



HOUSE OF LORDS

# Business Plan 2013/14



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# Foreword from the Clerk of the Parliaments

This Business Plan sets out the work and initiatives planned by the House of Lords Administration for the financial year 2013/14 in order to meet our objective “to enable the House and its members to carry out their parliamentary functions effectively”. The Administration faces a number of challenges to maintaining and improving the level of service provided to members by the Administration. In particular, we continue to aim to keep our resource costs at the same level as in 2010/11 in real terms until 2015. This plan sets out a number of savings strands which will contribute to this aim in 2013/14 and beyond.

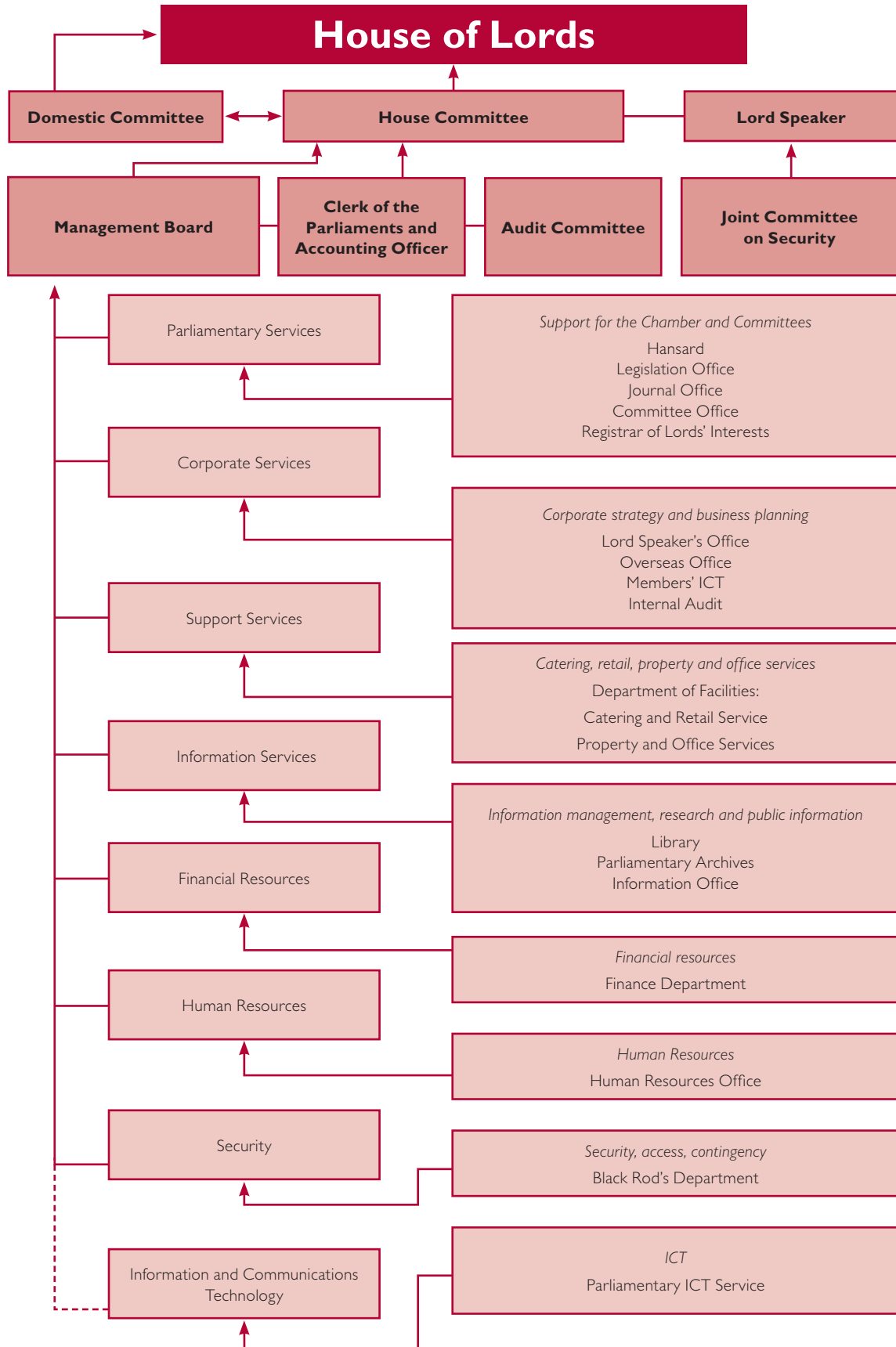
These financial constraints occur against a backdrop of a larger House following the introduction of a number of new members after the 2010 General Election. The average daily attendance remained at close to 500 members during 2012 and, following the Government’s decision not to proceed with the House of Lords Reform Bill, we are planning for 2013/14 on the assumption that the size of the House will not reduce (and may increase). This presents a particular challenge at a time when we are aiming to keep our resource costs level.

The restoration and renewal of the Palace of Westminster will pose a particular challenge in the 2013/14 financial year and beyond. The House Committee and House of Commons Commission have commissioned an independent appraisal of the options available, which will be completed in 2014. We shall continue to work closely with colleagues in the House of Commons to ensure that any decisions on the future of the Palace are based on sound advice and evidence. Work will also continue on Programmes to ensure that the Parliamentary Estate remains a viable and safe location for members and staff to work.

This is the last Business Plan that will be based around the Strategic Plan 2011–15. We shall thoroughly review the Strategic Plan in spring 2013 to ensure that our aims and priorities over the next five years remain appropriate.

**David Beamish**

# Governance Structure



# Introduction

Against a background of continuing financial austerity, this year's corporate business plan describes how the Administration so far as resources allow plans to pursue initiatives to develop and improve its 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.

The Business Plan is written with reference to the objectives and tasks contained in the current five-year Strategic Plan first agreed by the House Committee in July 2009 and modified in December 2010. The plan is reproduced here at page 11. It will be thoroughly revised in 2013.

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. 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, having regard to both residual risk and target risk. 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 mitigating actions required. In addition to being listed under the tasks to which they relate, the risks are listed on page 37, where the risk owners are also identified.

For the first time the Plan sets out at page 39 the performance measures which are identified in the Administration's quarterly performance reports.

Over the next three years the Administration expects to see continuing change in the following areas: in making savings, in works and accommodation, and in ICT. Furthermore, an exercise is under way to enable options for the restoration and renewal of the historic fabric of the Palace to be more fully considered.

By its nature a corporate business plan concerns itself with strategic issues and initiatives aimed at securing change. Accordingly, the Business Plan is not a description of the work of the House and the Administration across the whole spectrum of its activities – it does not seek to replicate everything contained in office business plans. Nonetheless 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, whether featured in the Business Plan or not.

## Savings strategy and financial plan for the House of Lords Administration to 2015/16

This Business Plan is underpinned by a financial plan which was agreed by the House Committee on 11 December 2012. The financial plan is subject to a savings strategy, agreed by the House Committee in 2010 as a response to the public sector savings challenge. The savings target then agreed for the House of Lords Administration to 2014/15, now extended to 2015/16, is as follows:

“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.”<sup>1</sup>

Achievement against this target to date, and the expected expenditure for the next three years, is set out in Table I. It shows that the resource budget will not exceed the financial target. In 2010 the House of Lords Administration responded to the savings challenge which faced the whole public sector. In-year savings were made which resulted in a substantial underspend in 2010/11. Then, using that year’s budget as the baseline, the House Committee agreed the following savings target for the House of Lords Administration to 2014/15:

**Table I**

Year	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Resource budget £m	102	100 <sup>2</sup>	102	97	100	103
Resource target £m (previous year’s budget adjusted for inflation – see bottom row)		105	110	113	115	118
Resource outturn £m	90 <sup>3</sup>	95 <sup>4</sup>	95 (forecast)			
Capital budget £m			15	17	22	23
“Real terms” inflation rate (average CPI for 12 months to September)	3.0%	4.2%	3.3%	2% (assumed)	2% (assumed)	

<sup>1</sup> Resource costs exclude pensions in payment. These are the cash benefits paid to pensioners and, as such, contribute to the net cash requirement. However in resource accounting terms the costs are incurred as service accrues, not when benefits are paid, so they do not score against the resource budget.

<sup>2</sup> Excluding £10m non-cash provision for revaluation of Millbank House.

<sup>3</sup> Before exceptional items and technical accounting adjustments – gains on switch of pension indexation from RPI to CPI and on revaluation of Estate.

<sup>4</sup> Before exceptional items and technical accounting adjustments – loss on revaluation of Millbank House.



Savings strands, which amount to a de facto savings programme, feed into current spending plans:

- Staff in bands A to E except those paid less than £21k received no pay rise in 2010/11 or 2011/12 and any increase in 2012/13 will be limited to 1% of the pay bill. Senior pay is frozen. Constraints on pay are likely to continue in the planning period. All bids to fill staff vacancies will continue to be vetted by a recruitment panel.
- Substantial savings in printing costs have been achieved by the Printing and Publishing Steering Group by reducing the amount printed and negotiating new terms with the contracted printer. Costs which amounted to £4.5m in 2010/11 will reduce to £3m for each year of the plan.
- Since 2010/11 the net cost of catering has been reduced from almost £1.5m to £1.2m and the planning period will see further reductions.
- The Library, through the bicameral Joint Resources Management Group, will continue to make savings through joint procurements and bicameral sharing.
- The Special Services Agreement with the Metropolitan Police Service signed in 2010 led to the budget for the Lords' share reducing from £10.4m in 2010/11 to £9.9m in the coming year. Following a review, the Parliamentary Security Director plans on reducing costs further during the latter part of the planning period.
- In certain joint services, the Lords budget has derived a share of savings made under the Commons Savings Programme and will continue to benefit during the planning period. The Lords may also expect to benefit from a £5.9m reduction in PICT's resource budget by 2014/15 compared with 2009/10 (Lords share £1.2m), subject to decisions on the adoption of "cloud-based" ICT services.

## Restoration and renewal

In October 2012 the House Committee agreed (in parallel with a similar decision by the House of Commons Commission) to publish a report by officials outlining options for the essential refurbishment of the Palace of Westminster.<sup>5</sup> The report describes the condition of the Palace, and the need to replace the antiquated heating, ventilation, water, drainage and electrical systems, as well as to implement fire safety improvements and conservation of the building fabric.

The Committee expressed the view that a decision on the long-term future of the Palace needs to be made soon. They instructed officials to undertake further work on those options which retain the Palace of Westminster as the long-term home of Parliament, ruling out the idea of a new permanent location elsewhere.

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<sup>5</sup> The report is available online at: <http://www.parliament.uk/business/news/2012/october/restoration-and-renewal-of-the-palace-of-westminster/>

In consequence of those decisions, preparation for a programme of restoration and renewal will be a significant priority in the planning period and officials of the two Houses will collaborate closely on this important joint undertaking. Work will continue to collate the necessary information on which further analysis of the options will be based, and an independent costed appraisal of the options will be commissioned. This phase of preparation is unlikely to be completed before the middle of 2014. The object is to ensure that future decisions are well-informed and secure best value for money.

Meanwhile the plans for the next three years provide for continued work on fire safety measures, the cast iron roofs, the aggressive maintenance of certain mechanical and electrical services, the refurbishment of 6 and 7 Old Palace Yard and certain shared conservation projects.

### **Reform and composition**

In September 2012, the Government decided not to proceed with plans for the reform of the House. The Administration has therefore planned on the assumption that the size of the House will not reduce in foreseeable future, following a large increase in the membership of the House since the 2010 General Election. A further increase in the size of the House would pose a further challenge for the Administration to maintain a high-quality level of service to members at a time of financial constraint.

### **ICT developments**

ICT services are provided to both Houses by PICT, a joint department whose activities do not normally feature in House business plans except in respect of business-led IT applications. Some aspects of PICT's current strategy for ICT are worth noting because they will have a major influence on the way ICT services are delivered and on the way in which Members and staff access them. The key to many of these developments, following decisions by the House Committee and the House of Commons Commission, will be the increased use of cloud computing from April 2013 subject to due regard for information security considerations. This in turn will lead to greater opportunities to deliver applications to any device, from anywhere. Demand to connect users' own devices to the intranet will increasingly be met, subject to security considerations, and BYOD (Bring Your Own Device) will spread over the next two years. The implications of these developments for the current scheme whereby PICT provides hardware and support for Members of the House will be reviewed by the Information Committee by 2015.

## **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 2011/12, is published as HL Paper 38 of Session 2010/12. The Resource Accounts of the House of Lords for 2011/12, which detail the House's use of financial resources that year, are published as HL Paper 35 of Session 2010/12. The annual report and accounts which relate to the period of this business plan will be published in 2014.

# House of Lords Administration Strategic Plan 2011–15

This plan was originally agreed in 2010 and updated in 2011. The Plan will be reviewed and a revised version for 2014-19 agreed before the beginning of the 2014/15 planning period.

## **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 and 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 and 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 set out 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 cost to 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, and seek to take forward the pedestrianisation of St Margaret Street and Old Palace Yard.
- (3) We will examine whether our security arrangements would be more efficient if further integrated with the Government Security Zone.

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 and 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 review the structure of the Administration.
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 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 record 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 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.
  - (3) We will ensure that the work of the new International Relations Directorate meets the needs of the House and optimises the use of resources.

## 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 2013/14– 2015/16

## 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.

### Risks

Disruption to the strategic plan objectives as a result of:

- inadequate ICT systems, breakdown, poor project or programme management or initiative overload.
- failure to be sufficiently agile to respond to changing demand for staff and skills.
- failure to work effectively with the House of Commons.

Business area	Deliverable	Target Date	Responsible
Provision of reporting services	<ul style="list-style-type: none"> <li>• Deliver new authoring software for Hansard.</li> </ul>	2013/14	Parliamentary Services (Editor of Debates)
	<ul style="list-style-type: none"> <li>• Deliver a fully electronic system for handling Questions for Written Answer.</li> </ul>	2014/15	Parliamentary Services (Clerk of the Journals)
Printing and publishing	<ul style="list-style-type: none"> <li>• Engage consultants to look at options for printing, preparatory to retendering the contract for printing in 2016.</li> </ul>	2013/14	Parliamentary Services (Clerk Assistant)
Improve accessibility of procedural data	<ul style="list-style-type: none"> <li>• Work with PICT and the House of Commons to deliver upgraded ICT applications for procedural services as part of the Parliamentary Business Programme.</li> </ul>	2013/14	Parliamentary Services (Clerk of the Journals/ Director of PICT)
	<ul style="list-style-type: none"> <li>• Oversee the migration of core datasets to the data.parliament platform</li> </ul>	2013/14	
	<ul style="list-style-type: none"> <li>• Initiate further development of new bills and acts software.</li> </ul> <p><i>Relates also to Task 7.</i></p>	2013/14 and 2014/15	(Clerk Assistant)
Committee Office	<ul style="list-style-type: none"> <li>• Respond to the wishes of the Liaison Committee, as agreed by the House, for the deployment of Committee activity</li> </ul>	May 2013	Parliamentary Services (Clerk of Committees)
	<ul style="list-style-type: none"> <li>• Evaluate the trial by the Communications Committee of iPad-only (paperless) circulations, and consider extending it further</li> </ul>	July 2013	
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>• Conduct one-to-one coaching sessions for members' staff on library resources. Further develop the range of proactive research products to cover all major business in the Chamber.</li> </ul>	2013–5	Information Services (Director of Information Services and Librarian)
	<ul style="list-style-type: none"> <li>• With PICT and the Commons Library, develop use of innovative technologies like e-books and services delivered via mobile devices.</li> </ul>	2013–15	

# 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:

- failure to deal with an incident or comply with legal requirements relating to:
  - i. health and safety
  - ii. fire safety
  - iii. environmental management.
- external utility failure or environmental event.
- inadequate infrastructure, an internal infrastructure failure, fire or flood.
- poor management of a major infrastructure project or change programme, including any necessary decants.
- the Mechanical and Electrical (M&E) medium-term and long-term programmes failing to deliver expected benefits on time and to budget.

Business area	Deliverable	Target Date	Responsible
Securing the long-term viability of the Palace of Westminster as part of the 25-year programme with the Commons	<ul style="list-style-type: none"> <li>Continue the five-year programme of “aggressive maintenance” of mechanical and electrical (M&amp;E) services.</li> </ul>	2013/14–2014/15	Support Services (Director of Facilities)
	<ul style="list-style-type: none"> <li>Contribute to independent review of options for the restoration and renewal of the Palace, including fire safety improvement works.</li> </ul>	2013/14	
	<ul style="list-style-type: none"> <li>Plan refurbishment of 6 and 7 Old Palace Yard in 2014/15, including decant.</li> </ul>	2013/14	
	<ul style="list-style-type: none"> <li>Commence work on cast iron roofs, South East Return.</li> </ul>	2013/14	
Accommodation strategy	<ul style="list-style-type: none"> <li>Update strategic decant requirements and the House accommodation strategy in the wider context of possible restoration and renewal of the Palace.</li> </ul>	2013/14	Support Services (Director of Facilities)
Facilities Management	<ul style="list-style-type: none"> <li>Negotiate the following new contracts: <ul style="list-style-type: none"> <li>- mail services</li> <li>- cleaning</li> <li>- AV services</li> <li>- photocopiers.</li> </ul> </li> </ul>	August 2013	Support Services (Director of Facilities)
		August 2013	
		August 2014	
		September 2014	
	<ul style="list-style-type: none"> <li>Continue to deliver the rolling programme of facilities-related ICT projects in conjunction with the Commons.</li> </ul>	2013/14	
Catering services	<ul style="list-style-type: none"> <li>Reduce net cost of catering outlets.</li> </ul>	2013/14	Support Services (Director of Facilities)
	<ul style="list-style-type: none"> <li>Develop a strategy for catering and retail activities in order to increase income generation while improving food quality and service to Members and staff.</li> </ul>	2013/14	

# 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 Special Services Agreement 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:

- a breach in security or terrorist attack.
- security requirements disrupting the work of the House or Members.
- failure to work effectively with the House of Commons.

<b>Business area</b>	<b>Deliverable</b>	<b>Target Date</b>	<b>Responsible</b>
Metropolitan Police services	<ul style="list-style-type: none"><li>• Renegotiate Special Services Agreement.</li></ul>	2013/14–2014/15	Parliamentary Security Director
Physical security	<ul style="list-style-type: none"><li>• Make progress with bicameral Speaker's Green and Cromwell Green projects.</li></ul>	2013/14	Director of Facilities/Black Rod
	<ul style="list-style-type: none"><li>• Introduce electronic booking system at Peers Entrance.</li></ul>	2013/14	Director of Facilities/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, the Yeoman Usher and certain others act as “Silver” for the House in the broader command and control organisation 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:

- a breach in security or terrorist attack.
- external utility failure or environmental event.
- inadequate infrastructure, an internal infrastructure failure, fire or flood.
- failure to work effectively with the House of Commons.



<b>Business area</b>	<b>Deliverable</b>	<b>Target Date</b>	<b>Responsible</b>
Improve business continuity and relocation arrangements	Seek approval for revised relocation plans.	2013/14	Black Rod
	Carry out a CBRN emergency exercise.	2013/14	
Ceremonial events	Review base planning documents.	2013/14	Black Rod

# 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. Responsibility for furthering this objective lies 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

Disruption to the strategic plan objectives as a result of:

- failure to safeguard the image and reputation of the House of Lords.
- failure to meet information security or data protection requirements, or comply with FoI requirements.

Business area	Deliverable	Target Date	Responsible
Promotion of the work of the House via online media	<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 2014	Information Services (Director of Public Information)
	<ul style="list-style-type: none"> <li>Persist in ensuring that the Web and Intranet Services content strategy for the Parliament website reflects the needs of the House.</li> </ul>	March 2014	
	<ul style="list-style-type: none"> <li>Develop a social media strategy to bring together the online contributions of Members of the House of Lords and UK Parliament social media activity.</li> </ul>	October 2013	
	<ul style="list-style-type: none"> <li>Launch on-line content relating to Members' biographies and policy interests.</li> </ul>	October 2013	
Outreach and education	<ul style="list-style-type: none"> <li>Continue long-term targeted campaigns with hard-to-reach audiences.</li> </ul>	May 2015	Information Services (Director of Public Information)
	<ul style="list-style-type: none"> <li>Participate in roll-out to universities of a taught parliamentary studies module.</li> </ul>	2013/14	
Exhibitions	<ul style="list-style-type: none"> <li>Royal Gallery displays to mark the centenary of the outbreak of the Great War 1914–18</li> </ul>	August 2014	Information Services (Director of the Parliamentary Archives)
	<ul style="list-style-type: none"> <li>Develop House of Lords contribution to the exhibition and outreach programme to mark the 750th anniversary of the De Montfort parliament, and the 800th anniversary of Magna Carta.</li> </ul>	2014/15	
Parliamentary Archives	<ul style="list-style-type: none"> <li>Conduct a review of location requirements.</li> </ul>	October 2013	Information Services (Director of the Parliamentary Archives)

# 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 House 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:

- be sufficiently agile to respond to changing demand for staff and skills.
- comply with legal requirements relating to Human Resources and relevant best practice.
- maintain effective employee relations and staff morale.
- maintain an effective partnership between the Human Resources Office and managers in other offices to ensure implementation of HR policies and procedures.

Business area	Deliverable	Target Date	Responsible
HR Core functions	<ul style="list-style-type: none"> <li>• Commence new HR and payroll IT system, including self-service features.</li> <li>• Complete the suite of new HR Intranet pages.</li> <li>• Carry out a review by consultants of the functions and staffing of the office.</li> </ul>	2013/14  August 2013  2013/14	Director of Human Resources
Loyalty and motivation of staff	<ul style="list-style-type: none"> <li>• Establish a robust Learning and Development framework for the staff, using Civil Service Learning (CSL) where possible.</li> </ul>	2013/14	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 maintaining 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 the Board 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 its 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.

## Risks

Disruption to the strategic plan objectives as a result of a failure:

- in financial planning and management.
- to comply with legal or audit requirements relating to finance.
- to engage effectively with PICT, the Commons and contractors as providers of business-critical services.
- to secure value for money and minimise scope for fraud.
- to manage a major infrastructure project or change programme, including any necessary decants.
- to safeguard the image and reputation of the House of Lords.
- to work effectively with the House of Commons.

Business area	Deliverable	Target Date	Responsible
Savings and financial management	<ul style="list-style-type: none"> <li>Achieve the Administration's savings target over the extended period to 2016.</li> </ul>	2013–16	Finance Director
Strategic plan	<ul style="list-style-type: none"> <li>Draw up a new strategic plan for the Administration for the period 2014 to 2019, with greater focus on priority tasks.</li> </ul>	2013/14	Reading Clerk
Contract Management	<ul style="list-style-type: none"> <li>Develop the contract management support function.</li> </ul>	Ongoing	Finance Director
Environmental Performance	<ul style="list-style-type: none"> <li>Make further progress in reducing carbon emissions, consumption of utilities, and generation of waste in-line with 2020/21 targets.</li> </ul>	2013/14	Director of Facilities/ Reading Clerk
Management Board	<ul style="list-style-type: none"> <li>Commission external review of Management Board effectiveness.</li> </ul>	2013/14	Clerk of the Parliaments
Members Finance	<ul style="list-style-type: none"> <li>Review scheme</li> </ul>	2015/16	Finance (Director of Finance)



# 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 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 strategies deliver robust core services and reflect 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 record 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, breakdown, poor project or programme management or initiative overload.
- failure to meet information security or data protection requirements, or comply with FoI requirements.

Business area	Deliverable	Target Date	Responsible
Improve accessibility of Parliamentary information	<ul style="list-style-type: none"> <li>Continue, through the bicameral Information Management Board, to develop business-led information management priorities which will inform PICTAB decision making.</li> </ul>	2013/14	Information Services (Director of Information Services and Librarian)
	<ul style="list-style-type: none"> <li>Develop and deliver a programme to improve House of Lords information assets.</li> </ul>	2013/14	(Director of Information Services and Librarian)
	<ul style="list-style-type: none"> <li>Undertake prioritised digitisation projects in accordance with the Digitisation Strategy, including:               <ul style="list-style-type: none"> <li>- glass plate negatives</li> <li>- Protestation Returns</li> <li>- books of evidence</li> <li>- Members' photographs</li> </ul> </li> </ul>	2013/14	(Director of the Parliamentary Archives)
	<ul style="list-style-type: none"> <li>Complete Phase 2 of digital repository development.</li> </ul>	2013/14	
Improve electronic record keeping	<ul style="list-style-type: none"> <li>Support further use of SPIRE to ensure maximum benefits, including a reduction in paper storage.</li> </ul>	2013/14	Clerk of the Parliaments
Information security	<ul style="list-style-type: none"> <li>Embed the accreditor function into information security governance arrangements.</li> </ul>	2013/14	Corporate Services (Reading Clerk)
	<ul style="list-style-type: none"> <li>Provide assurance in respect of using "Cloud" solutions for new IT projects and legacy services.</li> </ul>	2013/15	
	<ul style="list-style-type: none"> <li>Extend staff training, particularly in respect of BYOD (Bring Your Own Device) use.</li> </ul>	2013/14	

# 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 member 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, British-American Parliamentary Group and British-Irish 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 and in oversight of the funding of the inter-parliamentary bodies.

## 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:

- failure to work effectively with the House of Commons.
- failure to safeguard the image and reputation of the House of Lords.

Business area	Deliverable	Target Date	Responsible
Hosting meetings	<ul style="list-style-type: none"> <li>• Prepare for and host the 15th meeting of the Association of European Senates at the House of Lords, June 2013.</li> <li>• With the Commons, host the Standing Committee, NATO Parliamentary Assembly</li> </ul>	<p>June 2013</p> <p>Spring 2014</p>	Corporate Services (Reading Clerk)
International Relations	<ul style="list-style-type: none"> <li>• Participate through the bicameral International Relations Group in reviewing the finances and work of the inter-parliamentary bodies.</li> <li>• Conclude Twinning Project in Kosovo, in conjunction with the Parliament of Hungary.</li> </ul>	<p>2013/14</p> <p>July 2013</p>	Corporate Services (Reading Clerk)
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 bicameral Information Services (Broadcasting, Curator's Office, Education, Visitor Services, Outreach and the Web and Intranet Service).</li> </ul>	2013	Information Services (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 11.

			Owner
<b>1</b>	<b>Security</b>	Disruption to the strategic plan objectives as a result of a breach in security or terrorist attack; security requirements disrupting the work of the House or Members [3(a), 3(b)].	Parliamentary Security Director
<b>2</b>	<b>Externalities/ Infrastructure</b>	Disruption to the strategic plan objectives as a result of: <ul style="list-style-type: none"> <li>i. failure to deal with an incident or comply with legal requirements relating to: health and safety; fire safety and environmental management;</li> <li>ii. external utility failure or environmental event;</li> <li>iii. inadequate infrastructure, an internal infrastructure failure, fire or flood;</li> <li>iv. poor management of a major infrastructure project or change programme, including any necessary decants;</li> <li>v. the M&amp;E medium-term and long-term programmes failing to deliver expected benefits on time and to budget. [2, 3(b), 6].</li> </ul>	Director of Facilities (with business continuity input from Black Rod)
<b>3</b>	<b>ICT</b>	Disruption to the strategic plan objectives as a result of inadequate ICT systems, breakdown, poor project or programme management or initiative overload [1, 7].	Director of Parliamentary ICT

			Owner
4	<b>Staff</b>	<p>Disruption to the strategic plan objectives as a result of failure to:</p> <ul style="list-style-type: none"> <li>i. be sufficiently agile to respond to changing demand for staff and skills;</li> <li>ii. comply with legal requirements relating to Human Resources and relevant best practice;</li> <li>iii. maintain effective employee relations and staff morale;</li> <li>iv. maintain an effective partnership between the Human Resources office and managers in other offices to ensure implementation of HR policies and procedures [1, 5].</li> </ul>	Director of Human Resources
5	<b>Finance</b>	<p>Disruption to the strategic plan objectives as a result of a failure:</p> <ul style="list-style-type: none"> <li>i. in financial planning and management;</li> <li>ii. to comply with legal or audit requirements relating to finance;</li> <li>iii. to engage effectively with PICT, the Commons and contractors as providers of business-critical services;</li> <li>iv. to secure value for money and minimise scope for fraud [6, 8].</li> </ul>	Finance Director
6	<b>Reputation</b>	Failure to safeguard the image and reputation of the House of Lords [4, 6].	Director of Information Services and Librarian
7	<b>Data Security</b>	Disruption to the strategic plan objectives as a result of a failure to meet information security or data protection requirements, or comply with Fol requirements [4, 6, 7].	Reading Clerk
8	<b>House of Commons</b>	Disruption to the strategic plan objectives as a result of a failure to work effectively with the House of Commons.	Clerk of the Parliaments

# Performance Measures

The Administration operates a quarterly corporate performance reporting framework. The measures which are reported against are set out below. From April 2013 financial data will be included.

<b>1 House and committees</b>		
<b>1A</b>	Member feedback on procedural services	Whether Members say we are providing good procedural services.
<b>1B</b>	Key procedural documents and brief	Whether we are producing the information that the House needs, on time and accurately.
<b>1C</b>	Quality and timeliness of research services	How well we are providing timely and high quality research information which assists Members in their Parliamentary work.
<b>1D</b>	Members' use of online services	How well we are encouraging Members to use our online information and services.
<b>1E</b>	New Members' induction	To what extent we are giving new Members an effective induction into the work of the House and how to contribute to that work.
<b>2 Accommodation and facilities</b>		
<b>2A</b>	Resolution of reported works problems	Whether we deal with accommodation and facilities issues promptly.
<b>2B</b>	Catering and retail services subsidy	Whether key support services are efficient.
<b>2C</b>	Parliament-wide environmental targets	Whether we are reducing our environmental impact: consuming less energy and water, and producing less waste.
<b>3(a) Security</b>		
<b>3A</b>	Security preparedness	The extent to which the Administration, working with the Metropolitan Police, is prepared for attempts to breach the security of the Estate.



### 3(b) Contingency planning and business continuity

<b>3B</b>	Effectiveness of corporate contingency planning and business continuity	Whether appropriate plans are in place and are effective when called into action.
<b>3C</b>	Effectiveness of office corporate contingency planning and business continuity	Whether appropriate plans are in place in Offices and are effective when called into action.

### 4 Outreach and access

<b>4A</b>	Promptness of response to public inquiries	Whether we are responding promptly to requests for information.
<b>4B</b>	Response to FOI requests	To what extent we are dealing promptly and appropriately with FOI requests.
<b>4C</b>	Publication of Acts of Parliament	Whether we are publishing Acts of Parliament promptly.
<b>4D</b>	Visitors to Lords pages on website	To what extent the Lords pages on the Parliamentary website are well used.

### 5 Staffing and training

<b>5A</b>	Formal processes	Whether we complete formal processes on time, helping to indicate whether our management of staff is effective.
<b>5B</b>	Statutory training	Whether statutory training requirements of staff are met.
<b>5C</b>	Staff absence rates	Whether staff feel valued and positive, leading to high presence rates.
<b>5D</b>	Meeting business needs	Whether we are agile at allocating human resources effectively to address business priorities.
<b>5E</b>	Staff turnover	Whether staff feel valued and positive, leading to low turnover rates.

<b>6 Finance and corporate governance</b>		
<b>6A</b>	Managing Financial Resources	Whether financial resources are being managed effectively.
<b>6B</b>	Processing payments and payroll	Whether we are paying Members, our suppliers and staff on time.
<b>6C</b>	Making Financial Information available	Whether we are making key financial information available, promptly.
<b>7 Information and communications</b>		
<b>7A</b>	Records management	Whether we are managing our information and records effectively.
<b>7B</b>	ICT core network availability	Whether the ICT core network is reliable.
<b>7C</b>	PICT response time and resolution time	Whether IT incidents are dealt with quickly and effectively.
<b>7D</b>	Cost of electronic data storage	Whether we are managing our electronic data efficiently.
<b>8 External relations</b>		
	Shared services covered by memoranda of understanding	The extent to which we work effectively with the Commons to manage shared services.

The Board also receives quarterly updates on major programmes, projects and initiatives.

# Spending Plans 2013/14 - 2015/16

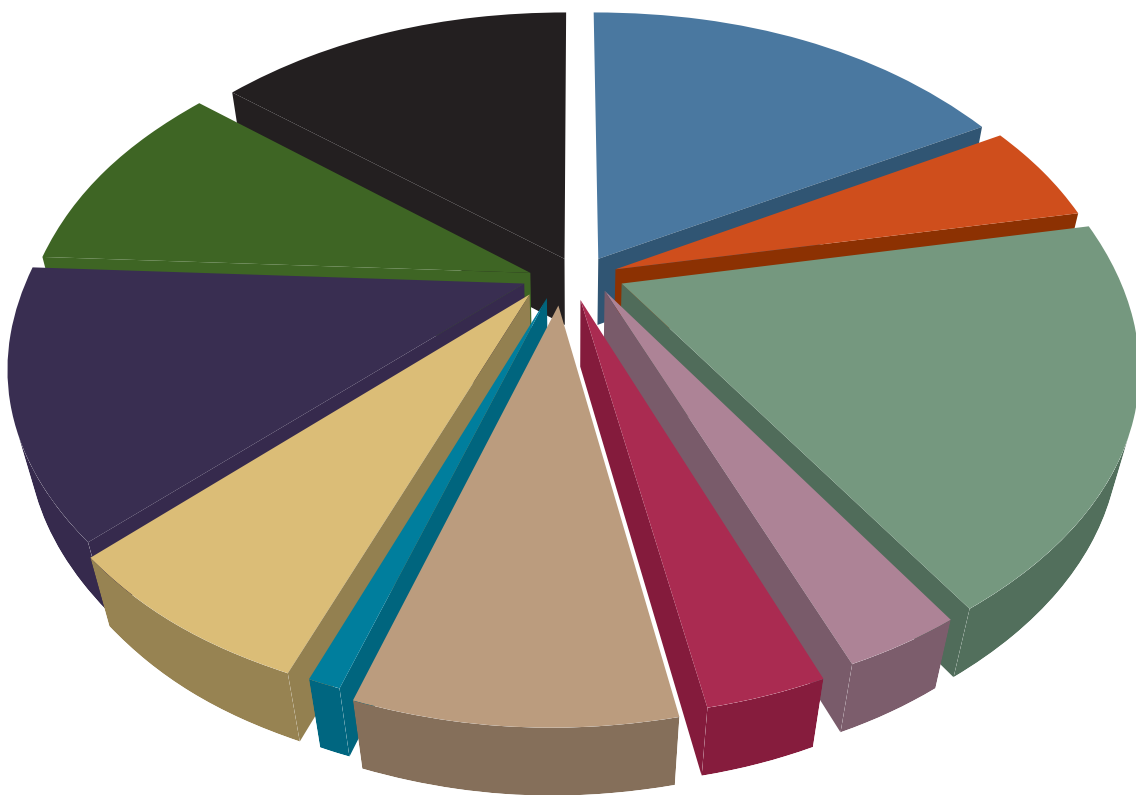
The following section sets out the forecast resource costs of the House on the basis of the work reflected in this business plan. These costs have been approved by the House Committee as the overall funding for the House Administration for the period of the Business Plan. The first year of the spending plans is the approved Estimate for 2013/14 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.

Details of this expenditure, annually adjusted, are as follows.

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
	£000s	£000s	£000s
Staff pay costs	20,097	19,976	20,574
Other staffing costs	6,087	5,987	5,856
Members' Finance	22,679	22,745	22,832
Printing and publications etc.	3,678	3,700	3,664
ICT	4,232	3,810	3,908
Security	10,109	10,623	10,639
Grants	1,513	1,513	1,513
Other costs	8,930	9,618	10,727
Works, estates and property costs	16,147	17,898	18,531
Non-cash costs	11,819	12,187	12,896

Income	(6,919)	(7,093)	(7,090)
<b>Net Resource Requirement</b>	<b>98,372</b>	<b>100,964</b>	<b>104,050</b>
<b>Capital Investment</b>	<b>16,779</b>	<b>21,671</b>	<b>23,396</b>
<b>Total Resources</b>	<b>115,151</b>	<b>122,635</b>	<b>127,446</b>
<i>Accruals to cash adjustments</i>	<i>(12,195)</i>	<i>(12,605)</i>	<i>(13,091)</i>
<b>Net Cash Requirement</b>	<b>102,956</b>	<b>110,030</b>	<b>114,355</b>

# Total Resources by Objective 2013/14



Staff pay costs - 17%

Other staffing costs - 5%

Members' Finance - 19%

Printing and publications etc. - 3%

ICT - 3%

Security - 8%

Grants - 1%

Other costs - 7%

Works, estates and property costs - 13%

Non-cash costs - 10%

Capital Investment - 14%