



HOUSE OF LORDS

# Business Plan 2012/13

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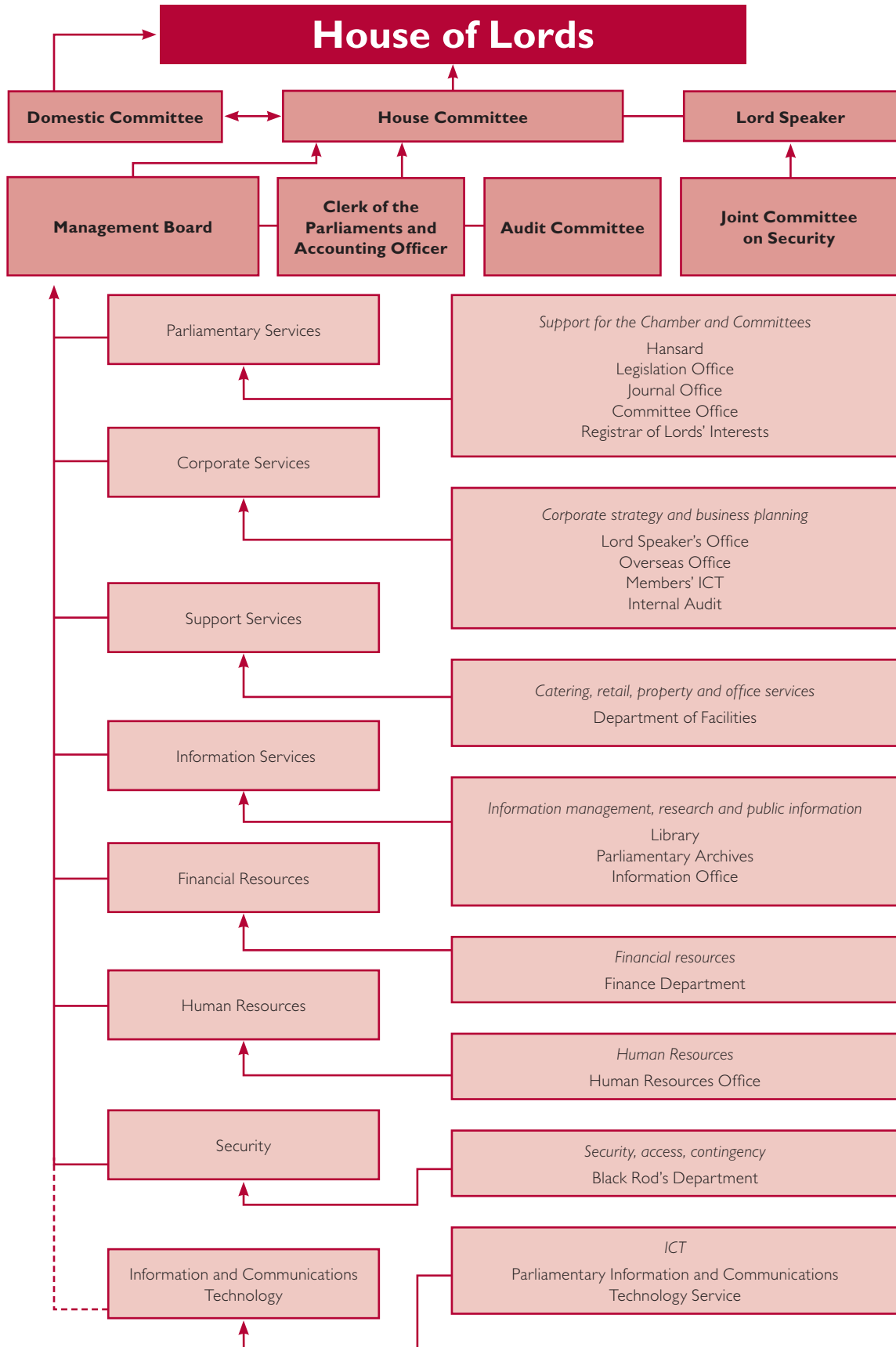
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# Governance Structure



# Introduction

By its nature a corporate business plan concerns itself with strategic issues and initiatives aimed at securing change. It is not a description of the work of the House and the Administration across the whole spectrum of its activities – it does not, in other words, seek to replicate everything contained in office business plans. The Management Board recognises that, in fulfilling the aim of enabling the House and its members to carry out their parliamentary functions fully and effectively, the Administration's support for core business in House and related services is paramount.

Against a background of continuing financial austerity, this year's corporate business plan describes how the Administration will, so far as resources allow, pursue initiatives to develop and improve our services and meet new challenges. As usual, the Business Plan aims to give a three-year forward look with the emphasis on the coming financial year. Business as Usual activities are set out in the Annual Report.

The business plan is written with reference to the objectives and tasks contained in the current five-year strategic plan agreed by the House Committee in July 2009. On the recommendation of the Management Board, the House Committee agreed in December 2010 that priorities should be established under the strategic tasks. These priorities are not intended to exclude other activities but to give direction as to where resources should be focused in the face of any competing claims. The plan is reproduced here at page 9.

As in previous years, deliverables are identified in tabular form grouped under each business area and assigned a target date for implementation, along with the board member and budget holder responsible for delivery.

The plan also sets out the corporate risks associated with each task. Since 2009, the Management Board have adopted an approach to risk which focuses on what it considers to be the most significant risks for the Administration at any one time. The corporate risk register, set out as a matrix in line with HM Treasury guidance, is updated for every meeting of the Management Board, thus enabling the Board to act upon any significant change in risk status and to take the remedial actions required. In addition to being listed under the tasks to which they relate, the risks are drawn together in a chart at page 38, where the risk owners are also listed. The Register and aspects of risk policy are currently under review and the new Register and policy will be implemented from the beginning of the new financial year. The purpose of the review is to ensure the corporate risks remain the most significant risks for the Administration and to improve risk processes so that risk management is effectively embedded within the Administration,

facilitating rather than impeding its work. The Audit Committee now considers the Corporate Risk Register at every meeting.

Over the next three years the Administration expects to see continuing change in three areas in particular: in making savings, in works and accommodation, and in ICT.

## **Savings strategy and financial plan for the House of Lords Administration to 2014/15**

The House of Lords Administration is delivering the Savings Strategy agreed by the House Committee in 2010, against a background of rising costs, high activity levels, increased membership and demand for services in what is by any standards a very active second chamber. The Administration is budgeting to maintain services into 2015 while reducing resource costs in real terms. This is being achieved by a combination of creativity and hard work in departments and offices, firm control at the centre, and a steady focus on best value and business need. Cost pressures are being either accommodated by savings or resisted.

Almost half the House's resource budget (£46m in 2012/13, 45%), and almost all the capital (£15m in 2012/13, 98%), is spent on services and projects shared with the House of Commons. Delivering the Savings Strategy therefore requires constant dialogue with the House of Commons, enhanced this year by the first bicameral Medium-Term Investment Plan, the purpose of which is to improve joint planning of investment in Parliament's infrastructure and service improvement.

For the years covered by this plan, the headline numbers are as follows (a more detailed breakdown of costs can be found on page 40):

| <b>£m</b>    | <b>2012/13</b> | <b>2013/14</b> | <b>2014/15</b> |
|--------------|----------------|----------------|----------------|
| Resource     | 102            | 105            | 104            |
| Capital      | 15             | 21             | 25             |
| Total budget | 117            | 126            | 130            |

The resource budgets for 2012/13 and 2013/14 each include new contingent non-cash sums of £2m in relation to 14 Tothill Street, which was part-occupied by the Administration during the conversion of Millbank House. And increasing capital provision over the period will be needed to meet the demands of Parliament's infrastructure, particularly in relation to mandatory fire safety measures and essential overhaul of the Palace of Westminster's historic cast iron roofs and ageing mechanical, electrical and telecommunication services. The last alone adds £4m each year to the capital budgets for 2013/14 and 2014/15.

Disregarding these items, the House's resource budget is almost level in cash terms, and well within the House's savings target of zero growth in real terms.

## **Works and Accommodation**

In line with the strategic priority to serve the long-term viability of the Palace, the key tasks for this period will include the continued implementation of major infrastructure projects – the Mechanical and Electrical Medium-Term Programme, Cast Iron Roofs Programme and the Fire Safety Programme. These projects will be challenging as they will require major building interventions whilst the House is sitting and office decants. The scoping of the Mechanical and Electrical Long-Term Programme up to and including the preparation of the business case will also be undertaken. A number of heritage projects will also be progressed including the replacement of encaustic tiles, and stonework conservation in Westminster Hall. An effective accommodation strategy will be pursued. In particular, the options for the Millbank Island Site in 2015 will require the House to clarify its intentions for use of the building.

## **ICT Developments**

The House of Lords Administration is closely involved in the development of a bicameral strategy for ICT, and in December 2011 the Management Board approved PICT's annual strategy update to 2015 and the strategy's implementation plan. Its key features are to improve customer experience by introducing an expert advisory service, coupled with online service requests and self-service tools; improving access to services, making services available from anywhere, at any time and with any device; a transformation of PICT from a provider of most ICT services and applications on-site to a provider of services contracted from third parties, with further reliance on commercial off-the-shelf (COTS) solutions; and proposed bicameral annual savings of up to £5.9m by 2014/15. The adoption of cloud computing is central to the last three of these strands and in the coming year the Cloud Readiness Project, and its attendant focus on data security considerations, will be of paramount importance.

ICT business applications in progress appear elsewhere in this plan.

## **House of Lords Reform**

If a bill to reform the composition of the House of Lords is introduced by the Government in the 2012-13 session, the Administration will make such preparations as may be necessary in the event of its receiving Royal Assent.

## **Communicating the plan**

Consistent with current practice and as liP (Investors in People) employers, the

Administration will communicate its plans and priorities to all staff so as to engage them fully in support of delivery – chiefly electronically but also with a small print run. Electronic copies of the business plan will be sent to every Member of the House.

### **The business plan and other corporate publications**

The business plan may be read in conjunction with the *Annual Report of the House of Lords*, the purpose of which is to set out the progress of the Administration in carrying out the business plan in the course of the previous financial year. The most recent report, for 2010/11, is published as HL Paper 187 Session 2010-12. The *Resource Accounts of the House of Lords* for 2010/11, which detail the House's use of financial resources that year, are published as HL Paper 185 Session 2010-12. The annual report and accounts which relate to this business plan will be published in 2013.



# House of Lords Administration Strategic Plan 2011-15

## **Aim**

The aim of the House of Lords Administration is:

*To enable the House and its Members to carry out their parliamentary functions effectively.*

## **Objectives**

The objectives of the House of Lords Administration are:

1. To provide the House and its committees with the advice and services they need for the effective conduct of business.
2. To provide individual Members of the House with the advice and services they need for the effective performance of their parliamentary duties (regardless of party or office).
3. To make the House and its work accessible to the public.
4. To maintain the House's buildings and collections, having regard to the heritage they represent.

## **Priorities in the period 2011-15:**

While all four objectives are important to the work of the House, in this period we will prioritise work which directly supports the effective conduct of the business of the House and which directly helps individual Members to contribute to that business. Objectives 3 and 4 will be pursued with emphasis on tasks which most directly support objectives 1 and 2. We will also seek to improve the effectiveness for the Lords of our joint working with the House of Commons in delivering those services where the Commons is the majority stakeholder. This plan is drafted in the context of significant cost savings throughout the public sector; low public regard for Parliament; and new proposals for reform of the House of Lords.

## Tasks

The following tasks are intended to contribute to the objectives set out above. The annual business plans will set out how these objectives will be met.

1. Ensure that the advice, research, administrative support and reporting services for the House, its committees and individual Members are timely, impartial, responsive and of high quality. [Links to objectives 1 & 2]

Priorities in the period 2011-15:

- (1) In the provision of our services, we will earn the respect of Members and the public for our independence, integrity and professionalism.
- (2) We will help Members fulfil their roles and obligations in a changing House by making our services more accessible but in efficient and cost-effective ways.
- (3) We will benchmark and review our working practices to ensure that our services are provided effectively and efficiently.
- (4) We will provide impartial and expert advice on proposals for reform of the House of Lords.

2. Improve accommodation and facilities to enable Members and staff to work effectively, and in a safe, healthy, and sustainable environment. [Links to objectives 2 & 4]

Priorities in the period 2011-15:

- (1) We will propose an effective and efficient accommodation strategy for both Members and staff; and we will implement the agreed strategy making best use of the opportunities offered by occupancy of Millbank House.
- (2) We will focus the works programme on securing the long-term viability of the Palace of Westminster as the working environment for Parliament and we will implement a 25-year plan to deliver this in conjunction with a strengthened Parliamentary Estates Directorate.
- (3) We will promote efficiency and sustainability in our buildings, while having regard to our architectural heritage.
- (4) We will change the provision of catering services more appropriately to meet the needs of Members and staff; and continue to reduce its subsidy from public funds.

3. Ensure that security arrangements are appropriate to the assessed level of threat and the effective conduct of business; and develop and maintain contingency and business continuity plans so as to minimise the impact of disruption caused by unplanned incidents. [Links to all objectives]

Priorities in the period 2011-15:

- (1) We will develop and test our business continuity and contingency mechanisms to make the Administration resilient to disruption.
  - (2) We will better secure the perimeter of the estate.
  - (3) We will embed new security governance arrangements involving the Parliamentary Security Director.
4. Facilitate public access to, and understanding and knowledge of, the work of the House of Lords, its heritage and collections. [Links to objectives 3 & 4]

Priorities in the period 2011-15:

- (1) We will consolidate and focus work under this task on specific audiences, creating communications that increase their understanding of the work and role of the House of Lords and how to interact with it.
  - (2) We will improve our website and make it the primary channel to help people to understand the work of the House.
5. Recruit, develop and retain staff with the capability and motivation to meet the needs of the House; encourage diversity and innovation; and approach tasks with a sense of common purpose. [Links to all objectives]

Priorities in the period 2011-15:

- (1) We will focus on the delivery of human resources core functions: efficient recruitment, deployment, learning and development, performance management, appropriate conditions of service and record-keeping.
  - (2) We will work to earn the loyalty and motivation of staff in a challenging period.
  - (3) We will respond better to business priorities by encouraging initiative and becoming more agile at allocating human resources across the Administration.
6. Ensure a system of corporate governance and internal control which is open, effective and accountable, which delivers value for money and which is based on sound financial management. [Links to all objectives]

Priorities in the period 2011-15:

- (1) We will aim not to increase our resource costs, in real terms, throughout the period of the plan, despite the increased size of the House, and will reduce them where possible by reviewing what we do and how we do it.
- (2) We will make management more efficient and responsive, more cohesive and better at decision making and forward-planning; and we will aim to encourage diversity in all management grades.

- (3) We will continue to implement the recommendations of the review of the structure of the House of Lords Administration and the operation of the Management Board of summer 2011.
7. Ensure that information produced in support of objectives is well-managed, and that for all information requirements ICT is effectively exploited. [Links to all objectives]  
Priorities in the period 2011-15:
  - (1) We will work with PICT and the Web and Intranet Service to ensure that its strategy delivers robust core services and reflects an informed understanding of business needs.
  - (2) We will encourage greater reliance by Members and staff on electronic rather than paper documents and records; and we will implement an electronic document and records management system for the Administration.
  - (3) We will help PICT consider how new ICT developments (including internet-based computing) could produce secure, more efficient and effective ICT services.
8. Maintain good working relationships with the House of Commons, particularly in the provision of shared services; share information and best practice with other parliaments and assemblies within the United Kingdom and overseas; and co-operate with other organisations that can assist the work of the House and its administration. [Links to all objectives]  
Priorities in the period 2011-15:
  - (1) We will agree and monitor appropriate governance arrangements, including memoranda of understanding, with the House of Commons for the delivery and management of each shared service.
  - (2) We will consider the establishment of further joint services, or outsourcing, where this would decrease the cost to the taxpayer and increase the efficiency and effectiveness with which the Administration provides services to the House and its Members.

## Values

The Administration will be guided by the following values and principles:

- Respect for the constitutional importance and dignity of Parliament
- Professional excellence
- Honesty, impartiality and integrity
- Openness and accountability
- Fairness and respect for all staff
- Obtaining value for money while recognising our corporate responsibility to wider society
- Environmental sustainability

# Business Plan 2012/13-2014/15

## House and Committees

*Task 1: Ensure that the advice, research, administrative support and reporting services for the House, its committees and individual Members are timely, impartial, responsive and of high quality.*

The pursuit of this objective constitutes the central activity of the House Administration—to support the work of the chamber, of committees and of Members. It dictates the work of the Legislation Office, the Journal Office, the Committee Office, the Office of the Clerk of the Parliaments (including the Clerks at the Table, the Registrar of Members' Interests and support for the Lord Speaker), the Library research service, the Official Report (Hansard) and the Finance Department (Members' Finance Section): and it draws heavily upon the support staff immediately involved in servicing the chamber and committee rooms.

### Priorities

- In the provision of our services, we will earn the respect of Members and the public for our independence, integrity and professionalism.
- We will help Members fulfil their roles and obligations in a changing House by making our services more accessible but in efficient and cost-effective ways.
- We will benchmark and review our working practices to ensure that our services are provided effectively and efficiently.
- We will provide impartial and expert advice on proposals for reform of the House of Lords.

### Risks

- Failure to have the appropriate skills within the Administration.
- Inadequate ICT systems or breakdown.

| Business area  | Deliverable   | Target Date                          | Responsible  |
|--|---|--------------------------------------|--|
| Ensure support for select committees   | <ul style="list-style-type: none"> <li>Establishment and effective operation of any new or additional committees appointed in the 2012/13 session.</li> </ul>   | 2012/13                              | Parliamentary Services (Clerk of Committees)                               |
| Provision of reporting services  | <ul style="list-style-type: none"> <li>Development of new authoring software for Hansard (as part of the Procedural Data Programme).</li> <li>Further scoping of a fully electronic system for handling Questions for Written Answer.</li> </ul>                                | 2012/13<br>2013/14                   | Parliamentary Services (Editor of Debates)                                 |
| Printing and publishing  | <ul style="list-style-type: none"> <li>Apply new extension of TSO print contract.</li> <li>Explore options for a print-on-demand capability.</li> </ul>   | April 2012<br>2012/13                | Clerk Assistant<br>Parliamentary Services (Clerk of the Journals)          |
| Procedure and working practices of the House   | <ul style="list-style-type: none"> <li>Revise the Companion to Standing Orders.</li> <li>Implement any agreed recommendations arising out of the Leader's Working Group</li> </ul>  | 2012/13<br>2012/13                   | Parliamentary Services (Clerk of the Journals)<br>Clerk of the Parliaments |
| Support for Members in discharging their legislative function  | <ul style="list-style-type: none"> <li>Prepare proposals for the future development of Bills and Acts software including preparation of any business case.</li> <li>Support scrutiny of Public Bodies Orders.</li> <li>Publish revised Private Bill Standing Orders.</li> </ul> | 2012/13<br>May 2012<br>December 2012 | Parliamentary Services (Clerk of Legislation)                              |
| Develop Library and research/information services to meet Members' needs which are relevant to the work of the House | <ul style="list-style-type: none"> <li>In conjunction with PICT Training, enable Members to use new technologies for accessing information.</li> </ul>  | 2012/13 and 2013/14                  | Information Services (Director of Information Services and Librarian)      |

| Business area | Deliverable  | Target Date                        | Responsible |
|---------------|--|------------------------------------|-------------|
|               | <ul style="list-style-type: none"><li>• Further develop the range of Library research products to cover all major business in the Chamber.</li><li>• Better inform PICTAB investment decisions by developing business-led information management priorities.</li></ul> | 2012/13<br><br>2012/13 and 2013/14 |             |



# Catering, retail, property and office services

*Task 2: Improve accommodation and facilities to enable Members and staff to work effectively, and in a safe, healthy, and sustainable environment.*

This task is concerned with providing an appropriate physical environment in which the House of Lords can operate effectively and efficiently. It embraces the commissioning of building maintenance and works, both on a shared basis with the Commons and, for those parts of the estate in sole Lords occupation, on a Lords-only basis. The task also includes strategic consideration and planning of the use of accommodation and providing support facilities and services within that physical environment, including those of Catering and Retail Services. The Director of Facilities is responsible for delivery of this objective working as appropriate with the Director General of Facilities, House of Commons. The Director of Facilities acts in conjunction with the Parliamentary Estates Directorate on joint projects and relocations, and with the Commons Accommodation and Logistics Services on the provision of office and logistics services.

## Priorities

- We will propose an effective and efficient accommodation strategy for both Members and staff; and we will implement the agreed strategy making best use of the opportunities offered by occupancy of Millbank House.
- We will focus the works programme on securing the long-term viability of the Palace of Westminster as the working environment for Parliament and we will implement a 25-year plan to deliver this in conjunction with a strengthened Parliamentary Estates Directorate.
- We will promote efficiency and sustainability in our buildings, while having regard to our architectural heritage.
- We will change the provision of catering services more appropriately to meet the needs of Members and staff; and continue to reduce its subsidy from public funds.

## Risks

- Disruption to the strategic plan objectives as a result of poor management of a major project or change programme.

- Disruption to the strategic plan objectives as a result of external utility failure or environmental event.
- Disruption to the strategic plan objectives as a result of inadequate infrastructure, an internal infrastructure failure, fire or flood.

| Business area   | Deliverable  | Target Date                                  | Responsible                               |
|---|--|--|---|
| Accommodation strategy  | <ul style="list-style-type: none"> <li>• Conclude the Strategic Property Review and define a Decant Strategy for the House.</li> <li>• Develop accommodation business cases as required.</li> </ul>  | <p>March 2013</p> <p>2012/13 and 2013/14</p> | Support Services (Director of Facilities) |
| Facilities management   | <ul style="list-style-type: none"> <li>• Develop with the Commons a new contract management strategy with a view to: <ul style="list-style-type: none"> <li>- “bundling” certain contracts with larger House services contracts;</li> <li>- reviewing overly complex contracts;</li> <li>- creating exit strategies; and</li> <li>- managing the implications of the House of Commons Workstrand on Business Improvement</li> </ul> </li> <li>• Continue to deliver the rolling portfolio of ICT projects in conjunction with the House of Commons to include the new E-Room booking system, Accident Reporting System and Moves Management System.</li> </ul> | <p>2012/13</p> <p>2012/13</p>                | Support Services (Director of Facilities) |
| Securing long-term viability of the Palace of Westminster, in conjunction with the Commons as part of the 25-year programme | <ul style="list-style-type: none"> <li>• Continue the five-year programme of “aggressive maintenance” of mechanical and electrical services in the Palace.</li> <li>• Receive the report of the bi-cameral study team on options for long-term modernisation of the Palace of Westminster.</li> </ul>  | <p>2012/13 – 2014/15</p> <p>2012/13</p>      | Support Services (Director of Facilities) |

| Business area     | Deliverable   | Target Date   | Responsible                               |
|-------------------|---|---|---|
|                   | <ul style="list-style-type: none"> <li>• Commence further work on cast iron roofs, South East Return.</li> <li>• Continue fire compartmentation and install automatic fire detection.</li> <li>• Plan refurbishment of 7 Old Palace Yard in 2014/15.</li> </ul> | <p>2012/13 to 2013/14</p> <p>2012/13-2013/14</p> <p>2013/14</p> |   |
| Catering services | <ul style="list-style-type: none"> <li>• Seek further progress in meeting subsidy targets and increasing customer satisfaction.</li> <li>• Move the gift shop to better premises.</li> </ul>  | <p>2012/13</p> <p>2012/13</p>                                   | Support Services (Director of Facilities) |

# Security

*Task 3(a): Ensure that security arrangements are appropriate to the assessed level of threat and the effective conduct of business.*

The Parliamentary Security Director, who reports to the two Speakers, is responsible for the strategy, planning and overall delivery of security across the whole of the Parliamentary Estate, including Parliament's response to cyber threat. He controls the contract with the Metropolitan Police. Day-to-day operational delivery in each House is the responsibility of Black Rod and the Serjeant at Arms who are the public face of security in their respective Houses.

For the Lords, Black Rod exercises his functions through membership of relevant committees, including the Joint Committee on Security, the Parliamentary Security Board and the House of Lords Management Board. Regular and close coordination occurs for routine and high profile events.

## Priorities

- We will better secure the perimeter of the estate.
- We will embed new security governance arrangements involving the Parliamentary Security Director.

## Risks

- Disruption to the strategic plan objectives as a result of security requirements, a breach in security or terrorist attack.

| Business area                                      | Deliverable   | Target Date   | Responsible   |
|--|---|---------------|---|
| Securing the perimeter of the Parliamentary Estate | <ul style="list-style-type: none"> <li>• Complete stand-off protection at Northern perimeter.</li> </ul>                        | August 2012   | Director of Facilities (with Director General of Facilities (House of Commons)) |
|  | <ul style="list-style-type: none"> <li>• Speaker's Green and Cromwell Green projects.</li> </ul>                                | 2012/13       | Director of Facilities (with Director General of Facilities (House of Commons)) |
|  | <ul style="list-style-type: none"> <li>• Complete new security arrangements for Peers car park.</li> </ul>                      | December 2012 | Director General of Facilities (House of Commons)/Black Rod                     |
| Value for money                                    | <ul style="list-style-type: none"> <li>• Continue to achieve value for money under the Metropolitan Police contract.</li> </ul> | 2012/13       | Parliamentary Security Director   |
| Controlling access within Parliament               | <ul style="list-style-type: none"> <li>• Improve challenge regime.</li> </ul>   | December 2012 | Black Rod   |

# Contingency Planning and Business Continuity

*Task 3(b): Develop and maintain contingency and business continuity plans so as to minimise the impact of disruption caused by unplanned incidents.*

This task involves the development, testing and review of plans to ensure that the House can continue to operate effectively in the face of unplanned incidents. These incidents might arise from external factors like a breach in security, terrorist attack, utility failure, or an environmental disaster: or they might stem from internal factors like failure of infrastructure, fire or flood. In any form of disruption, the safety of people on the Parliamentary Estate and preservation of buildings and infrastructure are key considerations. The primary objective is to enable Parliament to continue its role and its business without interruption. Policy in this area is formulated by the bi-cameral Business Resilience Group (BRG).

The task also includes planning and delivery of known and new major ceremonial events.

Black Rod delivers his responsibilities for this objective through the House Committee, the Management Board and in close coordination with the Clerk Assistant, the Director of Facilities and, as Chair of the BRG, in conjunction with the House of Commons administration. Black Rod and/or the Yeoman Usher act as “Silver” for the House in the broader command and control structure which has been adopted in order to respond to incidents.

## Priorities

- We will develop and test our business continuity and contingency mechanisms to make the Administration resilient to disruption.

## Risks

- Disruption to the strategic plan objectives as a result of security requirements, a breach in security or terrorist attack.
- Disruption to the strategic plan objectives as a result of external utility failure or environmental event.
- Disruption to the strategic plan objectives as a result of inadequate infrastructure, an internal infrastructure failure, fire or flood.

| Business area   | Deliverable  | Target Date | Responsible                      |
|---|--|-------------|----------------------------------|
| Improve business continuity and relocation mechanisms | <ul style="list-style-type: none"> <li>• Development of more appropriate relocation plans.</li> </ul>                      | 2012/13     | Black Rod/ Serjeant at Arms      |
|   | <ul style="list-style-type: none"> <li>• Revise relocation plans following opening of Millbank House.</li> </ul>           | 2012/13     | Black Rod/Director of Facilities |
|   | <ul style="list-style-type: none"> <li>• Improve office Business Continuity Plans</li> </ul>                               | 2012/13     | Black Rod                        |
| Ceremonial and other events                           | <ul style="list-style-type: none"> <li>• Queen's Diamond Jubilee events.</li> </ul>  | June 2012   | Black Rod                        |
|   | <ul style="list-style-type: none"> <li>• Events in Parliament relating to the Cultural Olympiad.</li> </ul>                | Summer 2012 |                                  |
|   | <ul style="list-style-type: none"> <li>• Engage consultant to improve base planning documents for major events.</li> </ul> | 2012/13     |                                  |

# Outreach and Access

*Task 4: Facilitate public access to, and understanding and knowledge of, the work of the House of Lords, its heritage and collections.*

The proceedings of the House and most sittings of committees are conducted in public and have long been communicated in written and broadcast form. Pursuit of this task involves further enhancing the ways in which parliamentary information is disseminated—through the internet and by webcasting for example. It also involves the preparation and production of written material describing the work of the House and its Committees and answering requests for information from the public. The House Administration collaborates with the Commons in the provision of education, broadcasting, visitor, website and some outreach services and undertakes certain outreach responsibilities of its own in support of the Lord Speaker’s outreach programme. While these tasks are shared by staff in many different offices across the House, the responsibility for furthering this objective lies in the main with the Director of Information Services and Librarian.

## Priorities

- We will consolidate and focus work under this task on specific audiences, creating communications that increase their understanding of the work and role of the House of Lords and how to interact with it.
- We will improve our website and make it the primary channel to help people to understand the work of the House.

## Risks

- Damage to the Administration’s reputation amongst Members of the House or the public due to:
  - i. a failure to provide timely, relevant and accurate information on the work of the House to Members, the media and the public.
  - ii. a failure to take appropriate action to mitigate adverse public perception of the Administration.
- Disruption to the strategic plan objectives as a result of a failure to meet data security or data protection requirements, or comply with Freedom of Information requirements.



| Business area  | Deliverable   | Target Date  | Responsible   |
|--|---|--------------|---|
| Promotion of the work of the House of Lords via online media | <ul style="list-style-type: none"> <li>• Ensure that the development of the Web and Intranet Service's content strategy and plan for the Parliament website reflects the needs of the House of Lords, using in-House resources as necessary.</li> </ul> | October 2012 | Information Services (Director of Public Information) |
|  | <ul style="list-style-type: none"> <li>• Implement and further develop House of Lords social media channels (Twitter, Facebook, YouTube).</li> </ul>  | October 2012 |   |
|  | <ul style="list-style-type: none"> <li>• Implement the House of Lords corporate portal, restructure the information architecture and redesign Lords presence on the Parliament website.</li> </ul>  | March 2013   |   |
|  | <ul style="list-style-type: none"> <li>• Deliver a new eNewsletter on Lords business</li> </ul>   | March 2013   |   |
| Publications   | <ul style="list-style-type: none"> <li>• Complete the revision of the House of Lords' suite of publications.</li> </ul>   | October 2012 | Information Services (Director of Public Information) |
|  | <ul style="list-style-type: none"> <li>• Develop a public-facing online ordering service for House of Lords publications.</li> </ul>  | July 2012    |   |
| Outreach and education                                       | <ul style="list-style-type: none"> <li>• Review and implement a revised Member-led outreach strategy.</li> </ul>  | October 2012 | Information Services (Director of Public Information) |
|  | <ul style="list-style-type: none"> <li>• Set up processes for capturing audience data from public information work on new customer relationship management system.</li> </ul>   | October 2012 |   |
|  | <ul style="list-style-type: none"> <li>• Develop two campaigns aimed at priority audiences.</li> </ul>  | March 2013   |   |
|  | <ul style="list-style-type: none"> <li>• Identify partners for long-term targeted campaigns with hard-to-reach audiences.</li> </ul>  | May 2015     |   |

| Business area | Deliverable   | Target Date                                | Responsible                                    |
|---------------|---|--|--|
| Exhibitions   | <ul style="list-style-type: none"><li>• Royal Gallery displays to mark the following events;<ul style="list-style-type: none"><li>- Bi-centenary of the assassination of Mr. Spencer Perceval, Prime Minister.</li><li>- Centenary of the outbreak of the Great War 1914-18</li></ul></li><li>• Develop exhibition and outreach programme to mark the 750th anniversary of the De Montfort parliament</li></ul> | May 2012<br><br>August 2014<br><br>2014/15 | Information Services<br>(Clerk of the Records) |

# Staffing and Training

*Task 5: Recruit, develop and retain staff with the capability and motivation to meet the needs of the House; encourage diversity and innovation; and approach tasks with a sense of common purpose.*

The Director of Human Resources is responsible for the delivery of this task on behalf of the Clerk of the Parliaments who, as Corporate Officer, employs all House of Lords staff and promotes the development of the Administration as a single service. The objectives are met by implementing human resources policies and procedures which are consistent with current employment legislation and best practice, and with a view to keeping broadly in line with the House of Commons and the Civil Service.

## Priorities

- We will focus on the delivery of human resources core functions: efficient recruitment, deployment, learning and development, performance management, appropriate conditions of service and record-keeping.
- We will work to earn the loyalty and motivation of staff in a challenging period.
- We will respond better to business priorities by encouraging initiative and becoming more agile at allocating human resources across the Administration.

## Risks

- Disruption to the strategic plan objectives as a result of failure to:
  - i. retain the appropriate skills within the Administration;
  - ii. follow employment law and relevant HR best practice;
  - iii. maintain effective employee relations.

| Business area                   | Deliverable  | Target Date                           | Responsible                 |
|---------------------------------|--|---------------------------------------|-----------------------------|
| HR core functions               | <ul style="list-style-type: none"> <li>• Promote a stronger sense of partnership between the Human Resources Department and other offices in the Administration.</li> <li>• Tender, select and commission a new IT system for HR.</li> <li>• Implement any changes to the night allowance system.</li> </ul> | 2012/13<br><br>2012/13<br><br>2012/13 | Director of Human Resources |
| Loyalty and motivation of staff | <ul style="list-style-type: none"> <li>• Decide future liP accreditation.</li> <li>• Replace childcare vouchers with a salary sacrifice scheme.</li> <li>• Assist in preparations for the 2012/13 staff survey.</li> </ul>   | 2012/13<br><br>2012/13<br><br>2012/13 | Director of Human Resources |

# Corporate Governance

*Task 6: Ensure a system of corporate governance and internal control which is open, effective and accountable, which delivers value for money and which is based on sound financial management.*

The Clerk of the Parliaments as Accounting Officer is responsible for ensuring the propriety and regularity of the Administration's stewardship of financial resources and for establishing an appropriate risk management framework and reporting system. Leadership on financial responsibilities within the Administration is delegated by the Clerk of the Parliaments to the Finance Director, and on corporate matters in general to the Reading Clerk. The Reading Clerk, Finance Director and Director of Human Resources constitute a Corporate Services Group. The Clerk of the Parliaments is also advised by the Audit Committee on all matters concerning governance, risk management and internal control.

The House of Lords Management Board collectively is responsible for ensuring that appropriate and timely decisions are taken either by itself or through a system of delegations. The Board advises the House Committee, through the Clerk of the Parliaments, on matters which are reserved to it. The Board also ensures scrutiny of financial systems and monitors the risks faced by the House and the Administration, oversees the preparation of the business and financial plans, resource accounts and other corporate documentation, and monitors performance across the Administration through quarterly performance reports.

## Priorities

- We will aim not to increase our resource costs, in real terms, throughout the period of the plan, despite the increased size of the House, and will reduce them where possible by reviewing what we do and how we do it.
- We will make management more efficient and responsive, more cohesive and better at decision making and forward-planning; and we will aim to encourage diversity in all management grades.
- We will continue to implement the recommendations of the review of the structure of the House of Lords Administration and the operation of the Management Board of summer 2011.

## Risks

- Disruption to the strategic plan objectives as result of a failure:
  - i. to comply with legal or audit requirements;
  - ii. to manage contracts and oversee suppliers;
  - iii. in financial planning and management;
  - iv. to maintain adequate control over shared services;
  - v. to secure value for money.
- Disruption to the strategic plan objectives as a result of poor management of a major project or change programme.
- Damage to the Administration's reputation amongst Members of the House or the public due to a failure to take appropriate action to mitigate adverse public perception of the Administration.
- Disruption to the strategic plan objectives as a result of a failure to meet data security or data protection requirements, or comply with Freedom of Information requirements.

| Business area                    | Deliverable   | Target Date        | Responsible  |
|----------------------------------|---|--------------------|--|
| Corporate services               | <ul style="list-style-type: none"> <li>In line with the Thomas/ Makower review of the Administration, deliver a more unified approach to the corporate services function.</li> </ul>                          | 2012/13            | Reading Clerk/Finance Director/Director of Human Resources |
|                                  | <ul style="list-style-type: none"> <li>Consider any recommendations arising from the Internal Audit review of corporate governance arrangements in the light of the new Treasury Code (July 2011).</li> </ul> | 2012/13            | Clerk of the Parliaments                                   |
| Savings and financial management | <ul style="list-style-type: none"> <li>Achieve the Administration's savings target.</li> </ul>  | 2012/13 to 2014/15 | Finance Director   |
|                                  | <ul style="list-style-type: none"> <li>Seek value for money in the delivery of services and projects under the current Business Plan and the targets set in the financial plans 2012-15.</li> </ul>           | 2012/13 to 2014/15 |  |
|                                  | <ul style="list-style-type: none"> <li>Work with the Commons to make a success of the new bicameral Medium Term Investment Plan and portfolio management for ICT projects.</li> </ul>                         | 2012/13            |  |
| Contracts                        | <ul style="list-style-type: none"> <li>Create a contract management support function within the Finance Department.</li> </ul>  | 2012/13            | Finance Director   |
| Risk Management                  | <ul style="list-style-type: none"> <li>Implement changes arising from the biennial review of risk reporting arrangements.</li> </ul>  | 2012/13            | Corporate Services (Reading Clerk)                         |
| Management Board                 | <ul style="list-style-type: none"> <li>Implement recommendations of the review of the Administration's sub-groups.</li> </ul>   | 2012/13            | Clerk of the Parliaments                                   |
| Members' survey                  | <ul style="list-style-type: none"> <li>Conduct the four-yearly survey of Members on services and facilities.</li> </ul>   | 2012/13            | Clerk Assistant  |

| Business area                | Deliverable   | Target Date | Responsible  |
|------------------------------|---|-------------|--|
| Environmental sustainability | <ul style="list-style-type: none"><li>• Review environmental impacts as part of the procurement process.</li><li>• Raise staff awareness in how to improve environmental impacts.</li><li>• Survey the Parliamentary estate to identify potential energy saving measures.</li></ul> | 2012/13     | Corporate Services<br>(Reading Clerk/<br>Director of Facilities) |



# Information, and Information and Communications Technology

*Task 7: Ensure that information produced in support of objectives is well-managed, and that for all information requirements ICT is effectively exploited.*

This task aims to improve the management of parliamentary information in support of the Administration; and to take advantage of information technology in the production, publication, management and archiving of that information. Most of the initiatives in this area are heavily dependent on the support of Parliamentary ICT (PICT) services, and on the advice of the bicameral PICT Advisory Board and Information Management Board.

Development and operation of Freedom of Information, data protection and information security policies are included in this task.

## Priorities

- We will work with PICT and the Web and Intranet Service to ensure that their strategy delivers robust core services and reflects an informed understanding of business needs.
- We will encourage greater reliance by Members and staff on electronic rather than paper documents and records; and we will implement an electronic document and records management system for the Administration.
- We will help PICT consider how new ICT developments (including cloud-based computing) could produce secure, more efficient and effective ICT services.

## Risks

- Disruption to the strategic plan objectives as a result of inadequate ICT systems or breakdown.
- Disruption to the strategic plan objectives as a result of a failure to meet data security or data protection requirements, or comply with Freedom of Information requirements.

| Business area  | Deliverable  | Target Date            | Responsible   |
|--|--|------------------------|---|
| Improve accessibility of procedural information                      | <ul style="list-style-type: none"> <li>Work with PICT and the House of Commons in delivering upgraded ICT applications for procedural services, as part of the Procedural Data Programme;</li> </ul>             | 2012/13<br>(Jan 2013)  | Parliamentary Services<br>(Clerk Assistant)   |
|  | <ul style="list-style-type: none"> <li>Improve online presentation of written questions and answers, and statements.</li> </ul>  | 2013/14                |   |
| Improve accessibility to general information for Members             | <ul style="list-style-type: none"> <li>Plan and implement the extension of the Library's role to provide a central source of general information and referral for Members on House services.</li> </ul>          | 2012/13                | Information Services<br>(Director of Information Services and Director of Library Services) |
| Encourage greater reliance on electronic rather than paper documents | <ul style="list-style-type: none"> <li>Further develop and implement a package of measures to replace selected printed products with online-only products.</li> </ul>  | 2012/13                | Parliamentary Services<br>(Clerk Assistant)   |
|  | <ul style="list-style-type: none"> <li>Develop the new e-library space at Millbank House for promotion and training on Library and parliamentary online resources for Members, researchers and staff.</li> </ul> | 2012/13 and<br>2013/14 |   |
| Improve electronic record keeping in Parliament                      | <ul style="list-style-type: none"> <li>Progressive roll-out of the bi-cameral electronic document and records management project (SPIRE).</li> </ul>   | 2012/13                | Information Services<br>(Director of Information Services and Clerk of the Records)         |
| Members' ICT service   | <ul style="list-style-type: none"> <li>Consider results of the Information Committee's pilot of hand-held devices for Members.</li> </ul>  | 2012/13                | Corporate Services/<br>PICT<br>(Reading Clerk)  |

| Business area                                      | Deliverable   | Target Date | Responsible   |
|--|---|-------------|---|
| Improve accessibility of Parliamentary information | <ul style="list-style-type: none"> <li>• Through the bicameral Information Management Board, develop business-led information management priorities which will inform PICTAB's investment decisions.</li> </ul>   | 2012/14     | Information Services (Director of Information Services)   |
|  | <ul style="list-style-type: none"> <li>• Develop and undertake prioritised digitisation projects in accordance with Digitisation Strategy, including:               <ul style="list-style-type: none"> <li>- microfilm Acts</li> <li>- Members' photograph albums</li> <li>- iconic documents.</li> </ul> </li> </ul> | 2012/13     | Information Services (Clerk of the Records)   |
|  | <ul style="list-style-type: none"> <li>• Complete procurement of digital repository and associated preservation services, and ingest first tranche of prioritised collections.</li> </ul>   | 2012/13     |   |
| Data security                                      | <ul style="list-style-type: none"> <li>• Formalise governance arrangements for information risk, through the bi-cameral Data Security Group.</li> </ul>   | 2012/13     | Corporate Services (Reading Clerk with Parliamentary Security Director and Director General of Resources, House of Commons) |
|  | <ul style="list-style-type: none"> <li>• Train Data Security Co-ordinators to CESG level 3.</li> </ul>  | 2012/13     |   |
|  | <ul style="list-style-type: none"> <li>• Issue written information risk advice to Members of both Houses.</li> </ul>  | 2012/13     |   |

# External Relations

*Task 8: Maintain good working relationships with the House of Commons, particularly in the provision of shared services; share information and best practice with other parliaments and assemblies within the United Kingdom and overseas; and co-operate with other organisations that can assist the work of the House and its administration.*

All members of the Management Board and other senior managers have responsibility in promoting positive working relationships with the House of Commons, particularly over shared services and as members of the PICT Advisory Board and Parliamentary Estates Board. Management Board members are actively engaged in communicating the implications for the House of Lords of the Commons Savings Programme, and the Administration is represented on each savings strand by a members of Lords' staff. They also participate in regular networking meetings with their counterparts from the devolved parliaments and assemblies and stand ready as required to share knowledge and experience with Commonwealth and other overseas parliaments and EU institutions, including the European Centre for Parliamentary Research and Documentation.

Delegations to international parliamentary assemblies, representative travel (including that of the Lord Speaker or her representative), and inward visits are the responsibility of the Reading Clerk as Clerk of the Overseas Office. Four inter-parliamentary bodies – the British Group Inter-Parliamentary Union, Commonwealth Parliamentary Association UK Branch, British American Parliamentary Group and British Irish Inter-Parliamentary Assembly – undertake activities within their areas of competence and on behalf of their membership which are consistent with this objective, in promoting best democratic practice and inter-parliamentary contact. Close collaboration with the Commons is maintained in carrying out the House's international activities.

## Priorities

- We will agree and monitor appropriate governance arrangements, including memoranda of understanding, with the House of Commons for the delivery and management of each shared service.
- We will consider the establishment of further joint services, or outsourcing, where this would decrease the cost to the taxpayer and increase the efficiency and effectiveness with which the Administration provides services to the House and its members.

## Risks

- Disruption to the strategic plan objectives as a result of a failure to maintain adequate control over shared services.
- Damage to the Administration's reputation amongst Members of the House or the public due to a failure to take appropriate action to mitigate adverse public perception of the Administration.

| Business area                | Deliverable   | Target Date | Responsible  |
|------------------------------|---|-------------|--|
| International Relations      | <ul style="list-style-type: none"> <li>• Following the closure of the WEU Parliamentary Assembly negotiate with other EU parliaments a successor scrutiny body, using existing frameworks and resources.</li> </ul>   | 2012/13     | Corporate Services<br>(Reading Clerk and Clerk of the Overseas Office)   |
|                              | <ul style="list-style-type: none"> <li>• Apply the terms of the new financial memoranda between the four inter-parliamentary bodies and the authorities of the two Houses.</li> </ul>   | 2012/13     |  |
| Hosting meetings             | <ul style="list-style-type: none"> <li>• Plan for a meeting of the Association of European Senates at Westminster in May 2014.</li> </ul>   | 2013/14     | Corporate Services<br>(Reading Clerk and Clerk of the Overseas Office)   |
| Provision of shared services | <ul style="list-style-type: none"> <li>• With the House of Commons, improve governance and financial systems for the joint planning and monitoring of the bi-cameral Information Services (Parliamentary Archives, Broadcasting, Curator's Office, Education, Visitor Services and Web and Intranet service).</li> <li>• Establish new governance arrangements for the Parliamentary Outreach service.</li> </ul> | 2012/13     | Information Services<br>(Director of Information Services and Librarian) |

# Corporate Risks

The numbers in square brackets relate to the relevant strategic tasks listed in the Administration's Strategic Plan printed on page 9.

|           |                       |  | Owner  |
|-----------|-----------------------|--|--|
| <b>1</b>  | <b>Security</b>       | Disruption to the strategic plan objectives as a result of security requirements, a breach in security or terrorist attack [3(a), 3(b)].   | Black Rod  |
| <b>2a</b> | <b>Externalities</b>  | Disruption to the strategic plan objectives as a result of external utility failure or environmental event [2, 3(b)].  | Director of Facilities (with business continuity input from Black Rod) |
| <b>2b</b> | <b>Infrastructure</b> | Disruption to the strategic plan objectives as a result of inadequate infrastructure, an internal infrastructure failure, fire or flood [2, 3(b)].   | Director of Facilities   |
| <b>3</b>  | <b>ICT</b>            | Disruption to the strategic plan objectives as a result of inadequate ICT systems or breakdown [1, 7].   | Director of Parliamentary ICT  |
| <b>4</b>  | <b>Staff</b>          | Disruption to the strategic plan objectives as a result of failure to: <ul style="list-style-type: none"> <li>i. have the appropriate skills within the Administration;</li> <li>ii. follow employment law and relevant HR best practice</li> <li>iii. maintain effective employee relations [1, 5].</li> </ul>  | Director of Human Resources  |
| <b>5</b>  | <b>Finance</b>        | Disruption to the strategic plan objectives as a result of a failure: <ul style="list-style-type: none"> <li>i. to comply with legal or audit requirements;</li> <li>ii. to manage contracts and oversee suppliers;</li> <li>iii. in financial planning and management;</li> <li>iv. to maintain adequate control over shared services;</li> <li>v. to secure value for money [6, 8].</li> </ul> | Finance Director   |

|   |                   |   | Owner                            |
|---|-------------------|---|----------------------------------|
| 6 | <b>Projects</b>   | Disruption to the strategic plan objectives as a result of poor management of a major project or change programme [2, 6].   | Director of Facilities           |
| 7 | <b>Reputation</b> | Damage to the Administration's reputation amongst Members of the House or the public due to: <ul style="list-style-type: none"> <li>i. a failure to provide timely, relevant and accurate information on the work of the House to Members, the media and the public;</li> <li>ii. a failure to take appropriate action to mitigate adverse public perception of the Administration [4, 6].</li> </ul> | Director of Information Services |
| 8 | <b>Data</b>       | Disruption to the strategic plan objectives as a result of a failure to meet data security or data protection requirements, or comply with Fol requirements [4, 6, 7].  | Director of Corporate Services   |

# Spending Plans 2012/13 - 2014/15

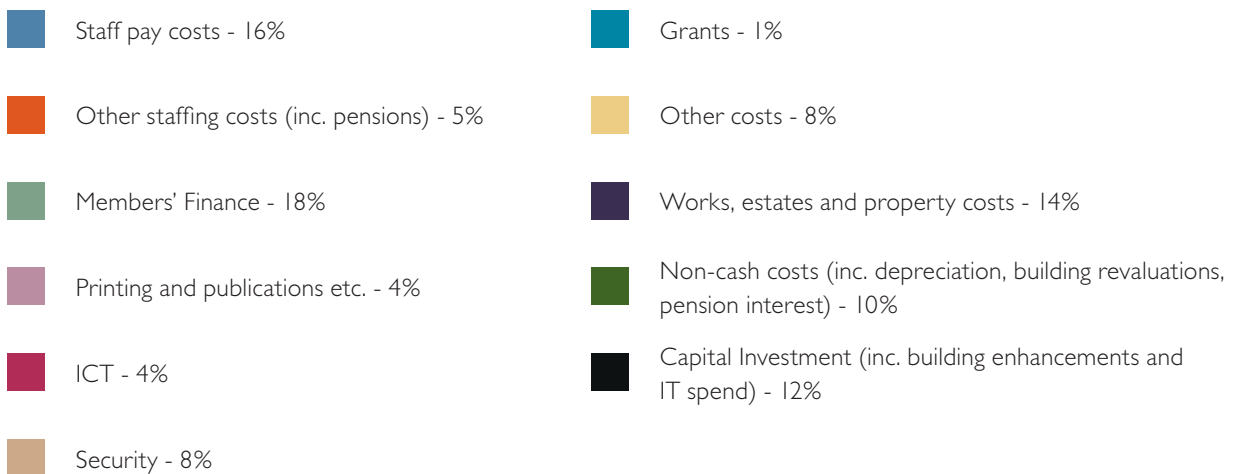
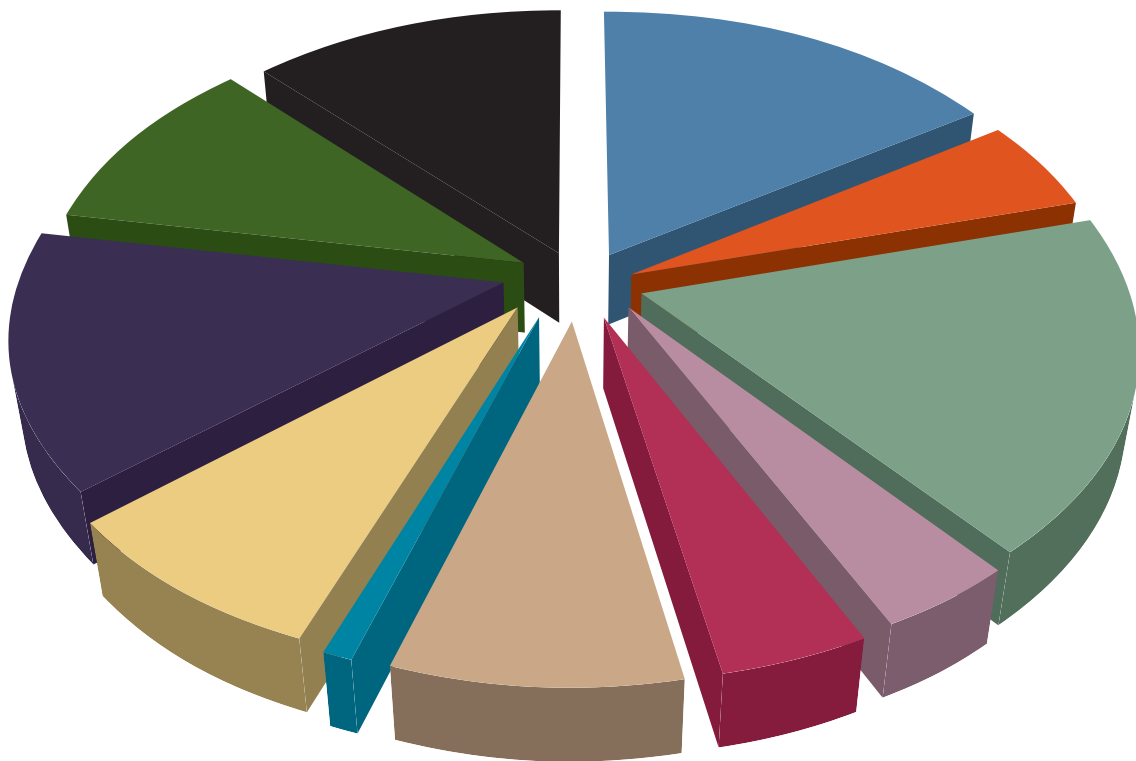
The following section sets out the forecast costs of the House on the basis of the work reflected in this business plan. These costs have been approved by the House Committee as the overall funding for the House Administration for the period of the business plan. The first year of the spending plans is the approved Estimate for 2012/13 while costs in the second and third years will form the basis of the formal bids for funding in the Estimates for the following years. Spending plans are reviewed annually by the House Committee.

|                                   | 2012/13        | 2013/14        | 2014/15        |
|-----------------------------------|----------------|----------------|----------------|
|                                   | £000s          | £000s          | £000s          |
| Staff pay costs                   | 19,554         | 19,754         | 20,035         |
| Other staffing costs              | 5,931          | 5,973          | 5,960          |
| Members' Finance                  | 21,819         | 21,912         | 22,013         |
| Printing and publications etc.    | 4,593          | 4,501          | 4,536          |
| ICT                               | 4,589          | 4,360          | 3,828          |
| Security                          | 10,172         | 10,427         | 10,482         |
| Grants                            | 1,485          | 1,485          | 1,485          |
| Other costs                       | 10,572         | 12,630         | 11,333         |
| Works, estates and property costs | 16,990         | 17,192         | 17,654         |
| Non-cash costs                    | 12,995         | 13,348         | 13,955         |
| Income                            | (6,804)        | (6,882)        | (7,020)        |
| <b>Net Resource Requirement</b>   | <b>101,896</b> | <b>104,700</b> | <b>104,261</b> |
| <b>Capital Investment</b>         | <b>15,170</b>  | <b>21,210</b>  | <b>25,322</b>  |



|                                     | 2012/13         | 2013/14         | 2014/15         |
|-------------------------------------|-----------------|-----------------|-----------------|
| <b>Total Resources</b>              | <b>117,066</b>  | <b>125,910</b>  | <b>129,583</b>  |
|                                     |                 |                 |                 |
| <i>Accruals to cash adjustments</i> | <i>(13,811)</i> | <i>(14,085)</i> | <i>(14,558)</i> |
|                                     |                 |                 |                 |
| <b>Net Cash Requirement</b>         | <b>103,255</b>  | <b>111,825</b>  | <b>115,025</b>  |

# Total Resources by Objective 2012/13





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