



HOUSE OF COMMONS

# House of Commons Service Corporate Business Plan

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# 2019-20



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# Introduction

# Background

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This is a business plan for 2019-20. It was produced at a time of considerable uncertainty: most immediately, the manner in which the UK will leave the European Union remains unclear, but there will undoubtedly be an impact on Parliament. Second, the Commons Executive Board is refreshing the strategy for the House Service. The current strategy runs to 2021 but the new work will extend this timeframe to 2025. While a considerable amount of work has already been undertaken, it is not yet complete.

This plan is therefore based around the priorities that have been identified so far, but it is possible that the latter stages of the work mean that parts of this plan need to be revisited once the refresh is complete. Third, the Board itself is undergoing a period of change. The new Clerk took up his role on 1 March. New Managing Directors for Finance and HR will take up their respective roles in May, and the posts of Clerk Assistant and Managing Director for Participation have been filled. Furthermore, the Independent Director for Cultural Transformation started her role in February, and her work will form a central part of what we do over the coming year.

# Review of 2018/19

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While the purpose of this business plan is to focus on the future, it is worth pausing to reflect on some of the achievements of the last year. Brexit has dominated the political landscape, and staff have risen to the challenge of supporting the passage of complex legislation through the House. Many select committees have held inquiries looking at the impact of Brexit on various policy areas, and vast numbers of statutory instruments have had to be managed and assessed by a newly-established select committee. To improve the transparency of this process we have developed and implemented a new online tool allowing users to track the progress of secondary legislation.

Dame Laura Cox QC was appointed by the House of Commons Commission in April 2018 to conduct an independent inquiry into bullying and harassment of House of Commons staff. The report was published on 15 October 2018. Since that time the Commission has approved her recommendations, the first of which (dropping the former 'Valuing Others' and 'Respect' policies) has already been completed. Consultations are under way to determine how best to implement the other two: to allow historical cases to be addressed through the Independent Complaints and Grievances Scheme, and to make the scheme wholly independent of Members. Implementing these will require the agreement of Members. Other actions are already well under way, including the appointment of a new Independent Director for Cultural Transformation, provision of training for staff, Members and Members' staff, and undertaking a six-month review of the operation of the Independent Complaints and Grievances Scheme.

One of the highlights of 2018-19 has been celebrating the anniversaries of the 1918 Representation of the People Act, when all men and some women gained the right to vote. We hosted the 'Vote and Voice' exhibition in Westminster Hall, and many other activities took place throughout 2018. We have also made significant changes to the way in which we support visitors to Parliament through the in-sourcing of our guiding function and the provision of new audio guides. We have changed the way in which we provide our outreach activity across the country so that 80% of those we engage with are young people or from the more marginalised groups in society.

The level of activity around planning and delivering improvements to the Parliamentary Estate continues to increase. The Sponsor Board for the Restoration and Renewal of the Palace of Westminster has been established in shadow form, and draft legislation to establish both the Sponsor Body and Delivery Authority on a statutory basis was published in October 2018. Meanwhile, many other works programmes are under way across the Estate, including the refurbishment of the Elizabeth Tower, fire safety improvements, and the refurbishment of the Canon Row and Derby Gate buildings.

# Foreword by the Clerk of the House and the Director General

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The mission of the House Service is to support a thriving parliamentary democracy and this is reflected by the fact that the core business and top priority is ensuring that the work of the House of Commons chamber can take place. No matter their role, everyone has a part to play in supporting this ambition. Thanks to the efforts of all House Service and Digital Service staff throughout the past 12 months, the business of the House of Commons has continued to run smoothly in often challenging circumstances, and Members received year-round service of the highest quality. We would like to acknowledge our gratitude to the professionalism, energy, enthusiasm and commitment displayed by our employees, which underpins everything we do.

This plan has been produced in a period of exceptional political change and uncertainty. The manner in which the UK will leave the European Union remains unclear, but there will undoubtedly be an impact on the services we provide. At the present time, there is significant EU law still to transfer into UK legislation. We also need to report and broadcast the high profile debates, resource select committees appropriately to scrutinise the withdrawal process, maintain the rigorous high standards and impartiality of our research briefings, and ensure we are meeting the needs of millions more people engaging with parliamentary proceedings.

Political uncertainty means that, more than ever, Members are relying on us to deliver information, services and support of the very highest quality. There is growing public interest in our democratic system, as a result of social media and recent political developments. This opens up new opportunities for engagement but also puts increased pressure on all of our teams. In this uncertain time, flexibility will be key to ensuring we can support the House's role in facilitating effective scrutiny and debate.

Ensuring that we have a workplace culture that is free of bullying and harassment will be a key priority this year. We accept that where things have gone wrong



in the past they have not always been properly dealt with. This is changing, and the recommendations of Dame Laura Cox's report has shown us the action we need to take. It is essential that these recommendations and our action plan to change the culture of the House Service are implemented this year.

Our staff are the key to our success. We must be able to attract and retain talented staff, and support them in building their skills, so that they can operate flexibly in uncertain times. We are also continuing to broaden the cultural make-up of our organisation, aiming to provide an inclusive and flexible workplace.

We are supported by the steps we are taking to improve our digital and IT infrastructure. New ways to talk and collaborate online are changing the concept of the 'office', allowing people to work in any location with web access. New systems and solutions are being introduced to help us all deliver, share and manage information digitally. Our customers are also using digital tools to work in smart and flexible ways, and they expect us to interact with them in the same way. And we need to balance all of this with ongoing improvements to our cyber security systems, to stay one step ahead of those seek to harm us.

We are also doing our utmost to keep Parliament secure in the face of physical threats, to keep everyone on the Parliamentary Estate safe and secure at all times, and to support our Members on site at Westminster and in their constituencies.

We also have to address ongoing challenges in terms of our built environment. The scale of refurbishment needed over the coming years is well documented. Work is under way on many projects, and options to secure other accommodation while we are working away from the Palace are being explored. Meanwhile we await the passage of the Parliamentary Buildings (Restoration and Renewal) Bill which will establish the Olympic-style Delivery Authority and Sponsor Body in statutory form. If its passage is delayed then plans will need to be reviewed to consider the implications.

As the House Service goes through a number of changes, including to its senior management team, we must ensure we are able to meet the goals of the refreshed strategy. We are assisted in this by the efficiency and enthusiasm of our colleagues, and both of us are confident that our team will successfully meet the objectives and challenges of the coming year.



**Dr John Bengier**  
Clerk of the House of  
Commons



**Ian Ailles**  
Director General of the  
House of Commons

# Our strategic objectives

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The mission of the House Service is to support a thriving parliamentary democracy and this is reflected by the fact that the core business and top priority is ensuring that the work of the House of Commons chamber can take place.

No matter the role, everyone has a part to play in supporting this to happen. This may be directly, through facilitating the work of the chamber and committees and providing high-quality research and information, or indirectly, by ensuring we have technology, processes and services that are fit for purpose, and an environment that is safe, clean and functional.

Whilst the work of the House of Commons chamber is our top priority, to genuinely support a thriving parliamentary democracy we know we need to do much more than that. Our three key objectives set out how we work to fulfil our mission.

### **Facilitate effective scrutiny and debate**

We will work as a team to support the business of the House. We will provide Members with outstanding professional expertise, advice, research, facilities and technology, based on a sound understanding of their needs and priorities. Whatever our role, we will be valued by Members for our expertise, empathy, innovation and customer service.

### **Involve and inspire the public**

We will open up the House of Commons to the public and show how it is essential to democracy, and changing for the better. Focusing particularly on the young and marginalised, we will create and promote opportunities to engage in the House's work, make it relevant and accessible, and challenge misconceptions. We will facilitate representation and enhance the reputation of the House in the UK and internationally through our work.

### **Secure Parliament's future**

We will ensure that Parliament can deal with current and future challenges, from whatever source, and grasp the opportunities they present. We will protect and enhance the physical fabric of the estate and protect Parliament and all its people from the threats it faces. Whatever our role we should be responsive to changing demands and prepare for the future.



## Supporting a thriving parliamentary democracy



The Commons Executive Board is currently in the process of reviewing and refreshing the strategy for the House Service. The existing three key objectives will not change and it is likely that a fourth will be created, focusing on our people. The aim of creating the fourth objective will be to show how the House of Commons is committed to being an inclusive, diverse working environment, in which everyone feels valued and is treated with respect.

The timeframe of the House Service strategy will be extended to 2025 (the date when Restoration and Renewal of the Palace of Westminster is expected to begin). The refreshed strategy will identify how the House Service wants to work, how it will achieve the balance between what is done now and what changes need to be made to maximise opportunities to build on current work and make it better. It will help make decisions about priorities and development over the coming years, and help teams and individuals articulate the roles they play in supporting a thriving parliamentary democracy.

# How we are changing

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Last year, we launched some new principles that guide how we are going to achieve our core strategic objectives. These principles inform the operational business plans for 2019-20 that are described in this document



**Empowering our staff**



**Listening and responding to all our customers**



**Rolling out digital and smart working solutions**



**Responding to external change**



**Rethinking how we use space**



**Spending money wisely and prioritising what we do**



**Encouraging collaborative working**



**Optimising our use of data**

# Purpose of this plan

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We produce a Corporate Business Plan each year to ensure that we can respond to changing circumstances and focus on our highest priorities for the year ahead. It is used by the Commons Executive Board to ensure that we are fulfilling our strategic objectives, delivering quality services to our customers and spending public money wisely. It also identifies key priorities for our teams and staff across the House Service, and shows how their work fits into the broader picture.

The programmes, projects and other initiatives included in this Corporate Business Plan are critical to addressing the priorities for the House Service as outlined by the Commons Executive Board. Given that work on refreshing the strategy is underway, this business plan is explicitly a plan for 2019-20 only. Part of the implementation of the refreshed strategy will consider whether to move to a rolling three (or four) year business plan, rather than a series of annual plans.

Each House Service team also produces its own business plan, driven by the House Service strategy. These, in turn, help to shape the personal objectives set out in our Individual Performance Reviews.

**Page 41 explains how we will monitor progress in delivering this plan and in achieving our strategic objectives.**

House strategy

Corporate plan

Team Plan

IPR

# Contexts and challenges

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## Parliament and politics

We have produced this plan in an almost unprecedented period of political change and uncertainty. The debate over the terms of the UK's withdrawal from the EU, and its impact on our political landscape, directly affects the services we provide. There is significant EU law still to transfer into UK legislation. We also need to report and broadcast some of the most high profile debates seen in Westminster for some time, resource select committees appropriately to scrutinise the withdrawal process, and ensure we are meeting the needs of millions more people connecting and engaging with parliamentary proceedings.

Political uncertainty means that, more than ever, Members are relying on us to deliver information, services and support of the very highest quality. Growing public interest in our democratic system opens up new opportunities for engagement but also puts increased pressure on all of our teams. The public want to be assured that taxpayers' money is being spent effectively and responsibly. This means we need to be open, transparent and accountable in everything we do.

## Security

We have a duty to keep everyone on the Parliamentary Estate safe and secure at all times, and to support our Members at Westminster and in their constituencies. In 2017 the UK was hit by five terror attacks, including the Westminster attack in March. That tragic day will always be remembered by us, and has driven much of our security work since. We are doing our utmost to keep Parliament secure in the face of threats which may not have felt entirely real to some before then. Changes are being made to tighten security arrangements. However, we expect to be able to maintain current levels of public access, both in terms of democratic access visits and commercial tours.

The threat of cyber-attack remains high and we know from the events of June 2017 that Parliament is a high-profile target. Members face increasing levels of personal threats and abuse. The current level of threat facing the UK and its public institutions, both physically and online, is unlikely to reduce in the near future, so we must continue to be vigilant at all times.

## Workplace

We are continuing to broaden the cultural make-up of our organisation, and also responding to changing needs and expectations where work-life balance is concerned. We must be able to retain and attract talented staff, and support them in building competencies, so that they can operate flexibly in uncertain times. Staff who are EU nationals will need advice and support as the implications of Brexit become clearer.

We are determined to ensure a workplace culture free of bullying and harassment. The majority of our working relations with Members and with each other are harmonious, mutually respectful and professional but where things have gone wrong in the past we accept that they have not always been properly dealt with. This is changing. A major part of this change will be implementing the recommendations of Dame Laura Cox's report that was published in October 2018.<sup>1</sup>

As well as building loyalty and pride among our employees, we must strive to instil a clear understanding of shared goals if we are to deliver effective, joined-up services. We want our staff to be ambitious in outlook, to explore new ways of meeting challenges, and not to fear the possibility of failure.

## Digital opportunities

We have entered the digital age, and we operate in a knowledge economy. Working in an increasingly digital environment offers ambitious new possibilities – as well as new online threats to our information and security. Our customers are increasingly using digital tools to work in smart and flexible ways. They expect us to interact with them in the same way, using the full range of technologies and applications available.

New ways to talk and collaborate online are changing the concept of the 'office', allowing people to work in any location with web access. Increased data security and accessibility mean that we can streamline our processes and tailor them better to meet our corporate needs. We need to balance all of this with ongoing improvements to our cyber security systems, to stay one step ahead of those seek to harm us.

<sup>1</sup> [www.parliament.uk/documents/dame-laura-cox-independent-inquiry-report.pdf](http://www.parliament.uk/documents/dame-laura-cox-independent-inquiry-report.pdf)



## Parliamentary Estate

In early 2018, both Houses of Parliament agreed that the best and most cost-effective way to carry out the restoration and renewal of the Palace of Westminster was to temporarily move out of the building in order to carry out the work in a single phase. Nothing on this scale has been undertaken since the Palace was built.

We will have to use the Parliamentary Estate differently to provide services to Members and the public during years of major works. Smart and flexible ways of working have been used successfully to address similar challenges elsewhere, and are being explored along with alternative locations.

Restoration and renewal of the Palace will be undertaken by an Olympic-style Delivery Authority and Sponsor Body. The Sponsor Body (with a Board and Executive Team) is already operating in 'shadow' form, undertaking a wide range of preparatory work. The Restoration and Renewal Programme Delivery Team within Strategic Estates performs the delivery function until such a time as the shadow Delivery Authority is established.

The Parliamentary Buildings (Restoration and Renewal) Bill makes provisions to establish the new bodies on a statutory footing. It is assumed that the Bill will receive Royal Assent by early 2020, which will allow the shadow Sponsor Body to recruit the shadow Delivery Authority chair in summer 2019 and transition to a substantive body by early 2020. In the current political climate, consideration of the Bill is a significant uncertainty. If its passage is delayed

then plans will need to be reviewed to consider the implications of a longer shadow state than is currently anticipated.

We are also preparing for a major programme to refurbish buildings within the Northern Estate. The House has secured the use of Richmond House (adjacent to the north-west corner of the Estate). Work is expected to begin in the early 2020s to make this building ready to meet our requirements while the Palace is being refurbished. Options to secure other accommodation while we are working away from the Palace are being explored. We will secure and fit-out the necessary space for people who decant prior to the beginning of the Northern Estate Programme.

In addition, we will deliver our portfolio of projects relating to the improvements in Fire Life Safety, Security and Health & Safety within the Estate. As the custodian of the Parliamentary Estate, conservation projects such as the overhaul of cast iron roofs, replacement of encaustic tiles and improvements to Westminster Hall will continue.

**Our plans  
for 2019/20  
and beyond**

# Priorities for 2019/20 & Delivery Plan

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Our mission is to support a thriving parliamentary democracy, and this is reflected in the fact that our top priority is ensuring that the work of the House of Commons chamber can take place. No matter what their role, everyone has a part to play in helping to make this happen. Whether this is directly, through facilitating the work of the chamber and committees and providing high-quality research and information, or indirectly, by ensuring MPs, their staff and House staff have the technology, facilities and services they need, and we all have a clean, safe and functional environment.

The tables in the following pages set out the main work streams that will be delivered by our teams across the House Service. The development of these plans has been guided by the principles set out on page 11.



## Empowering our staff

Actions	Outputs	Desired outcome	Measures
<p><b>Complete the action plan arising from the Report on bullying and harassment at the House of Commons.</b></p>	<p>Any changes arising from the six-month review of the Independent Complaints and Grievances Scheme are implemented.</p> <p>New processes for dealing with historical complaints are in place (subject to a decision of the House).</p> <p>New arrangements for complaints to be dealt with entirely independent of MPs are in place (subject to a decision of the House).</p>	<p>The House of Commons Service is a safe and inclusive place to work.</p> <p>The Independent Complaints and Grievances Scheme (IGCS) is working effectively.</p> <p>The Behaviour Code is embedded.</p>	<p>Number of complaints and trend information from completed cases.</p> <p>Staff survey results.</p> <p>Number of referrals to Health &amp; Wellbeing Service.</p> <p>Number of calls to Employee Assistance Programme.</p>

## Empowering our staff

Actions	Outputs	Desired outcome	Measures
<p><b>Tackle the underlying causes of which bullying and harassment are symptoms by undertaking a culture diagnostic exercise and a series of staff focus groups.</b></p>	<p>A vision and future state for the culture of the House Service is identified by our people.</p> <p>An action plan to embed and monitor cultural change, in line with this vision, is agreed and implemented.</p> <p>Leaders are supported and empowered to reward those who demonstrate our values and have appropriate conversations with those who do not.</p>	<p>The House of Commons Service is a safe and inclusive place to work.</p> <p>Difference is acknowledged and celebrated</p>	<p>Staff survey results.</p> <p>Progress against the criteria identified through the diagnostic work.</p>
<p><b>Undertake a review to identify hard-to-recruit, business critical and senior roles and develop appropriate plans.</b></p>	<p>Succession plans are in place for a set of key roles across the House Service.</p> <p>Recruitment processes are aligned to succession plans.</p>	<p>We can fill hard-to-recruit, business critical and senior roles in a timely manner so as to minimise the duration of vacancies and ensure continuity of service.</p>	<p>Time-to-hire in a defined set of roles.</p> <p>Recruitment from internal vs external sources.</p> <p>Diversity metrics.</p>

## Empowering our staff

Actions	Outputs	Desired outcome	Measures
<p><b>Review the ways in which we develop our staff and identify the most effective ways of developing talent within the organisation.</b></p>	<p>New talent management programme launched.</p>	<p>We have diverse pipeline of aspiring leaders, managers and specialists ready to step up to new roles and responsibilities.</p>	<p>Staff retention rates .</p> <p>Recruitment from internal vs external sources.</p> <p>Diversity metrics.</p>
<p><b>Tackle under-representation of women and BAME staff at senior levels, including Band A.</b></p>	<p>Sponsorship programme for Band A staff is piloted.</p> <p>Three people recruited to BAME Internship Programme.</p>	<p>Difference is acknowledged and celebrated.</p> <p>Senior leadership is more diverse.</p> <p>Reduced gender pay gap.</p>	<p>Diversity metrics.</p> <p>Staff survey results.</p> <p>External benchmarking.</p> <p>Gender pay audit.w</p>

## Empowering our staff

Actions	Outputs	Desired outcome	Measures
<p><b>The new HR Director, working with the Board, will wish to consider policies, processes and priorities for the people function across the House Service.</b></p>	<p>A high-level people strategy is agreed and an implementation plan developed.</p>	<p>The House Service has the people capability and capacity needed to deliver its strategic objectives.</p>	<p>Staff engagement via staff survey.</p> <p>Recruitment and retention data.</p>
<p><b>Provide training on behaviour and values to Members and Members' staff.</b></p>	<p>Members and their staff who undertake voluntary training will receive a Good Employer Standard.</p>	<p>Members' staff are more effectively supported by the House Service.</p>	<p>Take-up of relevant services by Members' staff.</p> <p>Satisfaction measures.</p>
<p><b>Provide support for Members' staff in relation to bullying and harassment</b></p>	<p>Recommendations from the Gemma White QC inquiry are implemented (subject to a decision of the House where appropriate).</p>	<p>The House of Commons is a safe and inclusive place to work.</p>	<p>Number of complaints and trend information from completed cases.</p> <p>Number of calls to Employee Assistance Programme.</p>



## Listening and responding to all of our customers

Actions	Outputs	Desired outcome	Measures
<p><b>Review Internal Communications delivery across the House, focused on developing our approach to support staff to identify and prioritise the information they need.</b></p> <p><b>Support communications regarding ICGS with regular, timely and clear updates for staff.</b></p>	<p>Review report and recommendations, leading to changes delivered in year.</p> <p>Continue to manage and deliver the Cox Action Hub, regular ICGS Newsletters and identify new ways to continue dialogue with staff.</p>	<p>Reduced number of internal communications received by staff, increased awareness of activity taking place.</p> <p>Informed staff and Members across the House as actions related to ICGS are taken.</p>	<p>Survey to be held Spring 2019 to baseline views, and repeated up to one year later.</p> <p>Increase in contact made with related support services, maintain visitor numbers to intranet hub, feedback via Staff Survey.</p>



## Listening and responding to all of our customers

Actions	Outputs	Desired outcome	Measures
<p><b>Improve and enrich the Parliament website, our most important public communication channel.</b></p>	<p>More content is migrated to the new website, specifically the following:</p> <ul style="list-style-type: none"> <li>(1) Recruitment</li> <li>(2) Bills and legislation</li> <li>(3) Statutory Instruments</li> <li>(4) Visitors, including integration with ticket booking service</li> <li>(5) Committee pages</li> </ul>	<ul style="list-style-type: none"> <li>(1) It is easy for people to apply for jobs at Parliament.</li> <li>(2) Greater public transparency and clarity in the legislative process.</li> <li>(3) Effective administration of the tracking and publishing of SIs.</li> <li>(4) Improved visitor engagement.</li> <li>(5) It is easy for the public to interact with Committee inquiries and submit evidence online. For staff, this is fully integrated with the new administrative system for committees.</li> </ul>	<p>For all actions, various website metrics on use, dwell-time, etc.</p>

## Listening and responding to all of our customers

Actions	Outputs	Desired outcome	Measures
<p><b>Pilot new forms of access and engagement for schools and other audiences</b></p>	<p>A series of virtual workshop pilots with schools and youth groups</p> <p>Vital Voters partnership with the People's History Museum (year 1)</p> <p>Planning and delivery of the Youth Select Committee Inquiry, including development of a new method for young people to submit written evidence</p> <p>A summer events and visits programme targeting local communities</p> <p>Pilot new digital methods for promoting tours across Participation's services</p> <p>Options scoped for Visit Parliament initiative, in partnership with Legislatures Engagement Group (LEG).</p>	<p>Increased public engagement</p> <p>People are able to engage with Parliament using the technology and platforms they want</p>	<p>Pilot virtual workshops through the Education Centre to schools/ youth groups – Sept-Dec 2019</p> <p>Contract in place with Peoples History Museum – May 2019</p> <p>100 young people submit evidence to the Youth Select Committee Enquiry using the new method – Jun 2019</p> <p>At least three new summer visit events delivered– Sep 2019</p> <p>Evaluation of at least 3 different digital approaches for tours promotion with recommendation for future rollout – Jan 2020</p> <p>Research aims and evaluation criteria agreed for the Visit Parliament initiative– Aug 2019</p>

## Listening and responding to all of our customers

Actions	Outputs	Desired outcome	Measures
<p><b>Develop an audience segmentation model which enables Participation to better understand, target, and reach potential audiences</b></p>	<p>Market research and analysis of customer data in order to identify a basis for audience segmentation</p> <p>Development of online and offline audience personas, identifying specific needs and setting variables to deliver more focused and effective marketing messages</p> <p>Evaluation of the commercial/engagement potential of each segment .</p>	<p>Improved understanding of our existing audiences</p> <p>Engagement with new audiences and targeted audiences.</p>	<p>Audience segmentation model delivered - Dec 2019.</p>

## Listening and responding to all of our customers

Actions	Outputs	Desired outcome	Measures
<p><b>Increase the reach and utilisation of democratic access tours</b></p>	<p>Enable late and last-minute availability bookings on Democratic Access tours; release 'on the day' tickets from Apr 2019</p> <p>Review and re-brand of tour descriptors</p> <p>Improved cross-promotion and marketing to constituency offices</p> <p>Tor booking system rolled out to constituency offices</p>	<p>Increased numbers of visitors participating in democratic access tours</p>	<p>70% visitor utilisation on Democratic Access tours – Mar 2020</p> <p>75,000 visitors participate in democratic access tours, including 25,000 school visitors</p>
<p><b>To develop our digital capability plan and work with teams across both Houses to support delivery of our 2025 strategy; to work with PDS on exploring options for service design collaboration</b></p>	<p>Digital capability plan, including future needs, horizon scanning for digital trends in order to create a digital roadmap</p> <p>Working group with PDS and other colleagues to explore options for service design collaboration</p>	<p>Public engagement activity is enhanced through technology</p>	<p>Digital capability plan delivered – Dec 2019</p> <p>Digital roadmap agreed - Mar 2020</p> <p>Options appraisal – Sep 2019; pilot agreed – Dec 2019</p>

## Listening and responding to all of our customers

Actions	Outputs	Desired outcome	Measures
<p><b>Launch a new communications governance system bringing together communications colleagues from across the House Service to plan, prioritise and evaluate together.</b></p> <p><b>Roll out consistent training and guidance for communications colleagues via the Centre of Excellence programme.</b></p> <p><b>Develop a refreshed House of Commons visual identity system, working with Design Team.</b></p>	<p>Two new strategic boards:</p> <ul style="list-style-type: none"> <li>• House of Commons Communications Board</li> <li>• UK Parliament Communications Board</li> </ul> <p>Communications Spending Gateway to identify and prioritise communications spend across the House with colleagues.</p> <p>New shared House-wide strategy and visual identity to bring consistency across teams.</p>	<p>Joined up communications across the House ensuring greater impact for our audiences (public, staff and Members), reduced duplication and cost.</p>	<p>Develop a shared communications evaluation system with consistent metrics rolled out across the year. Measures to be confirmed.</p> <p>Developing new Stakeholder evaluation programme (Comms/ E&amp;I team).</p> <p>Second Communications Centre of Excellence survey to be held December 2019 to review success of changes made.</p>



## Rolling out digital and smart working solutions

Actions	Outputs	Desired outcome	Measures
<p><b>Remove the reliance on end-of-life operating systems and infrastructure.</b></p>	<p>Remove Windows 7 from the entire network.</p> <p>Complete the roll-out of Skype for Business to all users.</p> <p>The Broadcasting Unit's central technical area is located in a new location with upgraded hardware.</p>	<p>Parliament has resilient networks that underpin its day-to-day operation.</p>	<p>0% of devices connecting to the Parliamentary Network running Windows 7.</p> <p>Infrastructure decommissioned to timetable.</p> <p>Installation complete and live to agreed timetable.</p>
<p><b>Develop and enhance the systems that support legislation and scrutiny.</b></p>	<p>A new end-to-end Legislation System is introduced, which integrates with other internal business applications.</p> <p>Develop a web-based, drafting, amending and publishing tool for UK and Scottish legislation.</p> <p>Implement new Committee Information System.</p> <p>Developing new ways of preparing and presenting Committee Reports to be more engaging.</p>	<p>The passing, scrutinising and management of legislation is done efficiently.</p>	<p>Customer satisfaction of the Chamber Business Team in CCT and from Members.</p>



## Responding to external change

Actions	Outputs	Desired outcome	Measures
<b>Continue the work of the Security Programme.</b>	Project milestones are met as planned.	Security around the Parliamentary Estate is enhanced.	Monitoring of project milestones.
<b>Begin the implementation of the refreshed strategy for the House Service,</b>	The organisation is aligned to deliver the strategy,	Regardless of their role, everyone understands the part they play in supporting a thriving parliamentary democracy,	Increased staff engagement scores in staff survey,
<b>Develop and enhance the systems that underpin the broadcasting of parliamentary proceedings.</b>	High-definition coverage of the Chamber and committee proceedings is implemented.  New automated cameras in use.	Improved quality of feeds to broadcasters.  New capabilities to integrate broadcast and web content.	Delivery of project milestones.



## Rethinking how we use space

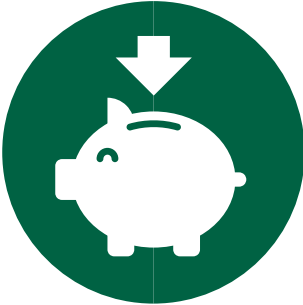
Actions	Outputs	Desired outcome	Measures
<p><b>Support the passage of legislation needed to establish Sponsor Body and Delivery Authority in statutory form.</b></p> <p><b>Recruit the Chair, Chief Executive and Board for the Shadow Delivery Authority.</b></p>	<p>Parliamentary Buildings (Restoration and Renewal) Bill receives Royal Assent by early 2020.</p> <p>Shadow Sponsor Board transitions to substantive body by early 2020.</p> <p>Substantive Delivery Authority established as a company limited by guarantee in early 2020.</p>	<p>Parliament has the necessary structures, capability and processes in place to ensure that the R&amp;R programme can move forward.</p>	<p>Legislation is passed.</p> <p>Monitoring of project milestones.</p>
<p><b>Make progress with the design phase of the Restoration &amp; Renewal Programme.</b></p>	<p>Complete stage 1 in the RIBA plan of work for construction (preparation and brief) for Restoration &amp; Renewal.</p>		<p>Monitoring of project milestones.</p>



## Rethinking how we use space

Actions	Outputs	Desired outcome	Measures
<p><b>Establish a multi-disciplinary decant team (incorporating the Ways of Working team) to create a clear, single point of contact for customers, whose work will include:</b></p> <ul style="list-style-type: none"> <li>• <b>User engagement and gathering user requirements.</b></li> <li>• <b>Plan the fit-outs and moves to minimise disruption and maintain service provision.</b></li> </ul>	<p>New leasehold buildings are acquired for the House of Commons.</p> <p>People are decanted from Richmond House, Norman Shaw North and into the Palace and newly-acquired properties by the end of March 2020.</p>	<p>Buildings requiring refurbishment are emptied, enabling the Northern Estate Programme to progress as planned.</p> <p>New buildings meet workspace principles, feel 'part of Parliament' and enable flexible working.</p>	<p>Monitoring of project milestones</p> <p>Satisfaction of staff, MPs, MPs' staff with accommodation and planning of moves.</p>

<b>Rethinking how we use space</b>			
<b>Actions</b>	<b>Outputs</b>	<b>Desired outcome</b>	<b>Measures</b>
<p><b>Make progress on major projects/ programmes, including Elizabeth Tower, Westminster Hall, cast iron roofs, fire.safety improvement works, and the mechanical, electrical, public health and fabric safety programme.</b></p>	<p>Milestones are met as set out in project and programme plans.</p>	<p>Major at-risk fabric is preserved for the future.</p> <p>Fire Life Safety; health and safety of all building users being assured.</p>	<p>Monitoring of project milestones.</p>
<p><b>Complete the Canon Row Project.</b></p>	<p>The Broadcasting Unit and the Data Centre move into newly-refurbished accommodation as planned.</p>	<p>Business-critical services have resilient, fit-for-purpose facilities.</p>	<p>Monitoring of project milestones.</p>



## Spending money wisely and prioritising what we do

Actions	Outputs	Desired outcome	Measures
<p><b>Discuss the refreshed strategy for the House Service with relevant Member committees to ensure there is a clear understanding of the financial implications of different priorities and service levels.</b></p> <p><b>Assess the scope for efficiencies.</b></p>	<p>New financial remit agreed with House of Commons Commission.</p>	<p>The House Service has a clear financial envelope in which to make decisions and create annual business plans.</p>	<p>Future Medium Term Financial Plans agreed within the remit.</p>

Spending money wisely and prioritising what we do			
Actions	Outputs	Desired outcome	Measures
Invest £1.5 million in additional resources for Committees	Recruitments complete by July 2019.	<p>Increased effectiveness of scrutiny.</p> <p>Committee staff continue to innovate and successfully manage more complex Committee programmes (including innovation in public engagement through the use of media and social media).</p> <p>Better management of staff workload alongside new initiatives to support demand management.</p>	<p>Assessing levels of inputs, activity and outputs against the priorities emerging from the Liaison Committee’s effectiveness review.</p> <p>Member satisfaction.</p> <p>Staff survey results.</p> <p>Evidence of increased knowledge-sharing between Committees and between Committees and the Library.</p> <p>Monitor accrued time-off in lieu (TOIL) of committee staff.</p> <p>Number of shared posts and the number of committees with shared resources.</p> <p>Length of time for which posts are vacant.</p>

## Spending money wisely and prioritising what we do

Actions	Outputs	Desired outcome	Measures
<p><b>Implement new strategy for the Parliamentary Office for Science and Technology (POST), focusing on its role as a bridge between research and policy.</b></p>	<p>Develop processes for POST products that strategically review the evidence for scrutiny and debate.</p> <p>Re-design the academic fellowship scheme to bring in more research expertise and capacity.</p>	<p>Research evidence is used appropriately in scrutiny and debate.</p> <p>Increased understanding among MPs and parliamentary staff of appraisal of research evidence.</p>	<p>Usage and impact metrics for POST products.</p> <p>Customer satisfaction from Members and Members' staff.</p>
<p><b>Develop an overarching approach to construction safety, including the risk of falling masonry.</b></p>	<p>Heat-map and programme of masonry surveying agreed.</p> <p>New terms of reference for Construction Safety Assurance Meetings are approved.</p> <p>New support for project leaders is in place, including new safety manual and training.</p> <p>Better use of directors' site visits.</p> <p>Resources for the Construction Health &amp; Safety Team are increased.</p>	<p>Parliament has a consistent and systematic approach to the management of health and safety risk.</p>	<p>Number of building and construction-related safety incidents.</p>



## Encouraging collaborative working

Actions	Outputs	Desired outcome	Measures
<p><b>Install cameras and speakers into selected meeting rooms.</b></p>	<p>Conferencing facilities in meeting rooms at Westminster are enhanced.</p>	<p>Staff working in different buildings or remotely can play a full part in meetings, regardless of their location.</p>	<p>Usage statistics of remote networking facilities.</p>
<p><b>Develop and enhance the systems that support the management of the estate.</b></p>	<p>Strategic implementation of an integrated workspace management solution.</p>	<p>We have digital capabilities for building space management, including maintenance, accommodation, fire safety and environmental services.</p>	<p>All building management related activity is managed through a single solution, with integrated workflows, by the end of 2020</p>



## Optimising our use of data

Actions	Outputs	Desired outcome	Measures
<p><b>Implement changes to Library services to ensure effective and efficient use of specialist knowledge and expertise (the Library 2020 programme).</b></p>	<p>An online 'first port of call' is available to guide customers to the most appropriate support.</p> <p>Deliver a programme of training and support for Members' staff; share more expertise proactively.</p> <p>Remote access to information resources for constituency offices is improved.</p> <p>Research briefings are web-friendly, device-responsive and easy to find.</p>	<p>Members and their staff are expertly informed about the subjects that matter to them.</p> <p>Members and their staff know how best to access different types of information to meet their needs.</p> <p>Members' needs are increasingly met through proactive services rather than having to place enquiries.</p>	<p>Usage metrics of the full range of Library services.</p> <p>Customer satisfaction from Members and Members' staff.</p> <p>Staff survey scores for Library staff.</p>

# Financial Plan

The budgets for resource and capital expenditure for 2019–20 agreed with the Commission in December 2018 are shown below.

<b>Resource budget, 2019/20</b>	<b>£'000s</b>
Central Provision	15,596
Chamber and Committees	39,089
Speakers Counsel	1,608
Parliamentary Commissioner for Standards	773
Communications	1,845
Corporate Services	12,659
Governance Office	3,329
In-House Services	38,026
Parliamentary Digital Service	36,561
Participation	4,918
Research and Information	12,837
Archives	1,448
Security	33,724
Shadow Sponsor Body	2,382
Speakers Office	607
Strategic Estates	235,099
<b>Total</b>	<b>440,500</b>



<b>Capital Budget, 2019/20</b>	<b>£'000s</b>
Restoration & Renewal	33,135
Northern Estate Programme	83,807
Archives Accomodation Programme	57
Estates Programme	117,426
Digital Platforms	2,204
Central Provision	3,091
Other	4,380
<b>Total</b>	<b>244,100</b>

**Monitoring  
our progress**

# Performance management

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## Strategic outcomes

We measure the satisfaction of many of the services we provide, and have extended both the range and quality of this work in 2018-19. Most importantly, we now undertake a regular quarterly survey of Members, focusing on their satisfaction with ten key service areas. As well as monitoring these figures at an aggregate level, several issues raised by Members have been fed back to senior managers in the relevant service areas.

We measure impact through quarterly case studies. These have included the work of specific select committees, reviews of UK Parliament Week and the development of Hansard Online. Committees regularly work with outside bodies such as the Institute for Government to assess ways to develop individual committee effectiveness and best meet the Chairs' and Members' objectives. This remains a key priority, shown by development of tools such as the recommendation tracker and use of the IfG's Select Committee Evaluation Guide. The Liaison Committee has recently launched its effectiveness inquiry, and preparations for the 40th anniversary of select committees later in 2019 will include a survey of informed stakeholders (and potentially also incorporate benchmarking against other systems of scrutiny).

We also have a range of measures that assess the impact of our outreach and engagement work, both at Westminster and in constituencies.

During 2018-19 we have undertaken two pieces of work to better understand the extent to which the wider public understand and appreciate Parliament, and our reputation more generally. In 2019-20 we will evaluate these findings, and – in conjunction with refreshing our strategy – will decide on a longer-term approach.

The focus of our sustainability measures is on our people, our finances and our environmental performance. Our people measures include sickness absence and staff turnover. We measure our financial sustainability by regular forecasting of expenditure monitoring our spending, and compliance with internal policies. Our four long-term environmental targets are carbon reduction, a reduction in water usage, reduction in waste and increase in recycling.

These measures, together with a set of more operational key performance indicators, form the performance framework owned by the Commons Executive Board. Information is reviewed by them on a monthly basis and considered in more depth at a dedicated performance meeting each quarter. A summary digest of each quarter's information is shared with the Finance Committee and with the House of Commons Commission.

# Risk Management

The Commons Executive Board owns a set of principal risks that are reviewed and monitored on a monthly basis. These are focused on the things that would prevent the House Service from achieving its strategic goals. They are overarching risks rather than relating to specific objectives. The risk register at the end of February 2019 is as follows:

	Category	Risk
1a	Cyber Security	Cyber-attack against parliamentary systems causes serious disruption to the strategic plan objectives and to the work of Members and their staff (Targeted capable attack).
1b	Cyber Security	Cyber-attack against parliamentary systems causes serious disruption to the strategic plan objectives and to the work of Members and their staff (Untargeted or less capable attack).
2	Programme	As a result of a loss of momentum across the various strands of Restoration & Renewal and Northern Estate Programme work before the transfer of the Parliamentary Estate to the delivery authority, the House Service has to deal with a failure of critical services while still in the Palace of Westminster and continuing to occupy other buildings including Portcullis House.
3	Security	Breach of security causing, or likely to cause, harm to people or the parliamentary estate, or serious disruption to parliamentary business.
4	Information Management	The House fails to comply with data regulations and manage, protect or exploit its information adequately.
5	House of Lords	Differing approaches between the two Houses limits the ability of the House of Commons Service to achieve its strategic goals.

	Category	Risk
6	Digital Services	The House Service cannot provide resilient and evolving digital services to optimise the efficiency and effectiveness of Members and staff.
7	Service provision	The House Service fails to provide the services to the quality required of both its internal and external customers.
8	HR	The House Service does not have the right people capability or capacity to deliver its strategic goals.
9	Reputation	The House suffers a loss of reputation, at least in part through the action or inaction of House staff (including poor levels of performance), Members or their staff.
10	Finance	The ineffective management of financial resources and contracts impacts on the House Service's ability to achieve its strategic goals.
11	Member confidence	Failures in maintaining and delivering our core services results in a loss of Member confidence which affects the House Service's ability to achieve its strategic goals.
12	Change	The House Service fails to manage the pace or impact of change across the business and this affects the ability of staff to deliver their core work and prevents the organisation from delivering its strategic goals.
13	Cox Report	There is a risk that the House authorities do not respond appropriately to the Cox Report on bullying and harassment and that any Management responses to the Report are viewed as partial and inadequate. This results in a further diminution of the House's reputation and weakens the trust that exists between the House authorities and staff.
14	Health & Safety	Failure to comply with health and safety requirements and successfully embed a positive safety culture across the estate.

In addition, each team, along with individual projects and programmes, maintain their own risk registers to support management decision-making, develop mitigations for key risks and escalate them when necessary. The Risk Management team in the Governance Office has oversight of all risk registers and advises on best practice.

# Portfolio Management

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A significant part of achieving our strategic goals relies upon the successful delivery of various projects and programmes across the House Service. There are currently 18 programmes and another 13 stand-alone projects under way which together account for many millions of pounds of investment in helping to secure Parliament's future.

Our Enterprise Portfolio Management Office (EPMO) maintains oversight of all project and programme activity across both Houses of Parliament and the Digital Service. It reports on project and programme activity to the Boards of both Houses (and the Joint Investment Board) to monitor progress and help ensure that the change the organisation wants is delivered.

**Who we are  
and what we do**



# Our services

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Many activities need to be undertaken every day to ensure that the House of Commons can function effectively and efficiently. This section describes the work undertaken by the 2,800 people who work for the House of Commons Service and the Parliamentary Digital Service.

## Ensuring that the chamber and committees function effectively

First and foremost, we need to ensure that the House of Commons Chamber, the debates in Westminster Hall and all committee meetings can function effectively. This means having the right people in place to provide expert and impartial procedural advice for Chairs and Members, and preparing and publishing all the business papers before and after each sitting. Live feeds of these proceedings are produced for TV and online broadcasting, and an authoritative official record is rapidly compiled in Hansard.

## Providing the facilities we all need to work

Behind the scenes, we need to ensure that Members, their staff and House Service employees have the right accommodation and equipment to do their jobs: clean, safe and secure offices and meeting rooms, a secure and resilient network infrastructure, and the technology and systems we all need to support our work. We provide catering services across several

venues in different buildings from early in the morning until late at night. We work closely with the police and ensure the security of those on the Parliamentary Estate by managing perimeter controls, searching and screening visitors, delivering a range of internal security measures and providing security support for Members working away from the Estate. We manage the efficient delivery of items, ranging from mail and newspapers to food and IT equipment, into and across the 16 different buildings that make up the Parliamentary Estate, and safely remove waste out of the Estate.

## Providing information

Information and communication are central to the work of the House of Commons. Committee Office staff ensure that select committee members are well briefed and supported in conducting evidence sessions and producing reports, while the House of Commons Library provides a wide range of research briefings for all Members in relation to legislation, debates and other topical issues, which are published on our website. The Library also responds

to research enquiries from individual Members and their staff. The UK Parliament website is managed by the Parliamentary Digital Service. We also have a broad range of social media accounts that allow the House to communicate with the public about the many different activities taking place here. Our Communications Office manages corporate media engagement and also ensures that Members, their staff and House Service staff are kept well-informed at all times.

pay our employees and suppliers and handle our income efficiently. The Palace of Westminster is a Grade 1 listed building and a UNESCO World Heritage site. This, and the other buildings that make up the Parliamentary Estate, need to be maintained on a daily basis to ensure they remain a safe and functional place for all. At the same time, we are also planning and undertaking major refurbishments and upgrades of the fabric and infrastructure of the Estate.

## Engaging with the public

Involving and inspiring the public is a key part of our strategy. We strive to provide a warm welcome to everyone who visits Parliament, whether for democratic access, official business, tours or educational visits. Beyond Westminster, we run outreach and engagement events across the country for children, for community groups and for university students, to explain how Parliament works and how they can get involved. We provide opportunities for the public to participate in parliamentary business, including through e-petitions, interaction on social media and submissions to select committees.

## Managing resources

We need to manage our resources wisely: our people, our money and our Estate. People are our greatest asset. We must train and develop our workforce so we have the capacity and capability to deliver our strategic objectives, recruiting where necessary. We also need to plan and monitor our expenditure,

# Our teams

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The work of each of our teams and smaller offices is described briefly below.

## Chamber and Committees

Provides secretariat, advice, procedural, and other services that support the work of the Chamber and committees, it reports and broadcasts proceedings and supports the House's international relations.

## Communications Office

Promotes the work of the House Service to Members and Members' staff and is also responsible for House-wide corporate communications and media engagement.

## Finance

Responsible for corporate strategy and planning. It also develops finance policies and standards to support internal customers across the House, and monitoring of performance.

## Governance Office

Supports the Clerk of the House in his roles as Accounting Officer and Corporate Officer, and provides assurance to him through risk management, health and safety reporting and internal audit. It includes the secretariats for the House of Commons Commission, the Finance and Administration Committees, and other domestic committees. It also supports the Commons Executive Board and the Director General.

## Human Resources

Provides recruitment, payroll, learning & development and other support services. It also develops HR policies and leads on organisational development to help advance the capability of the House Service.

## In-House Services

Provides the accommodation, logistics, catering, retail, estate and asset management, environmental management, fire safety, business continuity and other facilities required by the House.

### **Office of the Speaker**

Is responsible for supporting all aspects of the Speaker's duties which include the Chamber, honours and awards and representative matters. Staff in the Speaker's Office help organise the Speaker's meetings, talks and visits to public groups, schools and colleges across the UK.

### **Parliamentary Digital Service**

A joint department with the House of Lords which provides information and communications technology services to both Houses of Parliament, including the funding set aside for investment on ICT related programmes and projects.

### **Parliamentary Security Department**

Is responsible for the strategy, planning and overall delivery of physical and personnel security across the Parliamentary Estate and, working with colleagues in the Parliamentary Digital Service and the Senior Information Risk Owners, for ensuring a holistic approach to cyber security.

### **Participation**

Seeks to engage the public in the work Parliament does. It provides educational and visitor tours and retail services.

### **Research and Information**

Informs the work of the House and its Members.

### **Strategic Estates**

Brings together all teams delivering capital investment along with supporting property, planning and design teams.

# Our governance

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The House of Commons Service is governed by the Commission, which is chaired by the Speaker. The Commission sets the strategic framework for the provision of services to the House, Members and to the public, signs off the annual budget (the Estimate) for the House, and is the legal employer of House Service staff. The Commission has delegated day-to-day management of the House Service to the Commons Executive Board.

## Commission

The Commission is supported by two select committees of the House, which act as advisory bodies to the Commission. The Administration Committee, chaired by Sir Paul Beresford MP, recommends improvements to services. The Finance Committee, chaired by Chris Bryant MP, considers expenditure and the House's budgets. The Commission is also supported by the Administration Estimate Audit and Risk Assurance Committee (AEARAC). The AEARAC supports the Accounting Officer in discharging his responsibilities and provides independent assurance to the Commission, and to the Accounting Officer on internal controls and risk management.<sup>1</sup>

## Commons Executive Board

The Commons Executive Board provides leadership for the House of Commons Service. It acts as a sub-committee of the Commission and is accountable to it. Its responsibilities are:

- To assist the Commission in setting strategic objectives for the House of Commons Service, and to be accountable to the Commission for the delivery of the strategy.
- To assist the Finance Committee in the preparation of the Estimates and of other papers relating to those Votes, before their submission to the House of Commons Commission; and to carry out such other functions relating to the expenditure on the administration of House of Commons services as may from time to time be allocated to it by the Commission.

<sup>1</sup> A full description of the AEARAC's role is available here: [www.parliament.uk/business/committees/committees-a-z/other-committees/estimate-audit-committees/role/](http://www.parliament.uk/business/committees/committees-a-z/other-committees/estimate-audit-committees/role/)

- To fulfil the statutory responsibilities delegated to it by the House of Commons Commission in relation to the employment of House staff.
- To direct the House of Commons Service, deciding policy and operational issues as delegated to it by the Commission, the Speaker or the Clerk, managing performance KPIs and driving efficient use of resources.
- To provide assurance to the Administration Estimate Audit and Risk Assurance Committee on the management and mitigation of risk.
- To support the Clerk in the exercise of his/her responsibilities as Corporate Officer, Accounting Officer and Head of the House of Commons Service, and to support the Director General in the exercise of his/her responsibilities.

The Commons Executive Board is committed to creating a unified House Service, listening to staff and involving senior leaders through the Strategy Delivery Group and the Commons Leadership Forum. Its members are not simply there by virtue of running a Team or functional area. It is also committed to working in partnership with the House of Lords Management Board. Decisions of the Commons Executive Board are available on the UK Parliament website.<sup>2</sup>

The membership of the Commons Executive Board from 1 April 2019 is:

- **Ian Ailles**, Director General of the House of Commons (Chair)
- **Dr John Benger**, Clerk of the House (by virtue of office)
- **Carlos Bamford**, Managing Director, In-House Services
- **Myfanwy Barrett**, Managing Director of Corporate Services and Director of Finance
- **Sarah Davies**, Clerk Assistant and Managing Director, Chamber and Committees
- **David Hemming**, Managing Director, Strategic Estates
- **Eric Hepburn**, Director of Security for Parliament
- **Tracey Jessup**, Chief Information Officer and Managing Director of the Parliamentary Digital Service
- **Penny Young**, Librarian and Managing Director, Research and Information
- **Edge Watchorn**, Managing Director, Participation (interim)

<sup>2</sup> [www.parliament.uk/mps-lords-and-offices/offices/commons/the-board/board-decisions/ceb-decisions/](http://www.parliament.uk/mps-lords-and-offices/offices/commons/the-board/board-decisions/ceb-decisions/)

Myfanwy Barrett will be leaving the House Service in May 2019. It has been agreed that Corporate Services will be split into separate Finance and Human Resources teams, each headed by a Managing Director at Board level. The following people will take up appointment (and join the Board) on Myfanwy's departure:

- **Mostaque Ahmed**, Managing Director of Finance, Portfolio & Performance
- **Mandy Eddolls**, Director of Human Resources

The following people also attend the Board:

- **Marianne Cwynarski** (Head of the Governance Office and Secretary to the House of Commons Commission)
- **Clare Jennings** and **Alice Holmes** (Director of Communications – jobshare)

## Sub-groups of the Commons Executive Board

The Commons Executive Board has seven sub-boards, six of which are bicameral (with the House of Lords). Powers are delegated to these groups, and, where necessary, decisions are referred from the groups to the CEB:

### Bicameral

- The Business Resilience Group directs and reviews business resilience policy, strategy and implementation across both Houses. Chair: Managing Director, In-House Services, House of Commons.
- The Digital Strategy Board is responsible for monitoring the delivery of the Digital Strategy for Parliament. It supports the work of the Digital Service, in ensuring that digital delivery is at the forefront of Parliament's work. Chair: Clerk of the Parliaments, House of Lords.
- The Information Authority helps to ensure that information can be found, accessed and shared appropriately and securely, and can be understood, used and trusted over time. The Authority owns and makes decisions on matters of cyber security. Chair: Managing Director, Research and Information, House of Commons.
- The Joint Investment Board helps to develop the Medium Term Investment Plan and monitors delivery of major investment programmes.

Chair: Director General, House of Commons.

- The Parliamentary Safety Assurance Board provides leadership and oversight of fire and safety management. Joint Chairs: Director of Facilities, House of Lords, and Head of the Governance Office, House of Commons.
- The Parliamentary Safeguarding Board, which ensures that appropriate safeguarding practices and procedures are in place for the young people and vulnerable adults who visit Parliament or who engage with Parliament through outreach activities. Chair: Clerk Assistant, House of Lords.

### Commons only

- The Senior Remuneration Committee, which makes recommendations to the Clerk of the House on pay for staff in the Senior Commons Service (House of Commons and Digital Service only). Chair: Bronwen Curtis (external appointment).



# Behaviour Code

**Whether you are a visitor or working in Parliament at Westminster or elsewhere, there are clear guidelines in place on how you should be treated, and how you should treat others:**

**Respect and value everyone – bullying, harassment and sexual misconduct are not tolerated**

*If you have experienced bullying, harassment or sexual misconduct, you are encouraged to report it and/or seek support by contacting:*

- *Independent Sexual Misconduct Advice Service – 0800 112 4318*
- *Independent Bullying and Harassment Reporting Service – 0800 028 2439*
- *Employee Assistance Programme (House of Lords staff) – 0800 243 458*

**Recognise your power, influence or authority and don't abuse them**

**Think about how your behaviour affects others and strive to understand their perspective**

**Act professionally towards others**

**Ensure Parliament meets the highest ethical standards of integrity, courtesy and mutual respect**

**Speak up about any unacceptable behaviour you see**

**Unacceptable behaviour will be dealt with seriously, independently and with effective sanctions**

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