



House of Commons Service

Corporate Business Plan 2020-21

September 2020

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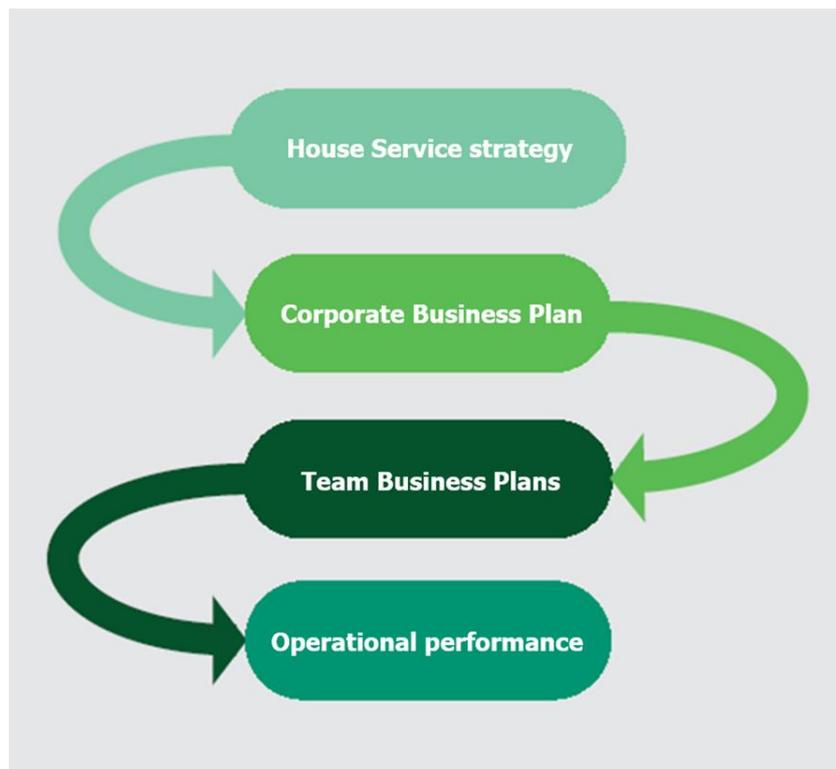
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Introduction

What this document is for

This document is owned by the Commons Executive Board (CEB), which is responsible for planning and delivering the services we provide to Members and their staff, House Service staff, the public and others. It gives an overview of our corporate strategy and sets out the ongoing activities and key new actions that have been prioritised by the CEB to achieve our strategic goals. This list of actions has been developed in the light of the Covid-19 pandemic and will be reviewed on a quarterly basis.

This plan should help every House Service employee see how they fit into the organisation and how they contribute to the achievement of our shared objectives. It is part of the 'golden thread' that flows from our corporate strategy through to team priorities and individual performance.



Foreword by the Commons Executive Board

We originally completed our corporate business plan back in the early spring, intending to share it with the Commission in late March. By that point the Covid-19 pandemic had taken hold and it was clear that parts of our plan were no longer relevant. At the same time there were many new and major pieces of work that had to be undertaken extremely quickly, in order to keep people safe and to enable the House to continue sitting.

We would like to start by paying tribute to all House Service employees for their enormous commitment and hard work during these unprecedented times. As Mr Speaker says in his section on our corporate culture (see page 7), “the determination to keep our parliamentary show on the road no matter what, has been nothing short of incredible.”

The mission of the House Service is to support a thriving parliamentary democracy. To be able to do this, the House Service itself must be a thriving organisation.

The safety and dignity of House Service employees is our utmost priority. Everyone who works here should feel respected, valued and heard. Bullying, harassment or any other form of misconduct will not be tolerated anywhere in our organisation. We have already implemented a series of specific measures to address our previous shortcomings in the area of bullying and harassment. More recently, we have been reflecting on the impact of the killing of George Floyd and the way it has so powerfully brought home to us the truth and justice of the cause – that Black Lives Matter. But it has also rightly made us ask ourselves the extent to which we have addressed racism and inequality within the Parliamentary community.

Many positive actions have been taken as part of our Diversity and Inclusion plan. But we need to go much further and move much faster: we need to close the very substantial gap between our ambition to be a diverse and inclusive workplace, and the lived reality of our black and other BAME colleagues.

The Commons Executive Board is committed to addressing this. It needs sustained effort, more resources, a systematic removal of barriers and a focus on outcomes that can be seen, heard, felt and communicated. As a first step a new group has been established which will be focused on removing those barriers and achieving those positive outcomes.

In 2019 we refreshed the strategy for the House Service, to help drive a radical change in our corporate culture. The updated strategy sets out a vision for our organisation – ‘Everyone has a voice’. It features four new values – Inclusive, Courageous, Trusted and Collaborative. Living out our values is a necessary first step in changing our corporate culture, but it is not sufficient. This is why our strategy contains a goal focused specifically on creating a diverse and inclusive working environment. Completing the actions aligned to this goal will ensure that we make our vision a reality.

Our original plan for 2020-21 was intended to be the start of a four-year plan. Given the level of uncertainty we still face over the coming months we have decided to produce a one-year plan instead. Even this will be subject to review and possible updating during the year, depending on how events unfold. Above all else, we must ensure that Parliament is able to fulfil its core functions of passing legislation and holding the Government to account.

House of Commons Service: Corporate Business Plan

The plan identifies outcomes that we are looking to deliver and helps us to align resources collaboratively across teams. It also supports us in evaluating new proposals, based on their priority and potential impact on the resourcing of existing actions. Much of our effort is about continuing to provide excellent 'business as usual' services on a day-to-day basis to support a thriving Parliament democracy, and these core activities are recognised in this Corporate Business Plan. The specific actions outlined in this plan are those which the CEB has prioritised, in consultation with domestic committees and the Commission, for monitoring at Board level. There are many more actions being undertaken across the House Service which are not covered here, but are included in team business plans.

We thank all our employees for their energy, dedication and professionalism, and we look forward to working with all House Service teams to deliver the actions set out in this plan.

Our strategy



a) Mission

The mission of the House Service is to **support a thriving parliamentary democracy**. This is the core purpose of our organisation and the reason we work here. Everyone in the House Service has a part to play in helping to make this happen.

Some of our teams are fulfilling this mission directly, by facilitating the work of the chamber and committees or providing high-quality research and information services. Others are doing so indirectly, for example by ensuring that we have technology, processes and services that are fit for purpose, and an environment that is safe, clean and functional.

To fulfil our mission, we will focus on four specific goals:

Facilitating effective scrutiny and debate – We will provide expert and impartial procedural and specialist support for scrutiny and debate in the Chamber and to committees and Members that is effective and is seen to be effective.

Creating a diverse and inclusive working environment – We will work together to create an inclusive environment that will promote a culture of respect and reflect the diverse society we represent.

Securing Parliament's future – We will address the challenges we face to our physical environment, safety and security, technology and finances to ensure that we are responsible with public money and sustain Parliament for future generations.

Involving and inspiring the public – We will open up Parliament to the public and give them a voice in how to shape it. We will demonstrate its relevance to people's lives and promote its unique role and responsibility in our democracy.

b) Values

In 2019 we updated the values of the House of Commons Service. We now have four values – **Inclusive, Courageous, Trusted** and **Collaborative**.

The values are owned collectively by everyone who works at the House of Commons. Their purpose is to:

- Guide our individual and collective behaviour
- Describe the culture we want to build in the House Service.
- Help us to achieve our strategic goals
- Support the Behaviour Code for Parliament

The values are not completely new. They build on the 'behaviours' that featured in our previous House Service strategy and on many positive examples of what is working well now. The values provide us all with an opportunity to think and talk about how we interact with each other and approach our work.

c) Vision

The House Service strategy now includes a vision for our organisation: **'Everyone has a voice'**. This encapsulates our aspiration to be a fully inclusive workplace, where all employees are heard and respected. It also reminds us that the House of Commons is the democratically elected chamber of the UK Parliament, where MPs speak and act on behalf of their constituents.

Corporate Culture

'The determination to keep our parliamentary show on the road has been nothing short of incredible'

by Sir Lindsay Hoyle MP, Speaker of the House of Commons

The one phrase I hear regularly from MPs and staff is how proud they are to be in Parliament – to work in such a prestigious and important institution.

At the town hall staff meetings I attend regularly; it is so clear to me how much love there is for this place – and how much talent we have within our ranks.

The fact that people are able to express their views – good and bad – and to tell me about what they do, just shows how much the culture has changed over the last 18 months.

From the moment Dame Laura Cox published her shocking report into the extent of bullying and harassment in the House of Commons, we vowed to carry out root and branch reform of the way we behave.

I am pleased to say that we have already implemented all three of her recommendations: to scrap the previous complaints' systems and to introduce a new component of the Independent Complaints and Grievance Scheme that allows investigations into historical allegations. The third - the determination of complaints against Members without MP involvement – was voted through in June.

We have encouraged MPs, peers and staff to take part in our 'Valuing Everyone' training, to ensure everyone working on the estate is able to recognise and call out bullying, harassment and sexual misconduct.

We have also improved our conduct within the Commons itself.

Yes, there is always going to be heat in the Chamber - but I try never to let it boil over. It can be rowdy and loud - but that doesn't mean we can't be respectful and treat each other with courtesy.

When we decided to transform the culture of Parliament, to make it kinder, gentler and better behaved, I knew we would have the backing of staff.

After all, they are the mainstay of our village – our parliamentary community. They are the people who make things happen – they make this building work. Without them, we cannot manage.

This has certainly been proved in recent times – through the work they carried out on Brexit, last year's snap General Election, and the lightning speed with which they developed our semi-virtual proceedings and remote voting during the Coronavirus pandemic.

The procedures in the Chamber, which have developed over 700 years, were changed almost overnight by the Broadcasting Team, Clerks, Parliamentary Digital Service and Maintenance Team working intensely together with external sound engineers.

The one thing that has struck me during these tumultuous last few months is how well we work together – even when thousands of our colleagues have been forced to work remotely. The determination to keep our parliamentary show on the road no matter what, has been nothing short of incredible.

When I hold my next town hall with staff, I look forward to thanking everyone for their endurance, innovation, and above all, for their hard work. Whether this will be in person or via video conference remains to be seen. However, the message will be no less heartfelt.

Strategy delivery plan

Given the current circumstances our primary focus is necessarily on providing the services and activities that are needed to keep Parliament running smoothly on a day-to-day basis, and these are outlined below. However, we must not lose sight of our four strategic goals, so we also outline our aspirations for the future. Finally, it outlines the actions that we intend to take over the coming year to keep Parliament running in these changed circumstances and to start transforming from where we are now to where we want to be in 2025.

Facilitating effective scrutiny and debate

Our role is to ensure that Members can perform their scrutiny and representative roles effectively. We will provide expert and impartial procedural and specialist support for scrutiny and debate in the Chamber and to committees and Members that is effective and is seen to be effective. We will ensure that scrutiny and debate is run efficiently, including in the face of challenges; that Members are supported through the provision of outstanding professional expertise, information, advice, research and facilities; that our work is based on a sound understanding of needs and priorities; and that it takes account of a diverse range of evidence and experiences.

Running Parliament effectively:

- Ensure Members and their staff have access to the resources, knowledge and services they need to perform their scrutiny role effectively, and that the information they are provided with is relevant, impartial and impactful.
- Support and demonstrate the efficiency and effectiveness of scrutiny and legislative processes – be clear about how scrutiny and debate can have impact, while seeking to continuously improve, share best practice and learn from other legislatures.
- Maintain and advise on the development of parliamentary business in a changing and challenging political environment and through major physical changes across the Parliamentary Estate – this is what we are here for.
- Relationships between officials and Parliamentarians are trusted and open.

Improving Parliament:

- Provide a flexible and agile service that facilitates scrutiny and debate, reflecting evolving and varied circumstances and objectives.
- The best available evidence, information and expertise is brought to bear on the legislative process and scrutiny of Government, including research evidence, lived experience and best policy practice.
- Develop new and more efficient ways of sharing our expertise with Members and their staff in order to maximise impact.
- Develop a community of staff working on scrutiny and debate where knowledge is shared to develop capability and build resilience, and who live and promote the House values.

- Use the opportunity of R&R, including preparation for moving to, and operation in, temporary accommodation, to explore more effective ways of delivering our services, including through more effective and inclusive public involvement.

In order to achieve these aims, some of the key activities we will undertake include the following:

Activity	Team¹	Q1	Q2	Q3	Q4
Ensure the continued running of chamber and committee proceedings through the Covid-19 pandemic, including through the development of robust and resilient virtual means of participation and the changes to processes and procedures required to facilitate such participation; continue to develop and embed these changes in response to the requirements of the House and its committees and to support inclusion and future business resilience.	CCT, PDS	▪	▪	▪	
Establish a new central technical area for the Broadcasting Unit with upgraded hardware in the refurbished Canon Row building (including adaptations to enable virtual/hybrid Chamber operations).	CCT / PDS			▪	
Improve the systems that underpin the drafting, scrutinising, amending and accessing of legislative information through the introduction of a new end-to-end system which integrates with other internal business applications.	PDS / CCT			▪	
Embed changes to Library services through better access to online content, resources and training so that the overall impact of services is increased. (Library 2020 programme).	R&I	▪	▪	▪	▪
Work with Committee Chairs and Members to deliver their priorities for committee scrutiny, including taking forward the recommendations of the Liaison Committee report on effectiveness.	CCT	▪	▪	▪	▪

¹ Team abbreviations are explained on pages 17-18.

Creating a diverse and inclusive working environment

We will work together to create an inclusive environment that promotes a culture of respect and reflects the diverse society we represent.

Running Parliament effectively:

- The House is considered a 'Great Place to Work' by existing staff and prospective employees.
- A fair and transparent performance management system, combined with an attractive employee reward structure, means that staff are recognised for their contributions.
- The House embraces diversity and all employees are respectful of each other and each other's views. Independent and trusted processes effectively tackle instances where behaviour falls short of the House values.
- Employees' health and wellbeing is a high priority and investment has been made in this area.

Improving Parliament:

- The House offers clearly defined career pathways and individual employees feel informed about the opportunities for progression available to them.
- The House will attract and retain skilled and knowledgeable staff through modernised and innovative recruitment processes that place less emphasis on 'traditional' methods to assess the suitability of candidates.
- Hiring managers will utilise more sophisticated routes to the labour market that will encourage applicants from a diverse array of backgrounds to apply for roles at the House of Commons.

In order to achieve these aims, some of the key activities we will undertake include the following:

(Q4 deadlines are the latest dates, and some may be brought forward as plans develop further)

Activity	Team	Q1	Q2	Q3	Q4
Establish and develop a new Members' Services Team to support Members in their role as employers.	HRD	▪			
The Parliamentary Health and Wellbeing Service will offer an extended range of services on-site, which Members and staff might otherwise have to access in their own time. This will help demonstrate our commitment to the health and wellbeing of Members and staff.	HRD				✓

Deliver the programme of activities identified in the corporate action plan for Diversity and Inclusion. This includes efforts to encourage a broader cross-section of society to engage with Parliament; ensuring our outreach activities are properly targeted.	HRD				✓
Tackle under-representation of women and BAME staff at senior levels, including Band A, by piloting a new sponsorship programme for Band A staff and implementing a new leadership programme. Deliver recommendations arising from the Clerk of the House's BAME Advisory Group.	HRD				✓
Implement the recommendations that remain outstanding from the Cox and White reviews into bullying and harassment, subject to decisions of the House where relevant. Any changes arising from the six-month review of the Independent Complaints and Grievances Scheme will also be implemented.	ICGS				✓
Roll out and embed values and culture change through the 'Everyone has a Voice' campaign according to the milestones set out in the implementation plan and the agreed success measures.	GCS				✓
Undertake a fundamental review of our pay structure to ensure that it is sufficiently flexible in today's labour market while remaining sustainable in the long-term.	HRD				✓

Securing Parliament's future

We will address the challenges we face to our physical environment, safety and security, technology and finances to ensure that we are responsible with public money and sustain Parliament for future generations.

Running Parliament effectively:

- Maintain the Parliamentary Estate with a particular focus on ensuring fire safety, health and safety, security and facilitating R&R.
- Provide a clean, safe and secure physical environment, effective technology and a secure and resilient network infrastructure.
- Keep Parliament safe and open for business by maintaining our response to physical and cyber security threats, on and off the Estate.
- Demonstrate we are responsible with public money through prioritisation of our resources, robust financial management and with an ongoing focus on value for money and efficiency.

Improving Parliament:

- Embrace opportunities that are presented by the renewal of the Parliamentary Estate to drive the House of Commons' future vision; plan and develop major refurbishments and upgrades to fabric and infrastructure.
- Improve our environmental performance and increase Parliament's sustainability.
- Become recognised as the UK centre of excellence for public sector services and estates.
- Successfully implement the first stages of the Transforming Digital programme, including agreeing Parliament's future digital strategy.
- Develop effective, robust processes to ensure effective monitoring, evaluation and reporting on corporate performance, legal/policy compliance and risk management.
- Create a sustainability strategy incorporating financial, people and environmental aspects, based on external best practice.

In order to achieve these aims, some of the key activities we will undertake include the following:

(Q4 deadlines are the latest dates, and some may be brought forward as plans develop further)

Activity	Team	Q1	Q2	Q3	Q4
Enable Parliament to move to remote and hybrid working. This will be achieved through the implementation of Microsoft Teams, the	PDS	▪	▪	▪	▪

emergency provision of IT hardware to home addresses, enabling Skype calls and meetings from Members' constituency offices, by investing in digital video conferencing facilities and by developing a new remote annunciator-type service displaying information about House proceedings.					
Ensure that Members, their staff and colleagues have high-quality office accommodation and services throughout the coming period of refurbishment across the Parliamentary Estate. We will develop a masterplan for the Estate working with the R&R Sponsor Body and ensure that our workplaces and Estate are fit for our future organisational needs, post Covid-19.	IHSE				▪
Deliver a range of projects to address risks relating to health & safety, fire safety, security and business continuity ahead of R&R. This will include a strong focus on ensuring value for money.	IHSE				▪
Merge In-House Services and Strategic Estates to achieve a more integrated and efficient approach to managing the Parliamentary Estate. As we reach a period of intense decant and refurbishment of several buildings it is vital that we take a long-term, strategic approach to managing the Parliamentary Estate. Our Workplace Management Transformation Programme and Strategic Master Plan will be two key enablers for this, making better use of data and allowing us to make more cost-effective decisions about how each building is used, managed and maintained.	IHSE				▪
Develop digital architectures and standards, including cyber standards, for the future whilst also simplifying, updating and reimagining our legacy technology estate.	PDS				▪
Implement recommendations from policing and security operations reviews to ensure a fit for purpose, future proofed security operation is in	PSD				▪

place which can respond effectively to changing risks and requirements.					
Improve the way we manage vetting and issue security passes through the Security Vetting and Pass Programme.	PSD / PDS				▪
Develop an effective working relationship with the Sponsor Body through the operation of the Parliamentary Relationship Agreement (PRA) to ensure that the R&R programme delivers Parliament's priorities.	GCS				▪

Involving and inspiring the public

We will open up Parliament to the public and give them a voice to shape it. We will demonstrate its relevance to people's lives and promote its unique role and responsibility in our democracy.

Running Parliament effectively:

- Facilitate public understanding of and participation in the work of Parliament, using a range of channels, platforms, activities and media to maximise reach and impact across the UK; extend access to parliamentary proceedings to an increased range and diversity of broadcasters.
- Create innovative opportunities for people to engage with, and participate in, the work of Parliament, ensuring it is open and accessible to everyone; maximise the potential for engagement with and through Parliament's rich heritage collections.
- Focus our education and outreach programmes on young and marginalised audiences.
- Provide ways to connect the public with Members' work and enable them to contribute to effective scrutiny and debate through increased digital engagement.

Improving Parliament:

- Prioritise access to Parliament for visitors who come to engage with the work and business of the House(s); develop our audience insight and understanding.
- Maximise the public engagement potential of the Restoration and Renewal Programme, trialling new ways to engage the public at Westminster and beyond.
- Harness the opportunities that increased political interest, participation and activism bring to build lasting relationships with the public and connect them to the work of Parliament.

- Ensure that a diverse range of people have the opportunity to become involved in the scrutiny and debate process through effectively connecting marginalised and disengaged audiences to relevant House business and select committee inquiries.

In order to achieve these aims, some of the key activities we will undertake include the following:

Activity	Team	Q1	Q2	Q3	Q4
Expand our digital engagement offer through the development of a Digital Learning Centre and Digital Visitor Experience, so that we are able to deliver workshops, talks and other engagement activity online.	PAR	✓	✓	✓	✓
Enhance the content, presentation and accessibility of our website to improve the way we communicate with the public about proceedings in parliament. This will include the final stages of Website Content Management System upgrade (by end of Q1); visits pages updated (by end of Q3); initial phase of Legislation Application to replace Bills Knowledge Base complete (during Q3); Journal production for Commons and Lords live (during Q3).	PDS	✓	✓	✓	
Develop live subtitling. In addition to making proceedings more accessible, it will also enable us to integrate in the longer term the searching of Hansard text and video coverage of parliamentary proceedings.	CCT			✓	✓

Financial plan

The budgets for resource and capital expenditure for 2020-21 agreed with the Commission in February 2020 are shown below. In March the Commission agreed to the inclusion of £112m relating to the Northern Estate Programme in the House of Commons Estimate for 2020-21.

Expenditure on the Restoration & Renewal Programme is covered by the separate Parliamentary Works Sponsor Body Estimate, agreed by the Commission as £126.2m for 2020-21.

HoC Administration Estimate 2020-21	Northern Estate Programme (NEP) £m	Rest of HoC £m	Total £m
Cash resource	6	277	283
Depreciation and other non-cash resource	-	137	137
Capital	106	277	383
Total	112	691	803

Breakdown of budget by team and expenditure type follows in the next page. We are assessing the budgetary impacts of Covid-19 on income, expenditure and changing priorities.

House of Commons 2020-21 Budget	Total Budget	Archives	Central Provision	Chamber and Committees	Finance Portfolio & Performance	HR & Diversity	Governance Office	Independent Complaints and Grievance	Parliamentary Commissioner for Standards	Parliamentary Digital Service	Participation	Research and Information	Security	Speakers Counsel	Speakers Office	In-House Services & Estates
	£000	£000	£000	£000	£000	£00	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Resource Budget																
Income																
Operating income	(19,023)	(7)	-	(172)	-	(10)	-	-	-	-	(4,408)	-	(118)	-	(2)	(14,306)
Total Operating Income	(19,023)	(7)	-	(172)	-	(10)	-	-	-	-	(4,408)	-	(118)	-	(2)	(14,306)
Expenditure																
Salaries	142,302	925	710	31,029	4,205	5,804	5,013	395	889	21,996	7,541	12,328	18,407	1,841	508	30,710
Other staff costs	4,140	27	130	251	94	1,778	119	105	1	488	68	52	137	6	11	874
Travel and subsistence	2,563	26	-	1,554	10	64	135	1	7	113	198	58	79	4	96	220
IT services and equipment	19,390	8	-	731	11	-	-	-	-	17,958	154	47	159	-	-	322
Postage and courier services	4,053	110	-	40	1	-	-	-	-	284	118	44	25	-	-	3,431
Telecommunications	1,351	0	-	25	4	-	4	1	-	904	9	0	5	-	8	391
Broadcasting	1,333	-	-	1,249	-	-	-	-	-	-	32	-	-	-	-	52
Catering & retail supplies	515	-	-	-	-	-	-	-	-	-	-	-	-	-	-	515
Catering & retail cost of goods sold	4,636	-	-	-	-	-	-	-	-	-	944	-	-	-	-	3,691
Information	2,051	2	-	623	24	15	238	-	-	23	197	821	-	17	6	85
Office supplies	1,521	19	-	943	8	30	5	1	-	19	60	8	16	-	8	403
Professional services	4,177	1,023	103	1,259	100	180	385	4	3	62	436	60	35	20	-	508
Grants and subsidies	4,340	-	1,184	2,550	43	-	-	-	-	-	563	-	-	-	-	-
Property maintenance	12,782	72	-	22	-	-	-	-	-	44	622	25	-	-	3	11,994
Property projects	18,917	-	-	-	-	-	-	-	-	-	20	-	-	-	-	18,898
Property	36,770	-	-	-	-	-	-	-	-	-	-	7	-	-	1	36,762
Security	30,287	-	-	-	-	2	-	-	-	-	355	-	25,875	-	-	4,055
Other services	2,572	1	-	-	932	50	-	455	-	-	110	-	-	-	-	1,024
Financing costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reserves	8,574	276	8,098	1,115	-	-	-	-	-	(1,069)	125	(48)	-	-	-	77
Total Expenditure	302,275	2,489	10,225	41,392	5,432	7,923	5,897	962	900	40,824	11,552	13,402	44,736	1,888	642	114,012
Total Cash Resource	283,252	2,481	10,225	41,220	5,432	7,913	5,897	962	900	40,824	7,144	13,402	44,618	1,888	640	99,706
Non Cash items																
Asset depreciation/valuation	54,047	-	(8)	640	-	-	-	-	-	4,474	-	8	-	-	2	48,931
Impairments	80,814	-	-	-	-	-	-	-	-	-	-	-	-	-	-	80,814
Write offs	1,576	-	-	-	50	-	-	-	-	1,520	6	-	-	-	-	-
Movement in provisions	350	-	350	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non Cash Items	136,787	-	342	640	50	-	-	-	-	5,994	6	8	-	-	2	129,745
Total Resource Budget	420,039	2,481	10,567	41,859	5,482	7,913	5,897	962	900	46,818	7,151	13,410	44,618	1,888	641	229,451
Total Capital Budget	382,935	32	6,285	145	-	-	-	-	-	8,825	80	-	-	-	-	367,568

Note: NEP programme budgets of £6m resource and £106m capital are included in In-House Services & Estates.

Monitoring our progress

Performance framework

We are developing a new performance framework based around the four goals within our strategy. The intention is that this will bring together both operational and more strategic measures into one place, where the information can be viewed by different audiences through the perspective most relevant to them. We will also monitor delivery of the actions in this corporate business plan. Operational service delivery measures are the responsibility of the relevant teams, and are escalated to the Commons Executive Board when necessary by exception. We will share regular updates on our corporate performance with the Administration Committee, Finance Committee and the House of Commons Commission.

Risk management

The Commons Executive Board meets separately as the Risk Oversight Committee. It 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.

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 Governance and Central Services has oversight of all risk registers and advises on best practice.

Portfolio management

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 16 programmes and 140 projects (of which 12 are major, standalone projects).

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.

How we are organised

This section describes the work undertaken by the 3,000 people who work for the House of Commons Service and the Parliamentary Digital Service to support a thriving parliamentary democracy.

Our teams

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

Chamber and Committees (CCT): 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.

Finance, Portfolio and Performance (FPP): plays a leading role in delivering the House of Commons' Strategy through business and financial planning, monitoring performance, supporting the delivery of projects and programmes across Parliament, and promoting innovation and improvement. Equally important are the financial services, systems, accounting, reporting and Members' services that the team provides to keep the House of Commons Service working effectively on a day to day basis.

Governance and Strategic Business Resilience (GSBR): supports the Clerk of the House in his roles as Accounting Officer and Corporate Officer. It includes the secretariats for the House of Commons Commission, the Finance and Administration Committees and the Commons Executive Board. The 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. The other teams that sit within GCS are the Safety Team, Resilience & Emergency Planning Team, Customer & Insight Team and Internal Audit & Risk.

Human Resources and Diversity (HRD): 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 and Estates (IHSE): provides the accommodation, logistics, catering, estate and asset management, environmental management, fire safety and other facilities required by the House. It is responsible for delivering a range of investment projects across the Estate (except the R&R and the Northern Estate Programme from 2020-21).

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 (PDS): 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 (PSD): The Parliamentary Security Department (PSD) is responsible for physical, operational and personnel security for both Houses of Parliament. Its purpose is to keep Parliament safe and open for business. PSD sets security strategy,

provides expert advice and delivers an operational service. It does this in partnership with the Metropolitan Police Service (MPS) and by working closely with the Parliamentary Digital Service, In-House Services and Estates, Black Rod's office, the Restoration & Renewal programme and other key stakeholders.

Participation (PAR): The Participation team seeks to open up Parliament, to give the public a voice and to shape democracy in the interests of the public. Its vision is to achieve a thriving Parliamentary democracy from a public engagement perspective.

Research and Information (R&I): informs the work of the House and provides expert, impartial research services to Members; the Commons Library publishes briefings on legislation, other House business and topical issues.

Our governance

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.

More information about the governance structure of the House Administration and the roles and responsibilities of the Commission, Board and other bodies is available on the Parliament website [here](#).

On 8 April 2020 the responsibility for delivering the Restoration and Renewal of the Palace of Westminster passed to a new, separate body. The Parliamentary Works Sponsor Body will act as the single client accountable to Parliament and will be responsible for overseeing the work of the Delivery Authority. The Delivery Authority, which was established in May 2020 as a company limited by guarantee, will deliver the programme to the scope, budget and timescale set by the Sponsor Board. Both the Sponsor Body and the Delivery Authority have their own Chair, Chief Executive and directors. On 19 May 2020 the Sponsor Body announced that it was undertaking a review of the Restoration and Renewal Programme. The review is expected to report in Autumn 2020.