepared briefings on the work and role of the House of Commons.
- The **Web and Intranet Service** is responsible for Parliament's online communications and

engagement using the parliamentary intranet, Parliament's website and other digital channels such as YouTube and Twitter.

- The **Media Service** has House-wide responsibility for working with the media.

The **Public Engagement** Directorate provides support to visitors to Parliament as well as support for schools and young people:

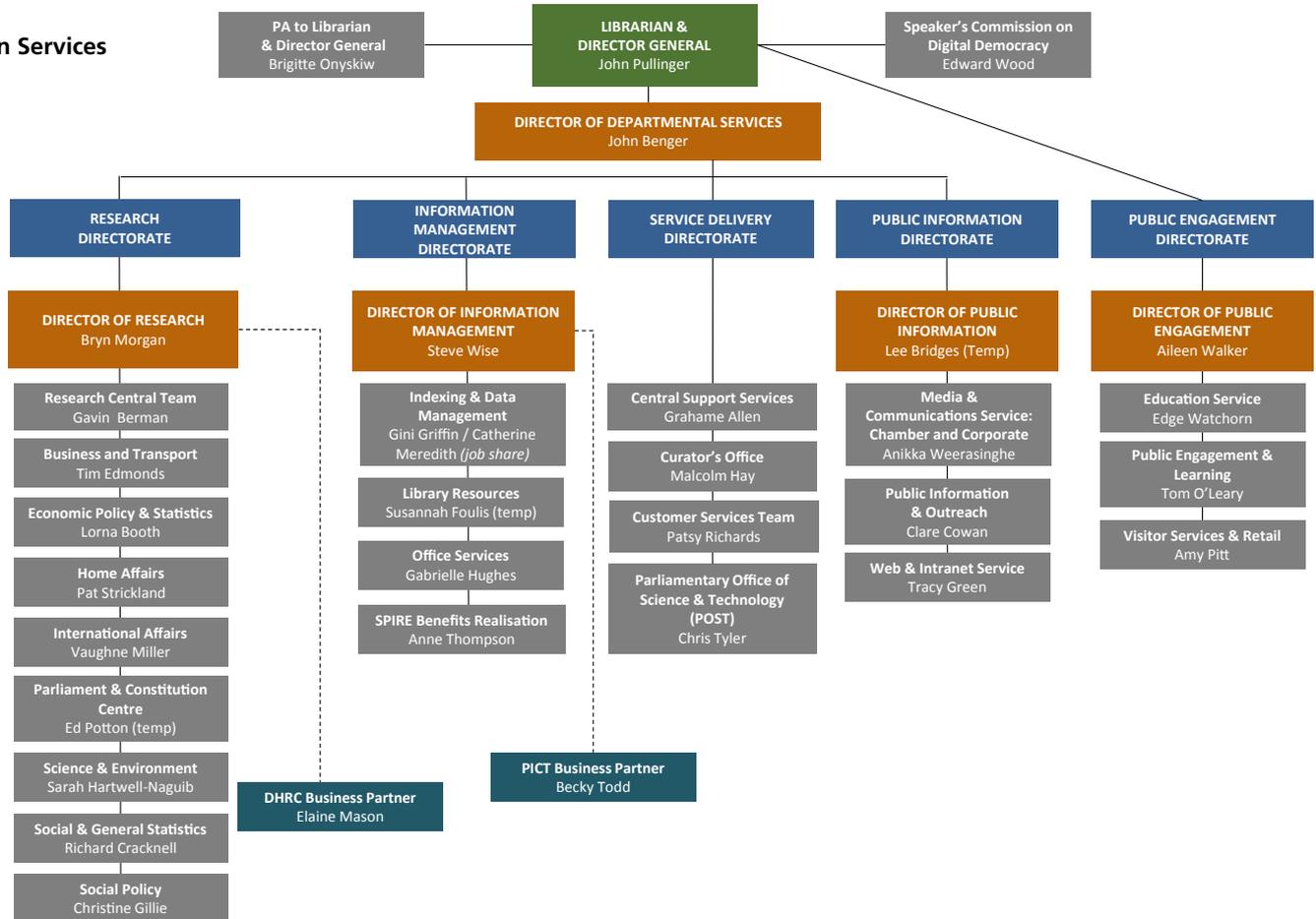
- The **Parliamentary Education Service** works with schools, teachers and Members of both Houses to inform, engage and empower young people in developing their knowledge and understanding of Parliament and democracy.
- The **Public Engagement and Learning** teams create innovative resources and opportunities to connect people with Parliament, including the coordination of Parliament Week and other parliamentary engagement programmes.
- **Visitor Services** provides a proactive, well-informed welcome and orientation service to all visitors to Parliament, and raises income through commercial tours and retail services.

The **Curator's Office** is responsible for conserving, developing and displaying the works of art collections of both Houses.

The **Parliamentary Office of Science and Technology** provides publications and other services on all matters regarding science and technology for Members of both Houses. It also provides advice to select committees.

Information Services

May 2014



Parliamentary ICT (joint department)

The **Operations and Member Services Directorate** in PICT is responsible for online, Service Desk and desk-side support for all users 24/7, the provision of and support to corporate applications, hardware and software asset management, enterprise cloud and contract management, technical operational support, network management, telecommunications and customer relations.

The **Technology Directorate** manages the current and future technical ICT requirements in support of both Houses. It maintains business information systems, applications and the core network infrastructure.

The **Programmes and Development Directorate** is responsible for planning and delivering ICT programmes and projects required by the business.

Other offices

In addition to the departments listed above there are a number of smaller offices:

- The **Speaker's Office** is responsible for supporting all aspects of the Speaker's duties. Staff in the Speaker's Office help organise the Speaker's meetings, talks and visits to public groups, schools and colleges across the UK.
- The **Office of the Chief Executive** supports the

Clerk of the House of Commons in his roles as Chief Executive, Accounting Officer and Corporate Officer, and provides assurance to him through risk management, business resilience planning, project and programme assurance and internal audit. It also supports the Management Board and coordinates strategic and business planning and performance management. The Central Communications Team coordinates and promotes the work of the House Service to Members, their staff and House staff, and runs corporate events for both House and Members' staff.

- The **Parliamentary Security Director** is responsible for the strategy, planning and overall delivery of security across the Parliamentary Estate, including the cyber threat. He chairs the Parliamentary Security Board.
- The **Parliamentary Archives** in the House of Lords provides a shared records management and archives service to the administrations of both Houses. It is partly funded by the House of Commons.
- Subject to the agreement of the transfer, which is currently scheduled for 1 May 2014, the **Office of the ISC** will provide secretariat support to the Intelligence and Security Committee of Parliament.

Annex 2: Finance

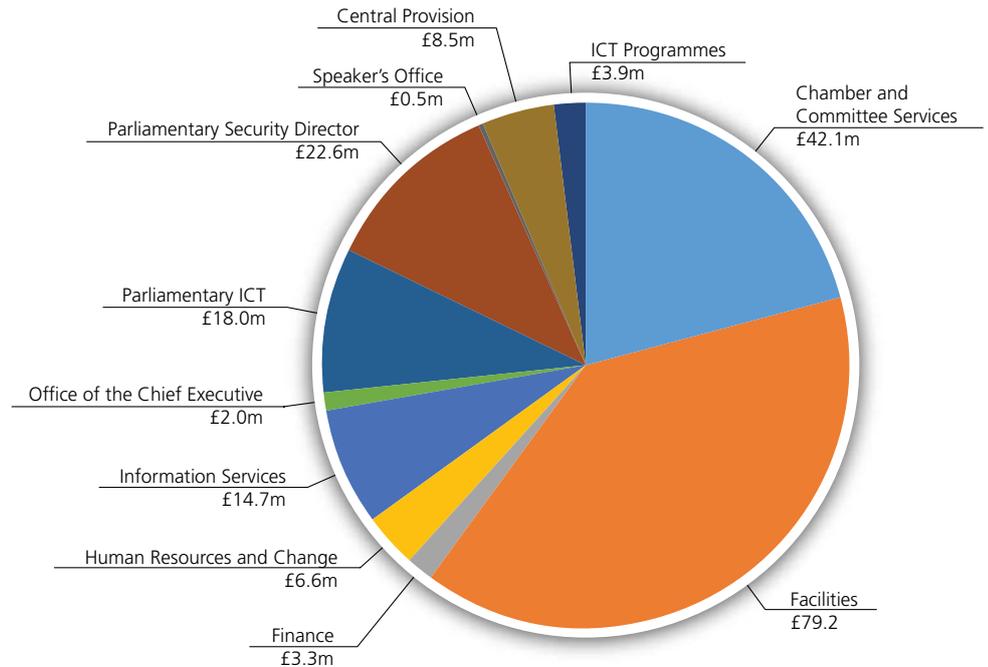
Resource expenditure

The financial remit agreed with the Commission for the 2014/15 to 2017/18 planning round assumes no financial growth in real terms with the House absorbing day-to-day upward cost pressures other than inflation. The table below shows the current medium-term financial position, which covers the period 2014/15 to 2017/18.

Medium Term Financial Plan					
	2013/14	2014/15	2015/16	2016/17	2017/18
Resource	£000s	£000s	£000s	£000s	£000s
2013/14 Baseline (Dec 2012)	220,000	218,000	218,000	218,000	218,000
Adjustments and Transfers	(2,000)				
Pension Merger		(2,986)	(2,986)	(2,986)	(2,986)
Transfers between Estimates		(18,700)	(18,700)	(18,700)	(18,700)
Uplifts		3,157	10,742	15,113	19,582
Savings Strands		(5,511)	(5,947)	(5,947)	(5,947)
Savings Strands: Operations		(3,093)	(3,108)	(3,108)	(3,108)
Other Savings		(4,277)	(5,304)	(5,212)	(5,121)
Growth		3,487	3,670	5,136	3,728
Intelligence and Security Committee		660	660	660	660
General Election		(997)	(50)	0	0
Fixed Asset Accounting		12,300	17,000	23,000	20,700
Education Centre		1,000	1,000	1,000	1,000
Adjustments to central provision		(1,244)	(1,494)	(1,494)	(1,494)
Contingency		(496)	617	4,110	4,682
Adjusted baselines	218,000	201,300	214,100	229,572	230,996
Further savings sought	0	0	0	(3,572)	(4,296)
Target resource baseline	218,000	201,300	214,100	226,000	226,700

Resource expenditure

The chart below shows how the 2014/15 resource Estimate will be apportioned between departments and offices within the House Service. In the case of services shared with the House of Lords (including security and estates) the figures below represent the House of Commons share only.



Capital expenditure – our investment plan

Property-related expenditure will consume the majority of the capital investment provision of £43.0 million in 2014/15. Note that the majority of ICT investment is funded from within the Resource Estimate. More details are shown in the chart below.

